CONSENSUS-BASED DECISION-MAKING APPROACH AND ENTREPRENEURIAL PERFORMANCE IN NIGERIA

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Abstract

This study examine the relationship between consensus-based decision making approach and entrepreneurial performance of federal government agencies in Nigeria, Entrepreneurial performance was captured using job creation, economic growth and poverty reduction as dependent variables while Decision-making approach was covered using consensus-based decision making as independent factor. The study used mixed-method design, thereby using both primary and secondary sourced data. The primary data were sourced from structured questionnaires administered to a sample of 278 management staff of 9 specifically selected federal agencies using, while the secondary data was gotten from CBN report and World Bank yearly report. The study used via MAXQDA for correlation analysis, Statistical Package for Social sciences SPSS version 10 for descriptive analysis and AMOS is used hypothesis testing. The results of regression analysis revealed that consensus decision making positively affected all dimensions of entrepreneurial performance, the study therefore recommends that; Nigerian Federal Agencies need to increase their capacity to change and amend their activities to ensure elimination of poverty and strengthened Nigeria economy using consensus-based decision-making. Nigerian Federal Agencies need to accept and incorporate consensus decision making approach because it has empirical shown to be better decision-making between managers and employees and managers and co-managers in keeping with enhancing entrepreneurial performance through poverty reduction, job creation and economic growth in Nigeria.

Introduction

Recently, many academics and researchers worldwide have drawn attention to the benefits of entrepreneurship in economic growth and development. The values of SME, in many countries, particularly developing (Matthew, 2007; Okpera, 2009) are recognized. Their presence in untapped markets is responsible for most monetary increment and work creation (Lyon et al, 2000). Researchers have noted that fostering such enterprises is one of the most successful national growth and competitiveness strategies (Kazem & Van der Heijden, 2006; Quince & Whittaker, 2003).

The central economic growth process (Schumpeter 1934; Landes 1998) has long been taken as entrepreneurship. Empirical studies however provide conflicting evidence about the role of entrepreneurial activity in economic growth (Stam 2008). It is not surprising, as the forms of

entrepreneurship as well as economic contexts in which economic growth exists are extremely heterogeneous. Until now, studies have not adequately taken into account this microscope and macro-level heterogeneity that restricts our understanding of the critical role of enterprise in economic development. In this regard, major questions are:' why does the market position vary between high income countries, transition countries and low income? And what are the most significant forms of enterprise for economic growth?

Consensus-based decision-making, also known as Group Decision-Making (GDM) technique refers to the process of choosing the best alternative or alternatives from one viable one, taking into account the views verbalized by a group of individuals, usually referred to as decision makers Urena et al. (2016). A consensus decision is pursued in an optimal case, i.e. all the decision-

makers agree with this solution in full. Nonetheless, full consensus is considered virtually unattainable in most real-life scenarios. On rare occasions they arrive at consensus agreement because of certain gaps inherent in expertise level and in the personal interests of decision makers. Therefore, consensus was softer modeled, not generally perceived by Kacprzyk and Fedrizzi (2017) as a definitive and full agreement. The soft consensus method was used to model the wide range of potential partial agreements Cabrerizo et al (2017), in particular, using a more robust and rational approach using the flimsy rationale. This conclusion can be taken as an appropriate approach that can be accepted by a decision-maker, even though it is not his choice.

Practically, consensus reaches continues in a convergent multistory manner, where the decision makers verbalize their individual views at the start of the process, and when consensus rates are not seen as appropriate, by shifting their initial points of view on Cabrerizo et al. (2015) they compromise and put positions closer. It presupposes however that a decision-maker is prepared to consider these shifts of opinion. Often, before decision makers come to an agreement Herrera-Viedma et al. (2014) a moderator (individual or system) is responsible for managing the entire decision-making process. Since it was important to find the solution of a consensus, a well-studied consensus was found in GDM scenarios. Buttler and Rothstein (2016) also proposed several consensus strategies.

The creation of several services was enabled by web technologies that allow users from various countries to participate, create new resources and content and communicate with others. Social networks are one of the new phenomena, comprising a range of design strategies and numerous technology websites. Social networks allow collaboration, interoperability, knowledge sharing and easy communication in the new virtual world for Alonso et al (2013). Therefore, it is obvious that it is an on-going necessity to develop more sophisticated GDM mechanisms and create consensus processes in the modern social network services.

