

IMPACT OF PARTICIPATORY DECISION MAKING APPROACH ON ENTREPRENEURIAL PERFORMANCE IN NIGERIA

UJADUGHELE KENNETH

DEPARTMENT OF MANAGEMENT, FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF PORT HARCOURT, CHOBA

&

B.C ONOUHA PhD.

DEPARTMENT OF MANAGEMENT, FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF PORT HARCOURT, CHOBA

Abstract

This study investigated the impact of participatory decision making on the entrepreneurial performance of some selected agencies in Nigeria, in this study, job creation, economic growth and poverty reduction were factors used to capture entrepreneurial performance as dependent factor while participatory decision making was used as independent factor. The study employed a 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, Statistical Package for Social sciences SPSS version 10 and AMOS for data analysis, The results of regression analysis revealed that participatory decision making positively affected all dimensions of entrepreneurial performance, the study therefore recommends that; Public agencies should actively strive to get representative from the sub-sectors who are an active participant in the labour market (and currently observed to be misrepresented based on poor job creation antics and the rising rate of unemployment) and derive useful information to enable the government meet with the need of entrepreneurs towards ensuring provision for jobs and by so doing improve economic growth and reduce poverty.

Introduction

Participation is a word that reflects involvement in the management of any system or society but it rarely exists in practice (Bonnert and Furnham, 1991). Coon, (2004). describe s decisions as the process of forming the mind by collecting, exchanging and collecting relevant ideas from various sources. There are several different meanings of decision making. In addition, Lyon, Lumpkin & Dess (2000). defines "decision as a choice or judgment that you make following a period of debate or reflection." Fiet, (2002). further states that the decision-making procedure requires the identification and selection of alternative course-of-action according to the situation's demands. Yet Okpara (2009) holds the same opinion that ' the decision-making procedure comprises of choosing different choices and taking action.' Another author says that decisions should be taken, particularly

after a period when you don't know what to do or in a way that ends in a dispute.

Decision-making in a nut shell is a decision-making operation. The choice includes weighting and weaving alternate courses of action through sharing. Such decisions can be used to refer to a situation in which the Head is seeking the views and opinions of others on the subject but eventually determines himself Eisenhauer (1995)Therefore, Eisenhauer (1995)) claimed, there is a strong relation between decision maker and participation. Kazem, & van der Heijden (2006). suggests it is important to describe good management in terms of good organizational teamwork. The decision-making process is one of the first and critical phase in management, as Montibeller, & Franco (2011) claim.

Participatory decision taking would thus lead to improved decision-making and planning as well as to conflict resolution and organizational

compliance. Decision-making is one of the daily tasks of the high school administrators, particularly those dealing with disciplinary problems and other critical issues. Therefore, decisions that include a variety of individuals, preparation, expertise and objective feedback can be very complicated in a business environment such as school. Decision-making in this area involves a significant amount of data and information preparation and accumulation on the administrator's part. This makes participatory decision very necessary for the application of secondary school administration or administration. Many scholars recently proposed, as a result of this, that participation in decision taking was an expression of "normative interpretation of the democratic concept", that is, a "combination of the deliberation and equal representation of the community" (Oliveira, (2007).

Making decisions in a participatory way leads to solving problems and taking decisions. The dilemma is that joint decision-making requires their judgment to decide appropriate treatment options, and that decisions require people solving a certain issue to decide which treatment options satisfy everyone in them. It is interesting that the researchers claim, as issues are debated extensively through open communication among people from different points of view interested in participative settings, that better decisions and more productivity can be made in organizations (Montibeller, & Franco 2011). The notable effect of participatory management is that participants appear to get a sense of control of improvements programs and, ultimately, to increase their interest in achieving their goals and incorporating participatory management methods. They further suggest that, even with the lack of involvement in decision-making, all members of an association or agency are enlivened, and that it is easier for heads to operate this organisation smoothly when all of the participants are empowered.

