

TABLE OF CONTENTS

| | |
|------------------------|-----|
| Front Page | i |
| Title Page | ii |
| Declaration..... | iii |
| Certification | iv |
| Dedication | v |
| Acknowledgements..... | vi |
| Table of Contents..... | ix |
| Abstract | xii |

CHAPTER ONE: INTRODUCTION

| | |
|--|---|
| 1.1 Background to the Study | 1 |
| 1.2 Statement of the problem | 4 |
| 1.3 Research Questions | 6 |
| 1.4 Objectives of the Study..... | 6 |
| 1.5 Research Hypothesis | 7 |
| 1.6 Significance of the Study | 7 |
| 1.7 Scope of the Study | 8 |
| 1.8 Operationalization..... | 8 |
| 1.9 Operational Definition of Term | 9 |

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

| | |
|--------------------|----|
| 2.1 Preamble | 10 |
|--------------------|----|

| | | |
|------|--|----|
| 2.1. | Conceptual Review | 10 |
| 2.2 | Variables of Management by Workabout | 15 |
| 2.3 | Theoretical Review | 23 |
| 2.4 | Empirical Review | 25 |
| 2.5 | Gap in literature | 32 |

CHAPTER THREE: RESEARCH METHODOLOGY

| | | |
|------|--|----|
| 3.0 | Preamble | 34 |
| 3.1 | Research Design | 34 |
| 3.2 | Population of the Study | 34 |
| 3.3 | Sample Size Determination | 35 |
| 3.4 | Sampling Techniques and Procedure | 36 |
| 3.5 | Data Collection Procedure | 37 |
| 3.6 | Research Instruments | 37 |
| 3.7 | Validity of Research Instrument | 38 |
| 3.8 | Reliability of Research Instrument | 38 |
| 3.9 | Method of Data Analysis | 38 |
| 3.10 | Ethical Consideration | 39 |

CHAPTER FOUR: ANALYSIS OF DATA AND PRESENTATION

| | | |
|-----|---|----|
| 4.1 | Introduction | 40 |
| 4.2 | Demographic- Characteristics of Respondents | 40 |

| | | |
|---|--------------------------------------|----|
| 4.3 | Research Questions | 44 |
| 4.4 | Discussion of Results | 68 |
| CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION | | |
| 5.0 | Preamble | 70 |
| 5.1 | Summary | 70 |
| 5.2 | Conclusion | 72 |
| 5.4 | Recommendations | 77 |
| 5.3 | Suggestion for future research | 74 |
| References | | |
| Appendix | | |

ABSTRACT

Organizational productivity in all ramifications is an integral focus for every organization as it is not only measures their determinant component. It is on this note that several attempts are made towards the improvement of organizational productivity by organizational managers and scholars using different techniques. Managerial techniques and strategies that would help to improve the performance of the employees towards organizational productivity and one of these techniques is management by workabout. One may wonder what management by workabout is; opined that it is a kind of participative management that is geared towards employees understanding and acceptance of change. The study offers empirical explanations, and discusses the salient issues of significant workabout adopted in accordance with organization. Primary and Secondary data were utilized for the study. Primary data were collected through questionnaires. One hundred and thirty (130) questionnaires were administered. While secondary data were collected from relevant texts, journal articles, official reports, newspapers and magazines. The quantitative data generated were presented and analyzed using table of frequency distribution, simple percentage. Statistical Package for Social Science (SPSS) was used for presentation and analysis of data collected. The thesis concluded that it is imperative to consider that this research work on Management by workabout and organisational performance is not exhaustive but dynamic conclusions can be drawn from it. Management by workabout is a process whereby subordinate and superior come together in formulating of organizational goals. The study recommended that; participative decision making should be encouraged in the organization. Employees should be given the opportunity to share their ideas with the organization. By allowing employees to be involved in the decision making, will lead to the accumulation of creative and innovative ideas in the organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational productivity in all ramifications is an integral focus for every organization as it is not only measures their determinant component. It is on this note that several attempts are made towards the improvement of organizational productivity by organizational managers and scholars using different techniques. According to Obiajulu and Obi (2020), some researchers have enunciated many different managerial techniques and strategies that would help to improve the performance of the employees towards organizational productivity and one of these techniques is management by workabout. One may wonder what management by workabout is; to explain this, Onah (2019) opined that it is a kind of participative management that is geared towards employees understanding and acceptance of change.