The problems that African countries are facing are economic growth, poverty and unemployment and,

appropriately, some of the huddles they do not manage to address. The country' poverty, illiteracy and unemployment continue to rise, given the involvement of multinationals and so many entrepreneurs and intervention programs. More than 63 million young Nigerians are now an analphabet (UNESCO 2017), and Nigeria possess world highest estimated 13 million "out-of-school children" at the same time. This country, which ranks sixth in world petroleum exporters, is still devastates by poverty despite the existence of many natural and human resources. Over 100 million Nigeria people live on less than one Dollar a day, and 60.9% of Nigerians live in severe poverty. Throughout Nigeria, as President Bill and the Melinda Gate Foundation recently say, there is still one of the highest maternal mortality rates. At 53.5 years in Nigeria (WHO, 2016), the World Health Organization (WHO) alone positions the life expectancy.

In Nigeria, successive governments have initiated multiple intervention initiatives and set-up agencies to tackle and deal in Nigeria with issues of deprivation, analphabetism and life expectancy. These agencies include Nigeria Development Bank (DBN), the Nigeria Industry Bank (BOI), the Agricultural Lending Incentive Based Risk-Sharing System (NIRSAL), Nigeria Exportation and Import Bank (NIXID), Nigeria Small & Medium Enterprise Development Program (NAPEP), the National Empowerment Development and Economic Development Program (NEPA), and Nigeria's SMEDAN. The government spends more than six billion a year on social welfare payment schemes (5000) naira to extremely disadvantaged Nigerians to feed school children.

With more than 63 million of illiterate youths (UNESCO, 2017) and Nigeria, one can say education is another field that needs an emergency response in Nigeria with the highest number of school children worldwide (BBC, 2017). The industry has provided fair publicity, however, the question remains how successful this publicity has been. In Nigeria, several countries run a free education program with the aim of encouraging quality education. Other States are taking additional miles to have teachers, an activity in which most Nigerian

multinationals are still committed to addressing the social issues of analphabetism.

In Nigeria, the successive government tried to address these problems by promoting entrepreneurship, but government involvement and entrepreneurial programs are in question due to the startling contrast between the current facts. Bad decision-making on how managers handle these stimulating economic entities to a large degree is indicative of the organization's failure. Managers with little to no macro-economic experience continue to make decisions that are not consistently solid enough to lead a productive organization. based on these problems mentioned above, this study will look at how consensus approaches to decision taking can help build entrepreneurial results in Nigeria and contribute to a progressive economy

Aim and Objectives

The major aim of this study is to ascertain the possible relationship between Consensus-based decision making technique and entrepreneurial performance in selected Nigerian federal agencies. The study has the following specific objectives: To:

i. Investigate the relationship between consensus-based decision making approach and Job creation.

ii. Determine the relationship between consensus-based decision making approach and economic growth.

iii. Examine the correlation between consensus-based decision making approach and poverty reduction

Research question

The following research questions were asked to further address the above objectives

i. What is the relationship between consensus-based decision making approach and Job creation?

ii. What is the relationship between consensus-based decision making approach and economic growth?

iii. What is the association between consensus-based decision making approach and poverty reduction?

Research Hypotheses

The following null hypotheses were formulated for the study:

$H0_1$. No significant association exist between consensus-based decision making approach and Job creation?

$H0_2$. No significant relationship exist between consensus-based decision making approach and economic growth.

H03. No notable relationship exist consensus-based decision making approach and poverty reduction.

Literature Review

Conceptual review

The concept review is summarized in the diagram below
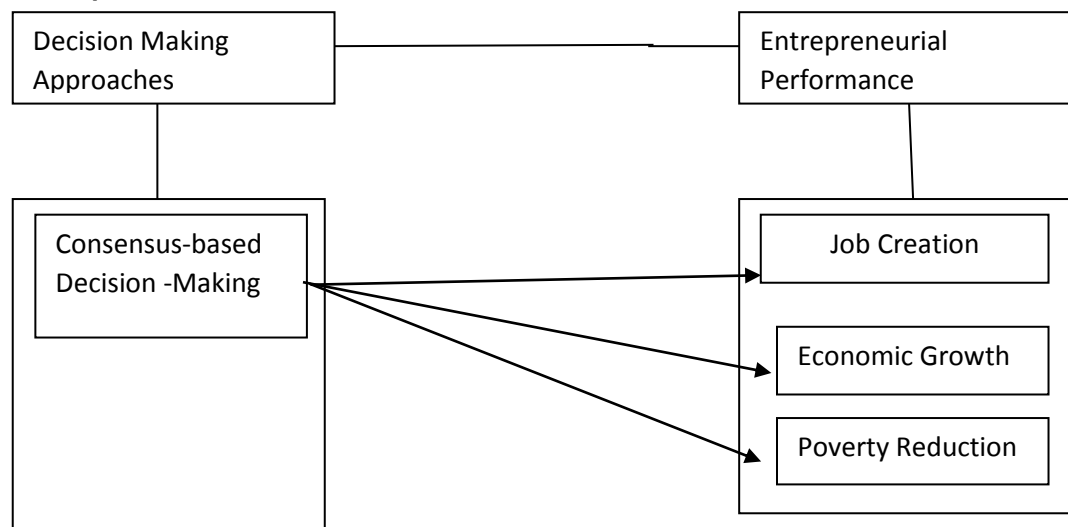
Conceptual framework