Suslick, & Furtado (2001) stated that inclusion decision-making was reported to affect health outcomes including regulation and function outcomes, this has a range of benefits and drawbacks for using participatory decision-making models in organizational management. In other

words, they suggest that staff and different levels of employees are the true implementers of decisions; as such, this participatory model not only promotes decision taking, but also helps promote cooperation between those participating in the process.

It is also mentioned that when people take part in decision-making processes, they have several benefits, for example: a., greater pool of information "and., different viewpoints" as well as a., greater understanding. (Oliveira, (2007) argues that the good cooperation of the workers of an company can be characterized by good management. The decision is one of the first and critical phases in management

According to many reports, engagement strengthens people's relationships and develops the skills of participating groups Simon, (2013)); helps citizens recognize first and foremost their interests and how these interests are linked and reliant on those of other citizens. He also uncovered that equality in authority distribution in social communities was a key to enhancing success in the resolution of problems. Every human being has been alleged to have the right to participate in decisions that shape his or her life. This right is the foundation of the principle of equal representation of women and men in decision-making. Women should also participate with men, to effectively incorporate their perspectives at every stage of decision-making, both private and public, from local to global. Women should also participate with women.

However, anything positive has its some drawbacks. This should be remembered. This refers to the decision-making process. A number of research studies have shown that decisions made in a participatory process may contribute to the "lack of transparency", "social coercion", "vocal dominance", "and target denial", "groupthink," among other items. In some situations, even though there is a very clear connection between decision making and inclusion, the approach to decision-making guarantees an implicit democratization, which leads to a decision detrimental to the company (Kazem & van der Heijden, 2006). .

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 extent is indicative of the organisation'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. On the context of these problems, this study will look at how participatory decision taking approach can help build entrepreneurial performance in Nigeria and contribute to a progressive economy.

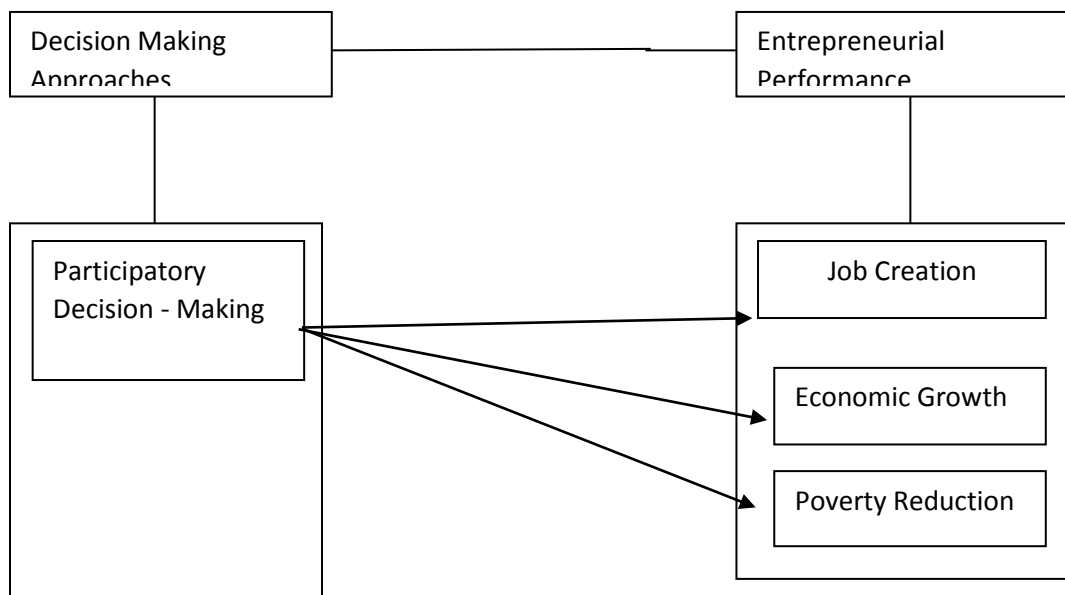
Aim and Objectives

The main aim of this study is to establish a relationship between Participatory decision making approaches and entrepreneurial performance in selected Nigerian federal agencies. The study has the following specific objectives: To:

- i. Investigate the relationship between participatory decision making approach and Job creation.
- ii. Determine the relationship between participatory decision making approach and economic growth.
- iii. Ascertain the association between participatory decision making approach and poverty reduction

Research question

Conceptual framework



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

- iv. What is the relationship between participatory decision making approach and Job creation?
 - i. What is the relationship between participatory decision making approach and economic growth?
 - ii. What is the association between participatory decision making approach and poverty reduction?

Research Hypotheses

The following null hypotheses were formulated for the study:

- H0₁.** No significant association exists between participatory decision making approach and Job creation?
- H0₂.** No significant relationship exist between participatory decision making approach and economic growth.
- H0₃.** No notable relationship exist participatory decision making approach and poverty reduction.

Literature Review

Conceptual review

The concept review is summarized in the below diagram

Figure 1 Dimension of Decision-making (participatory decision-making) and measures of entrepreneurial performance (job creation, economic growth and poverty reduction).

Theoretical Review

Subjective Expected Utility (SEU) Theory

Savage in 1954 introduced principle that decision-maker choose among alternatives or technique in presence of subjective axiomatic risk expected utility (SEU). Savage assumed or presumed that decision-maker would always try to find satisfaction and prevent suffering, and will make these calculations:

- i) Subjective uses, which compensate for men, rather than on objective standards, evaluated the utility of the weights.
- ii) Subjective probability of relying on individual risk figures rather than quantitative statistical measures.

When an unknown event for each benefit, or (xi), outcomes are possible {xi}, the choices that be described as a consequence of a function in which P (xi) is subjected for any outcome. The SEU is thus the supposed value of any utility that is presented as preferred option is strategy to maximize above function. The theory is based on four principles for rational preferences: transitivity, monotonic effects, freedom of a common outcome and the balance of accounts (see Shane, (2003) for a detailed summary of the principles):

- i) Transitivity: when X prefers Y and Y prefers Z, X prefers Z.
- ii) Monotonicity: one prefers either more attributes or one preferred fewer..
- iii) Equality Choice: Y is especially independent of X if Y's choice for particular outputs is not based on X's standard.
- iv) Equivalence in accounting: If two alternatives exist under similar situations (ignoring the sequence of events), they are indifferent

For two principal reasons, this theory was not popular. First, this concept is based on premise that decision-maker could seek to make reasonable decisions on grounds that decision-maker is always and usually moral, i.e. however, it is more difficult

and unreasonable to make human decisions. In fact, it was shown by Slavic and Tversky (1974) that people didn't believe in barbaric axioms. Shane, (2003) has shown that the transitivity and monotonic axis do not hold, in particular, through empirical proof. The former views were accepted by Shane, (2003) and the difficulties of axioms regulation were the key impediment in applying the theory.

Satisficing Theory

Simon in 1957 promoted this concept of restricted rational where decision-maker had limited mental, time and knowledge. The decision makers are, rather than following approaches that enhance or leverage one specific goal entirely, work with restricted and condensed expertise to achieve appropriate (satisfactory) compromise decisions. The word "satisfactory" undermines the idea of optimization. According to Simon there is no real-world optimization, but 'good enough' alternatives are possible. The definition of bounded rationality compares with that of ratite decision taking in Williams (2002, p.15).

There can be no definitive search for better answers and one would never wait till eternity in the hope of finding a solution that will match and cover all the regions. The more knowledge sought, the higher the cost of collection; however, cost reduction is limited to the degree that a solution has been found (response to the challenge). Imagine, for starters, searching for a place to purchase a sofa. There are many sellers on market but buyer (that is, a decision maker) won't fly around the big market to find out about quality and their cost. He would like to query the first five vendors and eventually settle for one he wants to sell at his reasonable price. The cost of having a higher product and a fair price item on the whole market will increase the cost of getting the same. There could be also a lack of time for the entire workout. The principle therefore affirms that decision-makers could handle better when they consider compromise than to look for right solution forever.