However, management by workabout has shown to be an effective management system but only limited numbers of countries in Africa has applied this technique and others are yet to apply it. The western region in Africa is the region that largely utilizes this technique (Nwite, 2021). In the western region of Africa, Nigeria is one of the countries that are currently applying management by workabout, in various business sectors and in different states. Principals of secondary schools in Nigeria use management by workabout in administration and to strategize, in the management of school community relationship

(Nwite, 2021). Management by workabout is seen as being beneficial to the management of organization, because it is used in achieving organizational goals which is providing necessary service for the world today and the future (Wenceslaus, 2020). Also, in administration of Business sector in Nigeria, it is seen that management by workabout has significant effects on the decision making and in the administration. Some managers of companies in Nigeria lack sufficient techniques and expertise to make them manage effectively (Ugwu, 2020). Management by Workabout as a management technique which involves the participation of both superiors and subordinates in the setting of organizational goals for job task is used in various industries (Grigorios, 2018).

Unfortunately many of the organizations are yet to adopt this technique in full commitment and support of their staff. They basically only often pay lip services to the management by workabout technique, thus excluding staff in standard/goal setting that involves them (Ugwu, 2019). They believe that employees lack sufficient expertise and as such their contribution will be insignificant to the organization. Also due to security purposes, employees are restricted from participating in the decision making process (Ugwu, 2020). This restriction placed on employees might lead to low productivity and performance in the organization, as there will be lack of motivation in completing job task and no sense of community in the organization.

Management by Workabout as a management tool which does not only cut across the participation of both subordinate and superior, but also involves the monitoring and

accessing of employees performance towards the goals (Drucker, 2018). Some organizations lack sufficient expertise to carry out appraisal and when done, they tend to neglect the goals set for employees (Ugwu, 2012). Such appraisal process might lead to employees slacking off and even pursuing of other objectives which are not related to the organization and as such reducing the productivity and performance of the organization. Management by Workabout also does not clarify the process for attainment of the objective set and as such, different corrupt and unethical means are adopted by the employees in accomplishing the task given to them. Such unethical means might be unhealthy to the performance of the organization (Singh, Singh and Khan, 2020).

Organizations in Nigeria have been applying various styles of management over the years in their banks as parameters of management, such as autocratic, democratic, laissez faire and so on (Okon&Isong, 2021). It is important to note that these management styles and technique require feedback from both within and outside the organization, Management by Workabout is not an exemption. Feedback is a vital ingredient in Management by Workabout as well as the organization's system. Some organizations do not have an effective communication channel in place which can lead to a barrier in feedback (Drucker, 2018). Also some organizations do not carry out periodic and objective feedback and as such, they will be ignorant of the employees' performance and leave room for biased and wrong information (Surekha, 2021). Such ignorance has led to the delay in the rectifying of employees' drawback which had caused damage to the organisation's performance (Okon&Isong, 2020). It is on this premise that the researcher intends to look at how

Management by Workabout can be employed as a tool for organizational performance in Nigeria. In order to investigate some of the above problems, one of the leading institutions in the Kwara State, Nigeria, Kwara State University, Malete, has been selected as a case study.

1.2 Statement of the Problem

In modern organizations, the authority is vested in the top management and it flows from top to bottom. In management by workabout, subordinates are given an equal opportunity of participation, which is resented by the top management. This system cannot succeed without the full support of top management. The subordinates can also be resentful towards the system of management by workabout. Sometimes, while setting the goals, they may be under pressure to get along with the management and the objectives which are set may be unrealistically high or far too rigid (Mustard, 2018). The subordinates, generally, feel suspicious of the management and believe that management by workabout, is another play of the management to make them work harder and become more dedicated and involved. The management by workabout, will be successful only if the goals can be set in quantifiable terms. But if the areas are difficult to quantify and difficult to evaluate, it will not be possible to judge the performance of the employees. Moreover, management by workabout, does not have any subjectivity in performance appraisal. It rewards only productivity without giving any consideration to the creativity of the employees (Hillary, 2019).

Management by Workabout, is quite costly and a time-consuming process. There is a lot of paper work involved. Moreover, there are a lot of meetings and too many reports to be prepared, which add to the responsibilities and burden of the managers. Because of these reasons managers generally resist the management by workabout. Under management by workabout, goals are set only for a short period, say for six months or one year. This is because of the reason that goals being quantitative in nature, it is difficult to do long range planning. Since the performance of the subordinate is to be reviewed after every six months or one year, they tend to concentrate on their immediate objectives without caring for the long-range objectives of the enterprise. This emphasis on short term goals goes against the organizational efficiency and effectiveness and is not a healthy sign (Charis, 2020). Most of managers lack adequate skills, knowledge and training required in interpersonal interaction which is required in the management by workabout. Many managers tend to sit down with the subordinate, dictate the goals and targets with no input permitted from the subordinates and then demand that the goals be achieved in a specified time. Whether the goals are realistic or not does not enter the picture. In this type of environment, two-way communication is not there and objectives are imposed on the subordinates. This destroys their morale, initiative and performance. Generally, the integration of the management by workabout, with the other systems such as forecasting and budgeting is very poor. This lack of integration makes the overall functioning of the system very poor (Richard, 2018).