Figure 1 Conceptual framework; Dimension of Decision-making (Consensus-based decision-making) and measures of entrepreneurial performance (job creation, economic growth and poverty reduction).

Theoretical Review
Theory of Resource- Based Entrepreneurship

This theory opined that having needed access to required resources is crucial determinant of occasion based business and novel business growth (Alvarez, & Busenitz, 2001).This concept pressures essence of monetary social and human-based resource. Therefore having needed availability of resources improves personal capacity to observe and act on uncovered chance or opportunities (Davidson & Honing 2003). Monetary, social and human-based resource represents 3 key forms of theories covered by theory of resource base entrepreneurship.

Empirical works revealed that founding or uncovering of novel firms is common and usual when persons possess available monetary capital (Blanch-flower et al, 2001). which imply that this theory opined that people having monetary capacity are more capable of acquiring resources to explore entrepreneurial chances effectually and found firm accomplish them (Clausen, 2006).

But other work criticized this concept because it assumed that most business founders commence novel business with no much funding and that monetary capital is never appreciably associated to probability of becoming business person (Aldrich, & Cliff 2003; Hurst 2004).This current misunderstand is because of facts that these research area connected to liquidity theory constraints commonly aims to resolve whether founder accessibility is dependent on amount of funding deployed to commence new enterprise Clausen (2006). In their perspective this don't completely remove possibility that commencing firm with no much funding. Thus, founders accessibility to fund is crucial factor for novel business growth but not completely crucial for starting novel business (Hurst, 2004).

This concept further maintained that business owners possess personal-specialized resources that motivate their recognition of novel opportunities and assemble novel and needed resources to meet this emerging business needed (Alvar & Buseitz, 2001). Research revealed that certain persons are capable of recognizing and exploring opportunities compare to others being that they possess better accessibility to knowledge and information (Anderson, & Miller).

Attribution Theory

The word ' distribution' means the distribution of liability literally and attempts to describe a person's or situation's actions. The hypothesis of how people interpret the actions of themselves and others was furthered by (weiner 1974). He started this theory and later developed theoretical concept that became a central research model for social psychology, as did weiner 1974). The conduct attribute was divided into inner and outer factors by Heider. External attribution defines a person's behavior, and qualities such as personality, attitude and aptitude are influences. In the case of external allocation, a specific action is allocated the situation as causal to e.g. the allocation of the atmosphere or the weather.

Weiner (1974) advocates three-phase cycle underlying award. I such person must understand behavior or control it. (ii) Offender must assume that the action was intentionally carried out, and (iii) he must decide if he / she assume that other person was compelled to conduct it. He restricted this theory to most crucial factors that impacts success like ability, commitment, difficulty with task and luck. He equally grouped attribution according to three cause based dimensions: control locus, stability and regulation. Control locus differentiates further between internal and external positions. Stability dimension analyzes whether changes are due to cause over time. For example, we could have stable and internal ability, or a stable and internal effort. Controllability applies to factors (e.g. skill / efficacy), which you cannot regulate (e.g. aptitude, temperament, acts of others and luck).

Material and Methods

The quasi-experimental design is most suitable to meet the objectives of this analysis, since the phenomenon is not under the Researcher's

control. On the basis that analysis involved collection of samples of elements from the population with an interest that could be evaluated at a certain point, the researchers adopted the cross-sectional study approach. The reasons for using cross-sectional studies are that the study is timely and scholarly.

Population of the Study

The study involves the senior executive officers of selected federal agencies as they typically include only the senior executives of organizations responsible for selecting the organization. Government agencies would include information needed to calculate business results in the field. In particular, the decision-making strategies were part of the analysis by 738 management staff from selected government agencies in Nigeria. Agencies under investigation include SMEDAN, NBS (Nigerian Bureau of Statistics, BOI, "Nigerian Export and Import Bank NEXIM" BOI. "Nigerian Export and Import Bank NEXIM". The National Program to Reduce Poverty (NAPEP, NIRSAL, SMIEIS), NDE. The above agencies have been chosen for their active involvement in business development and growth in Nigeria.