By comparison with the SEU principle, this approach assigns all possible options to utilities and probabilities. The criteria and parameters for a choice problem are set in this theory and the first solution is selected which emits the properties as defined by the parameters. This means that decision-maker sets target quality and maximum sum he is willing to pay in the hunt for quality furniture at a specific price. The quest therefore ends when the two combine a mixture. In the theory of corporate and business behaviour, the Marshall (1998) notes that implementation of satisfactory models was beneficial. Of example, a business needs full cost-and-revenue details to optimize income, which is not readily accessible before an event is finished (e.g. monetary year).

Empirical Review

Nichodemus, (2014) discusses how decision making impact the innovation, development and productivity, performance and successes of current organisations, in organizational leadership and management practices. The aim of this quality critical ethnographic study was to identify key factors in organizational leaders and leaders in corporate practices that influence performance in decision-making. The qualitative model was used to gain a deep understanding of questions and challenges which influence the efficiency and performance of corporate leadership and business practice management. Kurt Lewin's leadership has taken the lead philosophical approaches to leadership as autocratic, democratic and laissezfaire approaches to leadership decision making within the framework of this review, in order to identify the main factor. The author is determined and committed to a model of significance through experience, organizational thinking, evaluation and innovative analysis. This study involved approximately 400 previous and current business managers and administrators. Structured interviews and surveys were used to gather data. The data suggested that the decision making between corporate executives needs changing and improving while tailoring technology, diversity, globalization, strategy, teamwork and leadership performance.

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:

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

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;

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

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

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

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

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

$$n = 285.3306 \approx 286$$

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:

$$k = \frac{a}{N} \times n$$

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.

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. (i) 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). (iii) 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	Participatory decision-making	5	0.794
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 for hypothesis testing. The empirical data obtained for this study will be analysed 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

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.



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..

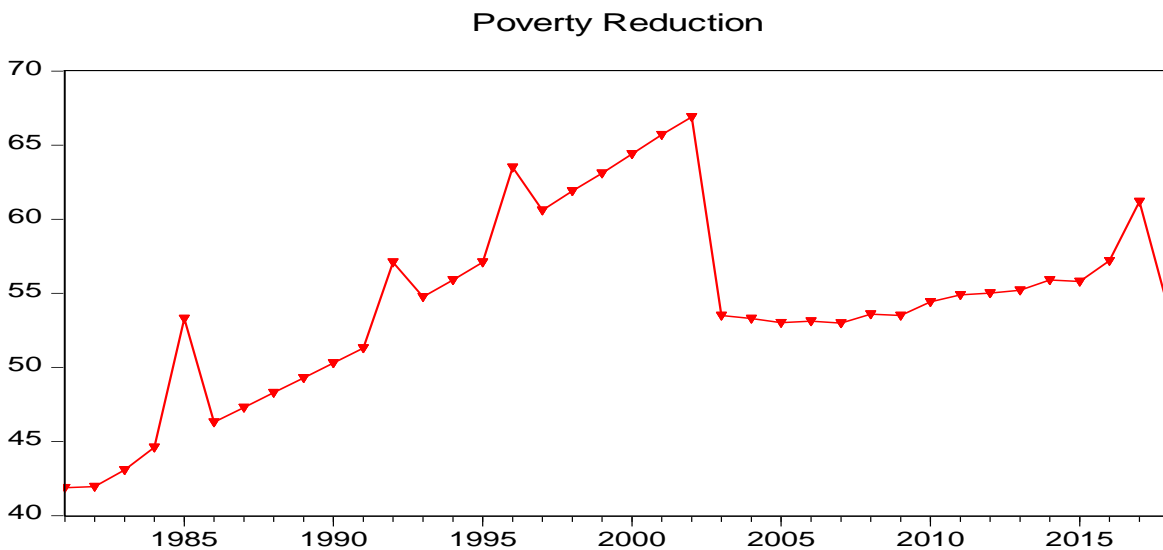


Figure 4: Poverty Reduction Trend in Nigeria over the period 1981 to 2018.
 Source: MAXQDA Extract.