1.3 Research Questions

The following research questions will be used as a guide to the research work/study:

- i. What is the impact of participative decision making on organizational performance in Kwara State University, Malete?
- ii. What is the effect of performance appraisal on organizational performance in Kwara State University, Malete?
- iii. What is the effect of performance feedback on organizational performance in Kwara State University, Malete?

1.4 Objectives of the Study

The major objective of this study is to investigate the effect of management by workabout on the performance of Kwara State, University, Malete. The specific objectives of this study are to:

- i. Determine the impact of participative decision making on organizational performance in Kwara State University, Malete
- ii. Assess the effect of performance appraisal on organizational performance in Kwara State University, Malete
- iii. Investigate the effect of performance feedback on organizational performance in Kwara State University, Malete

1.5 Research Hypotheses

In this study, the following hypotheses are put forward;

Ho1: Participative decision making does not have an impact on organizational performance in Kwara State University, Malete

. **Ho2:** Performance appraisal does not have an effect on organizational performance in Kwara State University, Malete

Ho3: Performance Feedback does not have an effect on organizational performance in Kwara State University, Malete

1.6 Significance of the Study

The study's findings will help to inform the civil service, policy maker administrator of Kwara State University, Malete and other government authorities on how to ensure smooth running management by workabout toward organizational performance. The findings are also intended to help policy makers to develop and maintain proper approach to tackle problems facing management by workabout and provide a platform for transparency, responsible and accountability in an organization. Finally, it is to aid policy maker, managers, government authority to ensure positive management by workabout and to introduce measure to control such and, be able to manage scarce resources and accommodate effective organizational performance at the all level.

The study will be useful to academicians or future researchers as it will provide information that can be used as a basis for further research. The study will also propose areas for further

research which will be very important to researchers who will easily get to know what needs to be done in the area of study.

1.7 Scope of the Study

The research is basically for the institution of Nigeria. The study dwelt mainly on the management by workabout of Nigeria – aggregate implementation of management by workabout of all institutions in Nigeria; output growth measured from the supply side and not from the demand side towards organizational performance. The time frame for the study ranged from 2018 – 2022.

1.8 Operationalization

To effectively study the effect of workabout on organizational performance. There are two constructs involved in this research work, they are: “management by workabout” and “organizational performance”. This is expressed functionally as $Y=f(X)$ Where:

X= Management by Workabout

Y = Organizational Performance

X1 Participative Decision Making → Y1= Customer Satisfaction

X2 Performance Appraisal → Y2= Profitability

X3 Performance Feedback → Y3= Effectiveness

1.9 Operational Definition of Term

Management by workabout :Management by workabout can be describe as a process whereby the superior and subordinates jointly identify its common goals, define each individuals' major areas for operating the unit and assessing the contribution of each of its members. Management by workabout is a simple approach to help motivate managers through the goal setting.

Organizational performance :Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs.

Organizational performance encompasses three specific areas of firm outcomes:

Financial performance (profits return on assets, return on investment, etc.); Product market performance (sales, market share, etc.); Shareholder return (total shareholder return, economic value added, etc.).

CHAPTER TWO

LITERATURE REVIEW

2.1 Preamble

This chapter will focus on the concept of Management by workabout and organizational performance. It also focuses on conceptual framework, theoretical review, empirical review and gaps in literature.

2.2 Conceptual Review

2.2.1 Concept of Management by Workabout

Management by workabout is traceable to the period prior to the middle of this century but it was not until 2020 that it was well articulated and publicized by one of the worlds leading management thinkers in the person of Peter Ducker (2019). Management by objective goes beyond setting annual objectives for organizational units to setting performance goals for individual employees (Stoner 2018). Management by workabout has become a great deal of discussion, evaluation and research and inspired many programs. Management by workabout refers to a formal set of procedures that begins with goal setting and continues through performance review. Managers and those they supervise act together to set common goals.