Sample Size Determination

The appropriate sample size from each of them will be calculated here in this section, after determining the population used for this analysis and using the sample size determination formula Williams (2002). To decide the appropriate sample size, the sample size determination method of Williams (2002) is used for cases in which population attributes are known. The formula then states:

$$n = \frac{z^2 pq + e^2}{e^2 + (z^2 \text{pq}/N)}$$

Where

n = sample size
z = Standard mean error (usually 95%), in the distribution table corresponding to 1.96;
p = The share of the sample population is expected to be included (50 or 0.5 percent)..
q = Proportion of the population which is impossible (50 per cent or 0.5 is believed to be included).

e = Margin of error tolerable (5% or 0.05)
N = Form of population (1098)

N = 1098, e = 5% [or 0.05], Z = 1.96, p = 0.5, q = 0.5; to substitute these into the formula;

$$n = \frac{1.96^2(0.5 \text{x} 0.5) + 0.05^2}{0.05^2 + ((1.96^2 \text{ x} 0.5 \text{x} 0.5)/738)}$$

$$= \frac{3.8416(0.25) + 0.0025}{0.0025 + ((3.8416 \text{ x} 0.25)/738)}$$

$$n = \frac{0.9604 + 0.0025}{0.0025 + ((0.9604)/738)}$$

$$= \frac{0.9629}{0.0025 + 0.0008747}$$

$$= \frac{0.9629}{0.00337468}$$

$$n = 285.3306 \approx 286$$

The sample size is 286 workers, who will be distributed from Nigeria's chosen federal departments, based on the above computations. Use the proportion form below to assess the exact number of employees chosen for each company:

$$k = \frac{a}{N} \text{x} n$$

Where

k is the actual number of samples from each office in the south-south;
a represents the workplace population of each company; N represents the entire population overall; and n represents the whole population;.

Sampling Techniques

The samples described above shall be selected by simple random and convenience sampling techniques for all from their respective population groups. The simple random sampling technique is particularly useful because the sample system of employees of the agencies is readily accessible but if every randomly selected member of the population groups is very busy on the day or on the day of the survey, the flexibility can also be used. As for comfort sampling, the study allows the collection of samples on the basis of their simple accessibility.

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Sources of Data

For this analysis, both primary and secondary source data are used. Below are the different forms and origins of these primary data. Data will be collected on decision-making strategies. The secondary statistics on entrepreneurship results will be collected from annual reports from CBN yearly report. The research uses a realistic triangulation point of view for determining the duration of analysis due to the variability in the sample institutions. Below is a list of all workers and their year of start-up.

Table 1, Employed institution and year of inception.

S/N	Institution	Year of Inception
1	Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)	2003/2004
2	Nigerian Bureau of Statistics (NBS)	2007/2008
3	Bank Of Industry (BOI)	1959 (1964*, 2001*)
4	Nigerian Export and Import bank (NEXIM)	1991
5	Development Bank of Nigeria (DBN)	2015
6	National Poverty Eradication Programme (NAPEP)	2001
7	Small and Medium Industries Equity Investment Scheme (SMIEIS)	1999/2000
8	National Development of Employment (NDE)	1986/1987
9	The Nigeria Incentive Based Risk Sharing System for Agricultural Lending (NIRSAL).	2013

Source: Institutional Reports (For all sampled firms).

The earliest starting point can be traced to Bank of Industry after 1964. The recent activity can be linked to the Nigerian Development Bank, which began operations in only 2015. Because of the nature of the study design, a long-term coverage is essential to allow a reliable analysis and derivation of the main component. This is why the study chose a time between 1981 and 2018. This period is decreased for all working companies and (ii) it is statistically appropriate as it includes a total period of 37 years as stated by Drusvyateskiy and Lewis (2018). I this period is not limited to 37 years. (iii) It will allow us to carry out an objective study of the main component.

Instruments for Data Collection

A well-structured questionnaire that contains close-ended queries allowing the respondent to decide on well-structured questions is the resource for data collection. This is planned for all industry employees and public regulatory agencies in one edition. "Five (5) Likert scale: Strong Agree [5], Agree [4]", Undecided [3], Disagreement [2] and Strong Disagreement [1] should be used for this (questionnaire)

This questionnaire will be accompanied by a well-designed interview, in two versions, one of which will include more information from heads of government agencies studied on decision-making approaches

Validation of instrument

A pre-study sample would provide 40 copies of the questionnaire for certain members of the respondent groups. To further reinforce and change the instrument, the answer values that would return from the distributed copies of the questionnaire shall be utilized. Only if you answer what you want to catch is a test instrument valid. This study would use the material validity test. The researcher and two research experts will be provided with a copy of the questionnaire. They would also review the questionnaire and correct the items in the survey to match what they thought they captured.