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.

Bivariate Analysis

The study aims to examine the current relationship between participatory decision-making and enterprise performance using participatory decision-making, against measures based on entrepreneurial performance such as job development, economic growth and poverty reduction. The research attempts to apply the Pearson product correlation time test and MRA to assess the current association between research variables. Such experiments have been checked in the next sub-section as parametric experiments and relevant parametric results. Such inferential methods will also be used to test the study hypotheses.

Determination law

Model 1 (Job creation/Efficiency)

Table 3 Model Evaluation of Job creation as influenced by Participatory decision making.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Participatory decision making,	.	Enter

a. Dep. Variable: Job creation

b. All request variables entered.

Model Summary

1	.869 ^a	.755	.749	.50077723
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a. Predictors: (Constant), Participatory decision making

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.628	4	30.407	121.25	.000 ^b
	Residual	39.372	157	.251	1	
	Total	161.000	161			

a. Dependent Variable: Job creation

b. Predictors: (Constant), Participatory decision making

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

The Pearson product time correlation test judgment rule is based on the 95% confidence/5% context. Therefore, if the p-value is below 0.05, the possible rejection value is. Another p value of more than 0.0 would allow null hypothesis to be held. The research adopts a two-tailed (2-tailed) definition of relationships that could lead to positive or negative outcome because of the likelihood of skewness in either direction.

The decision rule is also focused on the coefficient direction (positive or negative i.e. \pm), t statics that should exceed/ ± 1.98 / and probability level of 0.05, which should be lower than for the refusal of the null hypothesis or the vice versa for the regression analysis which compliers the correlation of Pearson products time.

Universal Model Evaluation

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

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 all the dimensions employed (Participatory decision-making). It shows that there are ample predictors of the variables used to predict

the output behaviour 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 4 Model Evaluation of Economic growth as influenced by Participatory decision making.

Variables Entered/Removed^a

Model	Variable Entered	Variable Removed	Method
1	Participatory decision making,	.	Enter

a. Dependent Variable: Economic growth

b. All requested variables entered.

Model Summary

1	.884 ^a	.782	.777	.47261638
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a. Predictors: (Constant), Participatory decision making,

ANOVA^a

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

a. Dependent Variable: Economic growth

b. Predictors: (Constant), Participatory 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 together all dimensions (participatory decision taking). 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 5.16 Model Evaluation of Poverty reduction as influenced by Participatory decision making.

Variables Entered/Removed^a

Model	Variable Entered	Variable Removed	Method
1	Participatory decision making,	.	Enter

a. Dependent Variable: Poverty reduction

b. All requested variables entered.

Model Summary

1 .905^a .820 .815 .42975773

a. Predictors: (Constant), Participatory decision making,

ANOVA^a

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

a. Dependent Variable: Poverty reduction

b. Predictors: (Constant), Participatory decision making

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

The Study observes from the R-square value of 0.820 that all employed dimensions (Participatory decision making, and Consensus-based decision) jointly 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 6; Predictive strength summary

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

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.

Measurement Model

The measure of reflection and the model of reflection were used. In order to measure an individual object, the survey items were grouped together and the AMOS 5.0 program analyzed the measurement model. The indicator predictor is decision making, while organizational culture is a criterion variable. In total, the survey (1) established five constructs: (2) participative decision-making, (3) job development, (4) economic growth, and (5) poverty reduction. Organizational culture is the moderating force. For each of the constructions, the confirmatory factor analysis (model measurement) was carried out. The Model is a double-stage operation. Phase one

consists in the evaluation of the fitness of the indicators after the latent factor-construction has been prepared. In the second step, the parameter measurements are construed when they meet the criteria suggested by Hu and Bentler (1999) for the appropriate model fit to be described by the following standards: RMSEA (always).6; SRMR (all right), CFI (allowing); TLI (always.95), GFI (allowing); GFI (allowing)90; and AGFI (alternatively 0.90).