Each person's major areas of responsibility are clearly defined in terms of measurable expected result or objectives, used by staff members in planning their worker, and by both staff members and their managers conducted jointly on a continuing basis, with provisions

for regular periodic reviews of management by workabout is a process of defining objectives within an organization so that management and employees agree to the workabout and understand what they need to do in the organization. The essence of management by workabout is participative goal setting, choosing course of actions and decision making. An important part of the management by objectives is the measurement and the comparison of the employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal setting and choosing the course of action to be followed by them, they are more likely to fulfill their responsibility.

According to Odiorne (2019), the system of management by workabout can be describe as a process whereby the superior and subordinates jointly identify its common goals, define each individuals major areas for operating the unit and assessing the contribution of each of its members. management by workabout as mentioned by Drucker is a simple approach to help motivate managers through the goal setting (Antoni, 2020). According to Rodgers and Hunter (2018), management by workabout contains three main characteristics, "participation in decision making, goal setting and objective feedback". Participation is used to create common perception for organization as a whole. Goal setting entails "the continuous review and revision of objectives "while objective feedback is the tool for managers to assess subordinates on progress toward goal achievement. The heart of management by objective is the objectives, which spell out the individual actions needed to fulfil the units functional strategy and annual objectives. Management by workabout provides a way to integrate and focus the efforts of all organization members on

the goals of high management and overall organizational strategy. Another key to management by work is its insistence on the active involvement of managers and staff members at every organizational level.

Drucker (2019) insists that managers and staff members sets their own objectives or at the very least, be actively involved in the objectives setting process. Otherwise people might refuse to co-operate or make only halfhearted efforts to implement same one else's objectives. Drucker (2019) identifies certain inherent structural variable in the work environment that are capable of misdirecting the efforts of management towards the realization of corporate goals. The sources of these are mentioned below:

- i. Over-emphasis on workmanship vis-a-vis goal attainment, so much that professional rivalry and empire building may result.
- ii. Opposing views at various level of management arising from differentials in their scope of jurisdiction and pursuers corporate goals.

Application of Management by Workabout

To understand how management by workabout can be applied, it is necessary to look at the parts of the process. Management by workabout can be divided into multiple steps in many combinations, but three main one will be discussed. Organization objective setting, manager objective setting and objective review. (Mullins 2020). Organization Objective is the most difficult step in management by workabout. Objective answer the question "what are we trying to accomplish? This step requires the top managers of an organization to

review, the purpose for which the organization exist. In the military, this may require the view of the mission statement and a discussion of it's meaning. This is an important requirement, for periodic review re-emphasizes, the continuing need for the existence of the organization. With this mission in mind, the commander or supervisor and his staff must then set organizational objectives in areas where the unit will concentrate its efforts during the approaching objective setting period. These objectives are:

- i. To provide direction to the entire organization and
- ii. To provide guidelines for subordinate - level managers to formulate their objective.

As a result of this organizational objectives setting step, air force managers showed, realized that a mission statement is a goal that defines the continuing purpose of an organization.

That mission statement, however, does not define specific methods accomplishing the goal stated. Management by workabout helps formulate these specific methods that are necessary to accomplish the mission. This procedure takes place in three general steps: Identifying key result areas, writing objectives, and negotiating with the boss. First the manager must identify the key result areas of responsibility that are assigned to this unit. In other words, just as the commander reviewed the whole organization in order to set organization objective, the manager reviews his part of the organization in order to set his objectives. It is important for the individual business manager to identify the areas of his unit where most of the results are obtained. He will usually find that 20 percent of his area of responsibility will produce 80 percent of his results. It is important that he identify and

zero in on these key result areas for management by objective to be effective. After a manager has identified his key areas of responsibility, he is ready to sit down and write his objectives. the main criteria that he should remember in realistic and result oriented. They should be specific in that there can be no confusion about what is expected. They must be realistic but still challenging.

The objectives should be result-oriented, concentrating on the output of the organization and not on its internal activities or procedures. After the managers objectives have been written he enters the participative management phase of this technique. The subordinate manager sits down with his boss and they agree on the subordinate's objective. This requires a realistic commitment on the part of both individuals. The agreement on the objective signifies the approval of the expected results (output) required of the subordinate. Progress towards these results can now be pursued by the subordinate until the requirement is reached or the goal is changed Objective Review After the setting of objectives has been agreed upon by the subordinates, managers, and its boss, the stage is set for managing by these objectives. This managing process is responsibility of the subordinate manager, and it is interrupted only by mutually arranged, formal review sessions with the commander. In order words, management by objective requires that each individual have the freedom to perform a well-defined task without interference.