Reliability of the Test Instrument

The researcher will use Cronbach Alpha tests to assess the reliability of the pre-study responses obtained from the testing method to ensure that the test instrument is accurate and consistent. The test is carried out through version 23.0 of SPSS. The data from 40 respondents will be obtained and used effectively and entirely in the pilot test. Based on the answers obtained in the survey, the Cronbach alpha for the study questionnaire will be determined.

Cronbach's alpha is nearer to 1, if test items are closely interrelated, and Cronbach's alpha is nearer to 0 if test items are not closely interconnected. For the clinical analysis of studies, an alpha (α) of 0.90-0.95 is optimal. The reliability estimates for the systems below are outlined in table 2.

Table 2 Reliability Statistics for Pilot Test

S/NO		Construct	No. Of Items	Cronbach's Alpha
1		**Consensus decision-making**	**5**	**0.832**
3		Job creation	5	0.793
4		Economic growth	5	0.735
5		Poverty reduction	5	0.860

Source: Researcher's Desk, 2019

The reliability statistical data for the pilot study carried out are shown in Table 2. The table shows that all sub-constructions have reported Alpha values above the minimum level of Cronbach.

Method for Data Presentation and Analysis

Multiple data processing methods will be used to check quantitative data. Next, the demographic data of the respondents will be evaluated using the Statistical Social Science Package (SPSS) software version 25 for simple percentages and diagrams and MAXQDA was used to ascertain the relationship between the dependent and independent variables and Amos was used for hypothesis testing while AMOS was used for hypothesis testing. The empirical data obtained for this study will be analyzed using descriptive and inferential statistical analysis methods. For the presentation and interpretation of data are used descriptive methods like tables, quantities and percentages, whereas inferential statistical methods are used for the testing of assumptions

Results, Analysis and Discussions
Descriptive Statistics of employed Secondary Data

Secondary knowledge is vulnerable to specific internal features not visible to the naked eye. That is why the analysis tests the main characteristics of such data as follows.;

Table 3: Descriptive Data of Employment Rate, Economic Growth and Poverty Incidence over the period of 1981 to 2018

	ECONOMIC_GROWTH	EMPLOYMENT_RATE	POVERTY_REDUCTION
Average	4.199714	91.04474	54.34105

Median	4.128962	92.60000	54.06500
Maximum	14.60438	98.20000	66.90000
Minimum	-7.576558	77.40000	41.88000
Std. Dev.	4.368537	5.550442	6.293656
Skewness	-0.063145	-0.517612	-0.057787
Kurtosis	3.250635	2.264941	2.716966
Jarque-Bera	0.124714	2.552337	0.147987
Probability	0.939547	0.279105	0.928678
Sum	159.5891	3459.700	2064.960
Sum Sq. Dev.	706.1122	1139.874	1465.574
Observations	38	38	38

Source: MAXQDA Extract.

Graphical Representation of Entrepreneurial Outcomes

The analysis explores the underlying pattern of the variables used as follows;

Figure 2: "Economic Growth Trend in Nigeria over the period 1981 to 2018".
Source: MAXQDA Extract.

This figure highlights a tiny pattern in Nigeria's economic growth. During the cycle of development, a repetitive succession phase is closely followed. This demonstrates the nation's low culture of sustainability. As an entrepreneurial product, risk products and services are not designed on a sustainable basis. This could be correlated with the closing of many companies and organizations and could provide market entrants and potential entrepreneurs with a negative feedback. A slow rate of increase was observed across the periods (1982 to 1984, 1991 and more recently 2016), indicating economic growth.

Employment Rate

Figure 3: Employment Trend in Nigeria over the period 1981 to 2018.
Source: MAXQDA Extract.