One decision making approaches were used. Participatory decision making is the first sub-scale of decision-making strategies. Five elements were in the sub-scale. The five elements were combined to provide participatory decisiveness, the

inter-individual variations that characterize the responses of individuals to institutional participation. The works of Shandler (2009) included five items. The tested model postulated that, as illustrated in the five rectangles, 5 observed variables / indicators (PDM1-PDM6) calculate the structure / latent element for the organization's participatory decision taking, indicated by eclipse. Figure 4.14.

Shandler (2009) presented evidence to support the methods used for the measurement model in this report. On the basis of a prior parameter definition, the "I know the objective of the organization and its goals" (PDM1) indicators were described in the one-factor prototype, "Discussions are made at my office by way of consulting with departmental representatives. (PDM2), "I am permitted to suggest" How the company better answers the questions relating to my job and/or that of other employees "(PDM3), "I am interested in big decisions that concern me (PDM4)." The metrics were of a partial decision-making subscale (PDM) ranging from 1 to 5 with

higher scores representing higher rates of participatory decision-making. AMOS 5.0 and a maximum likelihood minimization function were used for evaluating population variance-covariance (found factor loadings and variances of error in table 4.9). Approximation root mean square error (RMSEA), fit comparative index (CFI), the index of Tucker-Lewis (TLI), closely fit likelihood, and standardized fit index (NFI) were used for the assessment.

Appropriate model fit was specified by the following criteria: RMSEA (alternative to 0.6), CFI (Alternative to 0.95), TLI (Alternative to 0.95), PCLOSE Alternative to 0.5, and NFI Alternatively.95 based on suggestions given in HU and Bentler (1999). Multiple indexes have been used as the fitness of models is different (i.e. absolute fit, parsimony and comparative fit). Such metrics are used together to ensure a more accurate and conservative solution evaluation. According to Brown (2010), 0,3 (or 0,4) and higher fully standard factor loads are widely used in describing the ' salient' factor loading operationally.

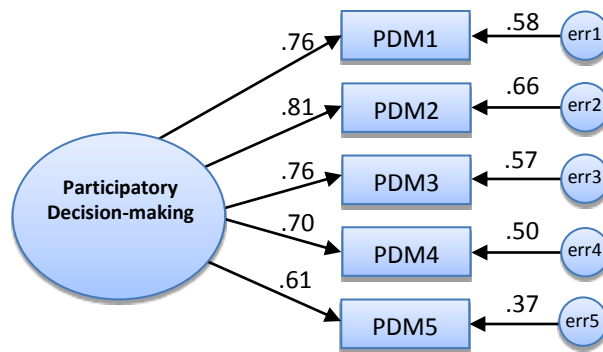


Figure 5: First Order Measurement Model of Participatory decision-making

Table 7: First Order Measurement Analysis of Participatory decision-making

Model	Chi-Square(df), Significance	NFI	TLI	CFI	RMSEA	Variable	Factor Loading Estimates	Error VAR
Participatory decision-making	(14df) =49.85, P<0.000	0.95	0.92	0.96	0.09	PDM1	0.76	0.58
						PDM2	0.81	0.66
						PDM3	0.76	0.57