There are two types of objective reviews according to (Mullin 2021) - intermediate and final progress and identifying problems that stand in the way of accomplishing objective.

Most problems are not foreseeable at the time objectives are written; they appear only when action is taken to accomplish the objectives. The result of this intermediate session should be either the agree on a plan that resolves the blockage of objective accomplished or change the objectives. The final review is to determine objective accomplishment in this session the subordinate's objectives are reviewed for the entire period. In addition, the session concentrates on the renewal of the objective setting cycle by establishing a basis from which to plan the objectives for the next period. The superior gains an additional benefit from this session since it provides him with input on which to evaluate the subordinates and organizational performance. If the focus of the session is on the objectives and it does not breakdown into personal recrimination of the individual, then the review will be true appraisal of performance, not personality.

2.2 Variables of Management by Workabout

2.2.1 Participative Decision Making

“Participative decision making is known by many names including participative management, shared leadership, employee empowerment, employee involvement, dispersed leadership, open-book management, or industrial democracy” (Antoni, 2018). Employee participation deals with the need for cooperation between employer and employees (Bendix, 2020). PDM is the process which involves employees and administration sharing information processing, decision making and problem solving in the organization (Wagner, 2019). According to Kombo, Obonyo and Oloko (2018), it is special

form of delegation in which the subordinate gain greater control, freedom of choice with respect to the bridging the communication gap between the management and the workers. The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal. Such power-sharing arrangements may entail various employee involvement schemes resulting in codetermination of working conditions, problem solving, and decision-making” (Locke & Schweiger, 2021)

2.2.2 Performance Appraisal

Performance appraisal is the measure of the value of the task done by an individual. Performance appraisal is an employee's accomplishment of assigned work as specified in the critical elements and as measured against standards of the employee's position (Boateng, 2018). Performance appraisal is giving value to the duties and responsibility assigned to employees. Task appraisal is a method by which the job performance of an employee is evaluated in terms of the degree of effectiveness by corresponding manager or supervisor (Adofo, 2019). It can also be termed as an analysis of an employee's recent successes and failures, personal strengths and weaknesses and suitability for further training (Boateng, 2021). Task appraisal improves and develops employee competence. Task appraisals improve employees' skills by identifying and improving on their weaknesses. Banjoko (2020) explains that task appraisal is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating growth and

development in employees through training, coaching, counseling and feedback of appraisal information.

2.2.3 Performance Feedback

Regardless of whether you are a senior executive or just starting out, everyone wants to know how he is doing at his job. Feedback is an essential communication tool in business performance management. One of the most effective techniques is constructive feedback, but all feedback calls for giving and receiving information (Danna & Griffin, 2020). The performance feedback process is ongoing between managers and employees. The exchange of information involves both performance expected and performance exhibited (Danna & Griffin, 2019). According to Indiana University Human Resources Service, “Constructive feedback can praise good performance or correct poor performance and should always be tied to the performance standards.” Feedback exhibits these characteristics; Management, Structure, Confidentiality, Timing and Successful feedback (Danna & Griffin, 2018). 2.1.4 Organizational Performance Organisational performance comprises the actual results of an organisation as measured against its intended outputs (or goals and objectives).

2.2.4 Organizational Performance

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. According to Richard, Devinney, Yip and

Johnson (2019) organizational performance encompasses three specific areas of firm outcomes: Financial performance (profits return on assets, return on investment, etc.); Product market performance (sales, market share, etc.); Shareholder return (total shareholder return, economic value added, etc.). The term organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: Financial performance (e.g. shareholder return); Customer service; Social responsibility (e.g. corporate citizenship, community outreach); Employee stewardship; Organizational performance; Performance measurement systems; Performance Improvement and Organizational engineering (Kanter& Brinkerhoff, 2018).

2.2.5 Variables of Organizational Performance

2.2.5.1 Profitability

Nimalathan (2019) mentioned that the profit is the primary objective of a business, which measures not only the success of a product, but also of the development of the market for it. Further profit is the report card of the past, the incentive gold star for the future. Weidenfeld and Nicholson (2020) concerned that the profit as a reward to owner of the capital but with the return to capital as an objective of a firm's activities. It noticed the profitability will provide more accurate view of the firm's performance.