Employment formation in conjunction with the employment rate may be described as regularly decreased overtime. The 1999/2000 is the most clear. The job creation was very poor at that time. The essence of unemployment in the country is rising and it causes adverse business outcomes. In 1993 and 1999, the rate of jobs was the highest. Recently, the job rate has been rising in the country since 2014.
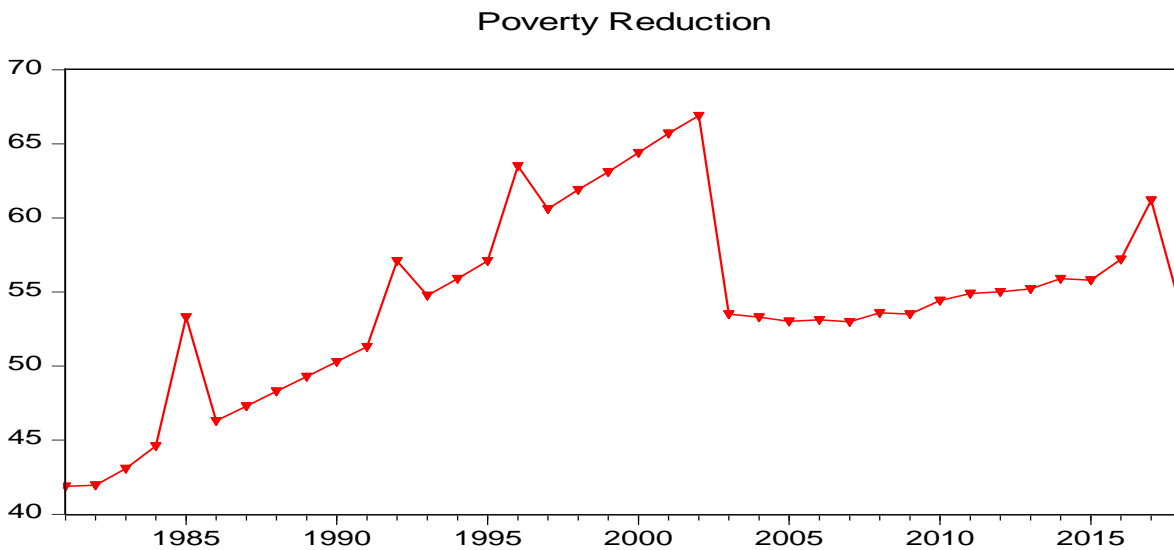
Poverty Reduction

Figure 4: Poverty Reduction Trend in Nigeria over the period 1981 to 2018.
Source: MAXQDA Extract.

Poverty reduction can be seen as very stealthy as the rate of poverty has risen slowly. This shows that company attempts to alleviate poverty did not have the desired overtime results.

The research starts by analyzing the relationship of the measurements used and the measures of the test variables, to see if the used variables fit.

Universal Model Evaluation

Model 1 (Job creation/Efficiency)

Table 4 Model Evaluation of Job creation as influenced by Consensus-based decision making.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Consensus-based decision making	.	Enter

a. Dep. Variable: Job creation
b. All request variables entered.

Model Summary

1	.869[a]	.755	.749	.50077723

a. Predictors: (Constant), , Consensus-based decision

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.628	4	30.407	121.251	.000[b]
	Residual	39.372	157	.251		
	Total	161.000	161			

a. Dependent Variable: Job creation
b. Predictors: (Constant), , Consensus-based decision

Source: *Author's Field Survey (2019)- MAXQDA output.*

The analysis shows from the R-square of 0.755, the total variations of the criterion variable as captured in the model (model 1) by jobs formation are up to 75% of decision making dimensions employed (Consensus-based Decision-making). It shows that there are ample predictors of the variables used to predict the output behavior of the company. This then shows that the variables are correctly chosen. The 121,251 F-statistic value at a 0,000 point that is less than the 0,05 sense shows that the pattern is well adapted. It means that the variables used go hand in hand and are thus mixed together.

Model 2 (Economic growth)

Table 5 Model Evaluation of Economic growth as influenced by Consensus-based decision making.

Variables Entered/Removed[a]

Model	Variable Entered	Variable Removed	Method
1	Consensus-based decision	.	Enter

a. Dependent Variable: Economic growth
b. All requested variables entered.

Model Summary

1	.884[a]	.782	.777	.47261638

a. Predictors: (Constant), , Consensus-based decision

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.931	4	31.483	140.947	.000b
	Residual	35.069	157	.223		
	Total	161.000	161			

a. Dependent Variable: Economic growth
b. Predictors: (Constant), Consensus-based decision making

Source: *Author's Field Survey (2019)- MAXQDA output.*

The study demonstrates, based on the R-square value of 0,782, that the variance in criterion variable as described by the model (model 2) in economic growth accounts for decision making dimensions (consensus-based decision). This demonstrates that ample variables for estimating the institution's output actions are adequate predictors of variables in terms of stimulating economic growth. This then shows that the variables are correctly chosen. The F-statistical value of 140.947 at a significance level less than 0.00 indicates that the model is well-suited. It means that the variables used go hand in hand and are thus mixed together

Model 3 (Poverty reduction)

Table 6 Model Evaluation of Poverty reduction as influenced by Consensus-based decision making.