PDM4	0.70	0.50
PDM5	0.61	0.37

Source: Amos 5.0, 2019

Fitness results showed that the data for the single factor model were ideal for fitness (chi-square (14df)= 49.85, $p < 0.000$, RMSEA=0.09, CFI=0.96, NFI=0.95). But one index showed that it was mediocre: (TLI=0.92). The fitness indices, factor load estimates and error variances have been summarized in Table 4.9. Factor loading estimates showed that the five measures are closely linked and statistically important to the participatory decision taking of the latent factor. According to Brown (2010), 0.3 (or 0.4) and higher fully standard factor loads are widely used in describing the 'salient' factor loading operationally. Factors of 0.76, 0.81, 0.76 and 0.70 were loaded on PDM1-PDM5, with error variances between 0.58, 0.66, 0.57, 0.50, and 0.37. The mean difference (AVE) derived from the building is 0.52. AVE=0.52 is also equivalent to 0.5. The statistically relevant values were all freely calculated standard parameters. Such criteria are consistent with the view that the participatory decision taking system consists of accurate indicators.

The second sub-scale of methods in decision taking is decision-making based on consensus. Five elements were in the sub-scale. The five elements were merged to ensure consensus-based decision-making, which includes shaping emerging developments and not waiting for the emerging. The works by Vachon and Klassen (2008) took up all five things. This model has been tested to calculate a structure-dependent consensus decision-making factor of the

organization as indicated by eclipse, dependent on the five observed variables / indicators (CDM1-CDM5), as indicated by the five rectangles. In figure 4.15, the model is shown schematically.

Evidence presented by Li et al (2005) supports the reasoning for the measurement model procedures in this report. Based on a prior parameters set, one factor was specified, indicating: "We help others in my company understand how to track established decision-making processes (CDM1)"; "We make decision-making procedures efficient in my company, such as the collection of decisions input consistent and timely (CDM2)" AMOS24,0 was used to evaluate the population variance-covariance matrix and the overall probability of minimizing function (factor charged and error differences are shown in Table 4.10). Approximatively RMSEA, CFI, TLI and NFI were used for the assessment of fitness.

Appropriate model fit was specified by following criteria: RMSEA (alternative to 0.6), CFI (Alternative to 0.95), TLI (Alternative to 0.95), PCLOSE Alternative to 0.5, and NFI Alternatively.95 based on suggestions given in HU and Bentler (1999). Multiple indexes have been used as the fitness of models is different (i.e. absolute fit, parsimony and comparative fit). Such metrics are used together to ensure a more accurate and conservative solution evaluation. Brown (2010) notes that totally standardized 0.3 (or 0.4) and higher factor loadings are typically used to create a 'salient' functionally.

Test of Hypotheses

Table 8: Result of standard and un-standard regression estimate of model

S/N	Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E	C.R	P	Remark
1	PDM → JCR (Hypothesis 1)	Participatory decision-making and Job creation	-0.38	-0.75	0.26	2.34	0.000	Not supported
2	PDM → ECG (Hypothesis 2)	Participatory decision-making	0.66	0.81	0.17	3.92	0.000	Not supported

		and Economic growth						
3	PDM →PVR (Hypothesis 3)	Participatory decision-making and Poverty reduction	0.27	0.76	0.10	3.90	0.000	Not supported

Source: Amos 5.0, (2019)

Hypothesis One

Ho1: The correlation or association between participatory decision taking and job development is not important.

Association between participatory decision-making and job creation of Nigerian federal agencies

The study of the correlation between participatory decisions and the development of jobs in Nigerian federal agencies is illustrated in Table 4.20 above. The findings show a negative and important relation ($\beta = -0.38$, $r = -0.75$ and $p = 0.000$) for both variables. The zero hypothesis was therefore dismissed.

Hypothesis Two

Ho2: The Association between participatory decision-making and economic growth does not exist.

Association between participatory or inclusive decision-making and monetary growth of Nigerian federal agencies

There is no link between participatory or inclusive decision-making and economic growth.

Hypothesis Three

Ho3: There is no meaningful link between participatory decision-making and rising poverty.