Pandy (2019) indicated that recent experience in countries with totally planned economies indicated that economists are probably right in emphasizing the importance of overall profitability as a criterion for the efficient operation of an enterprise. Weston (1978) declared that the profit is use to test the efficiency and use to measure the control and worth of the investment to the owners, margin of safety to the creditors, source of extreme benefits to the employees, to the Government a measure of taxable capacity and the basis of legislative action, to the country profits are an index of economic progress, national income generated and rise in the standard of living.

2.2.5.4 Customer Satisfaction

The idea of the customer satisfaction is understood differently. At its base there is a concept of needs and their fulfilling. Various understanding of the needs and emotional states associated with them leads to an alternating treatment of satisfaction and to a different approach to its measurement. At present, science cannot unequivocally answer, what is the customer satisfaction and what factors determine it. This makes the existence of several methods of measuring satisfaction based on arbitrary approaches to their authors. For the purposes of quality management systems, there are some tries to standardize the approach to measuring customer satisfaction, but these regulations in nature are very general (Sanchez, 2018).

Customer satisfaction is often associated with the customer gratification. Products or services, that are a source of satisfaction, provide the desirable value to their customers, at

least in an sufficient degree. Standard specifies that: “Satisfaction is a judgment, an opinion expressed by the customer. The degree of satisfaction reflects the gap between the customer’s vision of the expected product, and the customer’s perception of the delivered product” 3 . All decisions, made by the consumer, are affected by many factors, including economic ones, such as: incomes, price, savings, loans, the impact of marketing instruments, and noneconomic factors, such as: demographic, social or psychological ones (Doomey, 2020). Recognizing and satisfying customer’s needs, expectations, preferences and behaviour is not easy and what is more knowing it does not guarantee success on the market. The reason of this is the fact, that consumer behaviour is not rational. Consumers, who make a purchase of a certain good, usually have already clarified requirements referring to its quality, purpose or use. They do not pay for the product in a physical sense, but they pay for value or what they expect from the product (Ughe, 2020)

2.2.5.3 Effectiveness

In general, effectiveness is the extent to which stated objectives are met — the policy achieves what it intended to achieve. The goal can be as broad or as narrow as is deemed appropriate — a continuum exists, ranging from achieving very specific outputs (such as ‘increasing the number of solar heating panels installed in new houses’) to very general outcomes (such as ‘improving the environment’ or even ‘improving community living standards or wellbeing’). It is defines performance indicators based on the concept of effectiveness at two levels (SCRGSP 2006):

- Cost effectiveness performance indicators are based on what the ROGS defines as ‘technical efficiency’ (which is akin to productive efficiency described above). These indicators estimate the unit costs of producing well- defined outcomes.
- Program effectiveness performance indicators are based on agreed measures of access, appropriateness, and quality. These indicators aim to reflect the extent to which the objectives of government expenditure are achieved.

More broadly, measures of outcomes alone do not provide information about causality — that the program inputs caused the outcome. Economists apply the concept of the counterfactual to determine what would have happened in the absence of the program or policy. The effectiveness of a program should be measured by the change in the outcome relative to this counterfactual.

2.2.3 Conceptual Framework

Below is a conceptual framework that explains variables and the parameters which influence organization performance. The Independent variable includes participative decision making, performance appraisal and performance feedback. The dependent variables include customer satisfaction, profitability and effectiveness.

Independent Variables

Dependent

Variables

Management of Workabout

Organizational

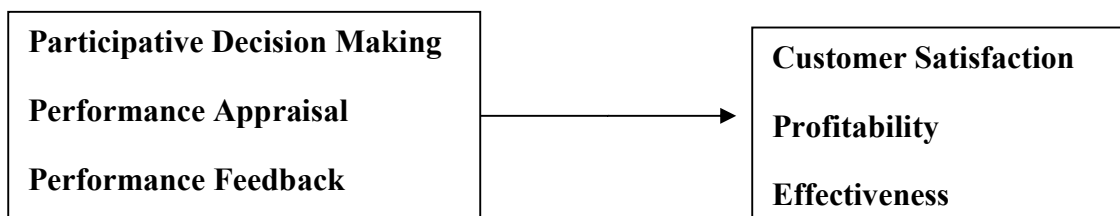


Figure 2.1 Field Survey, 2023

The conditions of participative decision-making influence the employees' functions and it will determine the organizations performance. The management by workabout factors also include lighting (both artificial and natural), noise, furniture and spatial layouts in workplaces. Performance appraisal can be utilized positively to enhance organizational performance. Every manager uses a particular workabout which has a significant impact on employee morale. Consequently, the employee morale will affect their performance. Performance feedback is an unfolding process that enables people to progress from a present state of understanding and capability to future states in which higher level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities.

