

**EMPLOYEES' PARTICIPATION IN DECISION MAKING PROCESS AND
ORGANIZATIONAL PERFORMANCE. (CASE OF LAGOS STATE GENERAL
HOSPITAL, IGANDO)**

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ORGANIZATIONAL PERFORMANCE. (CASE OF LAGOS STATE GENERAL
HOSPITAL, IGANDO)**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE
STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTERS IN BUSINESS ADMINISTRATION, COLLEGE OF
MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY.**

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfillment of the requirements for the award of the degree of Masters in Business Administration in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota.

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DECLARATION

I, **ADEJUMO, BABAFEMI ADESINA (18PAB01743)** declares that this research was carried out by me under the supervision of Dr EbeIgbinoba of the Department of Business Management, College of Management and Social sciences, Covenant University, Ota, Nigeria. I attest that the dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

ADEJUMO, BABAFEMI ADESINA

Signature and Date

CERTIFICATION

This is to certify that this research study titled “**EMPLOYEES’ PARTICIPATION IN DECISION MAKING PROCESS AND ORGANIZATIONAL PERFORMANCE. (CASE STUDY OF LAGOS STATE GENERAL HOSPITAL, IGANDO)**” is an original research work carried out by **BABAFEMI, ADESINA ADEJUMO(18PAB01743)** in the Department of Business Management, College of Management and social sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr. Ebe Igbinoba. We have examined and found that this work is acceptable as part of the requirements for the award of Masters in Business Administration.

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DEDICATION

This research work is foremost dedicated to God Almighty for His unwavering love, grace and mercy, strength and wisdom showered on me in my academic pursuit.

I also dedicate this research project to a relentless mentor Dr James Akanbi, the General Overseer of God's Mercy Revival Ministries; who has mentored many like me to greatness. Without your push, this may not have been a reality.

And finally to my Parents for your all round support.

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ABSTRACT

This study assessed the relationship between Employee's participation in decision making process and organizational performance. A Lagos State owned General Hospital in Igando, Alimosho area was used as the study case. Specifically, the study sought to determine the influence of employees' involvement in decision making on the performance of a government owned hospital in Lagos state, Nigeria; examine the influence of employees' consultation on the hospital performance; find out the influence of employees' delegation on the performance of the hospital; and find out the influence of Joint Decision Making on the performance of the hospital. Quantitative method was used in the selection of respondents and collection of data. A sample size of 134 was required to answer the questionnaire out of the entire population of 200 going by the Yamane sample size calculation, but after administering the questionnaires via the social group where the staff belonged to, total of 142 respondents correctly filled questionnaires were recovered, this helped to increase the sample size. The data was captured in MS Excel and analysed using Statistical Package for Social Scientists (SPSS). Pearson's Chi Square test and linear by linear association were used to determine the relationship between Employees' Participation and performance of the organization. The analysed data was presented in form of frequency tables and percentages. Based on the objectives and corresponding results of the study, improvement of the performance of government owned hospitals is a function of employees'

involvement, consultation, delegation and joint decision making. Although the level of significance differs relatively, all the variables have a considerable influence on the performance of the government owned hospital. Increasing employee participation is a long term process which will demand high level of understanding and accommodation from the management and initiative from the employees. The study recommended that policies regarding employees' involvement in decision making should be standardized so that every employee can see it as an obligation; Management should endeavour to incorporate consultation of employees into their management approach as well as invest in professional development of the staff to sharpen their decision making skills as it is a well equipped and skill manpower that can offer efficient advice and input in decision making process. This steps and approach rather than mere job satisfaction is what will aid and improve better performance of the organization on the long run.

Keywords: Employees' Participation, Employees' Involvement, Employees' Consultation, Employees' Delegation, Joint Decision Making, Organizational Performance.