Association between participatory or inclusive decision-making and paucity education of Nigerian federal agencies

The study of the correlation between participatory decision-making and Nigerian Federal Agencies poverty reduction outlined in Table 4.20 above. The findings show that the two variables are closely related (where β is 0.3, $r > 0.7$ and p is < 0.05). The null hypothesis was therefore not accepted based on the criterion for hypothetical acceptance of null statements.

Table 9: Summary of Result on the Tests of Hypotheses Ho:1; Ho:2 and Ho3

S/N	Mediation Stage (Null Hypothesis)	Relationship	Std. Beta	Actual Beta	S.E	C.R	P	Remark	Decision
1	X → Y (Ho:1)	Participatory decision-making and job creation	-0.38	-0.75	0.26	2.34	0.000	Negative and Significant	Not supported
2	X → Y (Ho:2)	Participatory decision-making and Economic growth	0.66	0.81	0.17	3.92	0.000	Positive and Significant	Not supported
3	X → Y (Ho:3)	Participatory decision-making and Poverty reduction	0.27	0.76	0.10	3.90	0.000	Moderate and Significant	Not supported

First hypothesis (Ho: 1) says the participatory decision-making does not apply to work development. Table 4.20, however, indicates the optimistic and important connection to the

development of jobs in Nigerian federal agencies for participatory decision taking ($\beta = -0.38$, $r = -0.75$ and $p < 0.005$). Ho:1 has therefore not been sponsored. The evidence shows that participatory

decision-making is a good predictor of jobs in federal agencies in Nigeria. Statistically, the development of work decreases with the SD 0.38 as participatory or inclusive decision-making decreases by 1. In other words, the production of jobs goes down as participatory decision-making rises. The regression weight at level 0.005 (two-tailed) in participatory decision taking in the forecast for job development varies considerably from zero.

The second hypothesis (Ho:2) notes that the participatory decision-making relationship with economic growth is not important. However, Table 4.20 also indicates a strong and important link with the economic development of Nigerian federal agencies for participatory decision-making ($\beta=0.66$, $r=0.81$, $p<0.005$). Ho:2 was also inaccessible. In other Nigerian federal agencies, the involvement of participatory decision-making would contribute to economic development. Statistically speaking, it shows that economic growth rises by 0.66 standard deviation while participatory decision-making rises by 1 Standard deviation. In other words, economic growth rises by 0.81 as participatory decision-making rises. At the 0.005 (two-tailed) point, the weight of regression for participatory decisions to forecast economic growth varies significantly from zero.

The third hypothesis (Ho:3) states that the involvement in decision-making and poverty reduction have no substantial relationship. However, Table 4.20 also indicates the moderate and significant correlation between participatory decision-making and poverty reduction of the federal government agencies in Nigeria ($\beta=0.27$, $r=0.76$, $p<0.005$). Ho:2 was also inaccessible. Participatory decision-making is thus a strong indicator of Nigerian federal agencies' poverty reduction. Statistical data indicates that the poverty reduction rises by 0.27 standard deviation as participatory decision taking increases by one standard deviation. In other words, the decrease in deprivation decreases by 0.76 if participatory decision-making decreases by 1. At the point of 0,005 (two-tailed), the regressive weight is substantially different from zeros for participatory decision-making in forecasting poverty reduction.

Conclusions and Recommendations

The study has confirmed that participatory decision making plays significant and substantial part in reducing jobs in service while boosting Nigerian federal agencies' economic growth and poverty reduction. However, the findings in the nation are not well known. The rise in population and the wider distribution of revenues may be related. The findings confirm and accept participatory approaches to decision-making as 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. That has been concluded in particular, this is was recommended that

- i. Public agencies should involve in participatory decision making by actively strive to get representative from the sub-sectors who are an active participant in the labor market (and currently observed to be misrepresented based on poor job creation antics and the rising rate of unemployment) and derive useful information to enable the government meet with the need of entrepreneurs towards ensuring provision for jobs
- ii. Participatory decision-making would be easier if companies adopt a more inclusive approach and make sure that not only workers but market participants participate in the planning process

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