2.3 Theoretical Review

Resource Based Theory

Resource Based Theory arose from Edith Penrose's (2021) theory of firm growth, was introduced by BirgerWernerfelt (2020), and was popularized by Jay Barney (2018). According to the resource-based view, firms have resources, a subset of which allows them

to gain a competitive advantage and a further subset of which leads to superior long-term performance (Barney 2021; Wade &Hulland 2018). The foundation of a company's survival and profitability is its resources. Human or material resources could be used. When assessing a company's resources, a distinction must be made between resources and capabilities. Resources are inputs into the manufacturing process and are regarded as the fundamental unit of analysis (Gupta, Tan &Phang 2018).

Resource- based theory, like all theories, is based on several assumptions. Some of these assumptions are mainly linked to persistent superior performance theories. In particular, they focus on how to measure superior performance in order to evaluate competitiveness. Resource- based logic, for instance, adopts the assumption that maximizing entities⁴ and that managers are boundedly rational (Simon, 2018). Over and above these basic assumptions, resource- based logic makes two additional issues that distinguish it from other strategic management theories: the concept of resource heterogeneity and that of resource immobility (Barney, 1991). These assumptions are:

- i. Factor market competition and temporary rents. This proposition refers to the relationship between the competitiveness of the market within which acquires or develops a resource and the ability of that resource to generate at least a temporary economic rent: Firms that acquire or develop valuable resources in imperfectly competitive strategic factor markets can gain at least temporary economic rents by using them to develop and implement strategies. As suggested in Barney (2020),

- when strategic factor markets are perfectly competitive, the cost of acquiring or developing a resource will equal the value of that resource in enabling to conceive of and implement a strategy.
- ii. Factor market competition and sustained economic rents. In general, expectations about the value of a resource to enable to develop and implement strategies will adjust to reflect previously unanticipated levels of value. However, to the extent that can continue to ways of generating value with the resources it controls that were not anticipated, based on previous levels of performance, can continue to generate economic rents. Firms that continue to use valuable resources to develop and implement strategies in ways others cannot anticipate can gain sustained economic rents (Hugh, 2019).
 - iii. Resource heterogeneity and temporary competitive advantages. Proposition three focuses on the relationship between heterogeneous resources and temporary competitive advantages: Firms that control valuable and scarce resources can gain temporary competitive advantages by using them to develop and implement strategies. This proposition is a straightforward application of the Ricardian economic logic presented earlier but refers to situations where just a few have those valuable resources. It is however not so difficult for other companies to imitate those resources. That's why the competitive advantage can just be temporary (Wei, 2019).

- iv. Resource heterogeneity and immobility and sustainable competitive advantages. In this situation, the scarce resources are also difficult or costly to imitate. This makes it possible to generate sustained competitive advantage. “Firms that control valuable, scarce, and non- substitutable resources that are inelastic in supply can gain persistent competitive advantages by using them to develop and implement strategies” (Barney and Arikan, 2021). When resources that are a source of temporary competitive advantage (i.e. resources that are scarce).

2.3 Empirical Review

Udu and Aturu-Aghedo (2020) in their study “Effects of participative decision making on the performance of Federal Airports Authority of Nigeria (FAAN), Lagos” The broad objective of this study is to find out if the employee actively participates in decision making and the effect on organizational performance. Primary data was utilized in this study. Questionnaire was used as the primary source of primary data. ANOVA was used to test for the null hypotheses. SPSS was used at arriving at the findings. The findings of this study indicated that the use of participative decision making will increase an organization’s performance to a higher level.

Rizwan, Yasin, Sadaf, Hina and Hina (2019) in their study “Effect of Knowledge Sharing, Participative Decision Making and Transformational Leadership on Organizational performance” This study seeks to study the impact of knowledge sharing, Participative Decision Making and Transformational Leadership on Organizational performance. Data

was collected through questionnaire from health, education, manufacturing, telecom and financial sector of Gujranwala and Lahore region of Pakistan using stratified random sampling technique. Sample size was 300 and 245 complete questionnaires were received back. The result indicated that participative decision making helps in improving organizational performance through goal attainment.