Variables Entered/Removeda

Model			
1	Consensus-based decision	.	Enter

a. Dependent Variable: Poverty reduction
b. All requested variables entered.

Model Summary

1	.905a	.820	.815	.42975773

a. Predictors: (Constant), , Consensus-based decision

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.003	4	33.001	178.681	.000b
	Residual	28.997	157	.185		
	Total	161.000	161			

a. Dependent Variable: Poverty reduction
b. Predictors: (Constant), Consensus-based decision

Source: *Author's Field Survey (2019)- MAXQDA output.*

The Study observes from the R-square value of 0.820 that decision making dimensions (Consensus-based decision) account for up to 82 percent of variation in the criterion variable as captured in the model (model 3) by Poverty reduction. This shows that the variables used to predict the efficiency of the institution at reducing poverty are adequate predictors of the variables. As such, this shows that the variables are well selected. The F-statistics value of 178.681 at a significance

level of 0.000 which is lower than the 0.05 significance shows that the model is well fitted. This means that the employed variables go hand-in-hand and as such are well blended.

Table 7 Predictive strength summary

Model	R-square %	Position
Model 1: Job Creation	75.5	3rd
Model 2: Economic Growth	78.2	2nd
Model 3: Poverty Reduction	82	1st

This shows that the sampled institution's various approaches to decision-making are more likely to reduce poverty than to reduce economic development. The comparatively least power in decision-making is its relation to the production of jobs.

Test of Hypotheses

Table 8

S/N	Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E	C.R	P	Remark
1	CDM →JCR (Hypothesis 4)	Consensus based decision-making and Job creation	-0.59	-0.86	0.23	4.62	0.000	Not supported
2	CDM →ECG (Hypothesis 5)	Consensus based decision-making and Economic growth	0.36	0.78	0.11	3.21	0.000	Not supported
3	CDM →PVR (Hypothesis 6)	Consensus based decision-making and Poverty reduction	0.59	0.94	0.16	2.54	0.000	Not supported

Source: Amos 5.0, (2019)

Hypothesis One

Ho 1: There is no significant relationship between consensus-based decision-making and Job creation

Association between consensuses-based decision-making and Job creation in Nigerian federal agencies

The study of interaction between consensus-based decision-making and jobs creation in Nigerian federal agencies is outlined in Table 4.20 above. The findings show an significant, very negative relationship between the two variables (where β>0.3, r>0.7 and p<0.05). The zero hypothesis is therefore dismissed.

Hypothesis Two

Ho2: There is no significant relationship between consensus-based decision-making and economic growth..

Association between consensuses-based decision-making and economic growth of Nigerian federal agencies

The study of the relation between cooperative decision-making and economic expansion in Nigeria's federal agencies is shown in Table 4.20 above. The results show a moderate and important relation (where the β>0.3, r>0.7 and p<0.05) between the two variables. The null hypothesis has therefore been denied.

Hypothesis three

Ho3: There is no significant relationship between consensus-based decision-making and poverty reduction

Association between consensuses based decision-making and poverty reduction of Nigerian federal agencies

The study of the relation between consensus decision-making and poverty reduction in Nigeria's federal agencies is shown in Table 4.20 above. The results show a moderate and important relation (where the $\beta > 0.3$, $r > 0.7$ and $p < 0.05$) between the two variables. The null hypothesis has therefore been denied.

Table 9, Summary of Result on the Tests of Hypotheses Ho 1, Ho 2, and Ho 3

S/N	Mediation Stage	Relationship	SD. Beta	Actual Beta	S.E	C.R	P	Remark	Decision
4	X →Y (Ho:4)	Consensus based decision-making and Cost	-0.59	-0.86	0.23	4.62	0.000	Negative and Significant	Not supported
5	X →Y (Ho:5)	Consensus based decision-making and Economic growth	0.36	0.78	0.11	3.21	0.000	Moderate and Significant	Not supported
6	X →Y (Ho:6)	Consensus based decision-making and Poverty reduction	0.59	0.94	0.16	2.54	0.000	Positive and Significant	Not supports

The first hypothesis (Ho:1) states that the collective decision-making process and job creation are not interrelated in any significant way. Nonetheless, Table 4.21 shows that consensus-based decision-making in Nigerian federal agencies has positive and meaningful relationship with job generation ($\beta = -0.59$, $r = -0.86$, $p < 0.005$). Ho1 has therefore not been accepted. The evidence shows that decision-making based on consensus is a good predictor of job creation in Nigerian federal agencies. It shows statistically that the generation of jobs increases by 0.59 standard deviation while consensus-based decision-making increases by one standard deviation. In other words, the production of jobs increases by 0.86 while consensus-based decision-making increases by 1. The weight of regression for consensus decision taking in the forecast of work growth at 0.005 (two-through) point is significantly different from zero. The facts indicate that the drive to change and demonstrate the unique nature have a major impact on the ability of Nigerian federal competitive agencies and show that the Nigerian federal agencies are highly aggressive in their characteristics which demonstrate openness to change.

The two (Ho2) hypothesis notes that the connection between decision-making on the basis of consensus or economic growth is insignificant. Table above also reports, however, that consensus-based decisions are related to the economic growth of federal agencies in Nigeria with modest and important proportions ($\beta = 0.36$, $r = 0.78$, $p < 0.005$). Ho2 has therefore not been accepted. This suggests that the existence in Nigerian federal agencies of consensus-based decision-making would contribute to customer links with other federal Nigerian authorities. It shows statistically that when a standard deviation from consensus-based decision-making increases by 1, economic growth increases by 0.36. In other words, economic growth decreases by 0.78 as consensus-based decision-making decreases by 1. The regression in economic growth prediction is substantially different from null at the 0.005 (two-tailed) stage for consensus based decision-making. The ability to open up to change is therefore an integral characteristic of openness and

willingness to be open and able to collaborate with others.

The three hypothesis (Ho3) states that the relationship between consensus-based decision-making and poverty alleviation is not significant. Nevertheless, Table 4.21 shows also that a mutually acceptable decision-making arrangement has a positive and meaningful connection to Nigerian federal agencies ' reductions in deprivation (β=0.54, r=0.93, p<0.005). Ho3 has not been accepted therefore. It suggests a strong measure of poverty reduction in Nigeria's federal agencies in decision-making based on consensus. Statistically, the reduction of deprivation decreases by 0.59 standard deviation while consensus based decision-making decreases by 1 standard deviation. It means that the reduction in deprivation by 0.94 improves when consensus-based decisions are made. Regression weight in the estimation of reduction of deprivation for consensus-based decision-making varies significantly from zero at the twin-tailed stage of 0.005.

This research considers as follows in view of these findings:

i.   Consensus-based decision-making provides a major contribution to Nigeria's ability to ensure the establishment of jobs.

ii.   Consensus based decision-making strengthens the transparency of Nigerian federal agencies to collaborate with other Nigerian organizations and contribute to economic growth

iii. Consensus-based decision-making aims to reduce poverty in Nigeria Nigerian agencies'.

Therefore, all three proposed null hypothesis were rejected meaning that the dimension of decision making (consensus-based decision making) appreciable affected the entrepreneurial performance captured with job creation, poverty reduction and economic growth in Nigeria

Conclusions and Recommendations

In conclusion, this empirical study showed that the consensus-based decision making process in sampled government agencies accounted for a great deal more for differences (by 82 percent) in poverty reduction than for economic growth (which accounted for 78.2 percent) and jobs creation (0.755 i.e. 75.5 percent) compared to other indicators employed. Thus this means that consensus decision making is viable tools for improving the entrepreneurial performance or outcome of federal government agencies in Nigeria. The findings also confirm and accept that consensus-based approach to decision-making is crucial and highly important for the survival of business operations and achievement. The prerequisites of innovation, imagination, being open to change/decision-making as key factors in growth of company outcome are its position as a predecessor. We recommend that

1.   Nigerian Federal Agencies need to increase their capacity to change and amend their activities to ensure elimination of poverty and strengthened Nigeria economy using consensus-based decision-making.

2.   Nigerian Federal Agencies need to accept and incorporate consensus decision making approach because it has empirical shown to be better decision-making between managers and employees and managers and co-managers in keeping with enhancing entrepreneurial performance through poverty reduction, job creation and economic growth in Nigeria.

3.   The mangers of heads of the Nigerian Federal Agencies will facilitate the planning and the decision-making of their subordinates on routine matters. And team leaders are given room to practice self-management and self-management in planning through consensus-based decision making approach

4.   With consensus decision making approach in place, Public agencies will strengthen their governance and organizational accountability. In national political processes, the government will support and proactively aim to extend and secure the political space for democratic participation in decisions

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