Ezennaya (2018) in her study “Employee participative decision making and its impact on productivity: An appraisal of government printing press and two other private publishing firms in Enugu” This study examined employee participation in decision making and its impact on productivity using three publishing outfits in Enugu namely; Government Printing Press, ROCANA Nig ltd and GOSTAK Nig Ltd. The population consisted of managers and employees in firms stated above which is located at Enugu urban. The sample size for the study was 137. Questionnaire and Oral interview was used as an instrument for collecting data from managers and employees. The outcome of the study was analyzed by the use of tables and percentages while the three hypotheses formulated were tested by the use of chi square. The result of the study is as follows: Participative decision making does not involve participation at all levels of management; there is a positive relationship between participative management and productivity; the investment effort in the practice of participation has not been yielding the desired output; there are diverse perceptions of participation among the workers and managers and the pressing problem facing the practice of participation is that employees and managers misconstrue participation in decision making.

Oyebamiji, (2018) in her study “Influence of Employees Participation in Decision Making on Organization Performance: A Study of LadokeAkintola University of Technology Teaching Hospital, Ogbomosho, Oyo State, Nigeria” This study examines the influence of employees' participation in decision making on organization performance with reference to LadokeAkintola University of Technology (LAUTECH) Teaching Hospital, Ogbomosho, Oyo State, Nigeria. The total population for this study was 800. Purposive random sampling technique was used to select LadokeAkintola University of Technology Teaching Hospital, Ogbomosho Oyo State, Nigeria, while simple random sampling method was used to select 205 respondents. Data were sourced through a structured questionnaire and frequency, percentage, means, standard deviation and linear regression analysis were employed to analyze the data. The findings of this study indicated that both direct and representative participation both have a positive and significant impact on organizational performance. Also results indicated that there is a low level of employee participation in LAUTECH teaching hospital, Ogbomosho due to unwillingness of management to share decision making with employees.

Nwoko and Emerole (2017) in their study “Effect of Employees Participation in Decision Making on Organizational Performance: A study of National Root Crops Research Institute Umudike (2018- 2021) This study focused on the effect of employees' participation in decision making on organizational performance with reference to National Root Crops Research Institutes Umudike (NRCRI). The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of

the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The result of the finding revealed that there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Also employees' participation in the decision making has a low positive effect on the productivity of the institution with correlation coefficient of $r = 0.228$.

2.3.3 Empirical Review of Performance Appraisal and Organizational Performance

Obi (2016) in his study “Performance Appraisal as a Tool for Enhancing Productivity in an Organisation” This study focus on using performance appraisal as a tool for enhancing productivity in an organization. Descriptive research design was adopted in this study. Interviews and questionnaire were used in collecting data. Data obtained were analyzed using tables and percentages. The result indicated that performance appraisal helps an organization to position employees adequately for optimum productivity.

Wachiuri (2018) in her study “Effect of performance appraisal on organizational performance: A case study of KPMG Kenya” The purpose of this research is to investigate the extent of performance appraisals in measuring performance of an organization” A descriptive research was used and the research used questionnaire in collecting of data. The population of the study was 50. 50 questionnaires were distributed to KPMG staff. Data was analyzed using both descriptive and inferential statistics by using SPSS and the results were presents in figures and tables. Regression analysis was used in analyzing of the variables. The findings indicated that objective based appraisals contribute to

organizational performance. Mwema and Gachunga (2019) in their study “The influence of performance appraisal on employees productivity in organizations: A case study of selected WHO offices in East Africa” The objective of this study is to establish the effects of performance appraisal on employee productivity a case study of World Health Organization (WHO). Descriptive design was adopted in this study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. The result indicated that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employees' productivity.

Kolawole, Komolafe, Adebayo, and Adegoroye (2021). In their study “Appraisal System: A Tool for Performance in Selected Organizations in Nigeria” This study focuses on the use of performance appraisal in most organizations in Nigeria. This study used National Petroleum Investment Management Services and National Engineering and Technical Company in Lagos as a case study. The sample size taken was 620 that is, 129 and 27 respectively using stratified sampling technique. Questionnaire was used in the collection of data. Both qualitative and quantitative data were collected for this study. The analysis used for analyzing the data was SPSS while content analysis was utilized in analyzing the qualitative data. The finding of this study shows that employees have good knowledge of performance appraisal but their attitude towards it is not positive because of the way it is done.

2.3.4 Empirical Review of Performance Feedback and Organizational Performance.

Nar (2019) in his study “The Role of Feedback in Employee Performance Improvement” This study deals with the role of feedback in employee performance. This study used five hypotheses to look into various aspect of feedback. Primary data was majorly used in obtaining data. Correlation was the unit of analysis used in this study. The result suggested that there is a correlation between feedback and performance.

Singh, Tiwari, and Singh (2020) in their study “Performance Feedback, Mental Workload and Monitoring Efficiency” The objective of this study is to examine the effect of success and failure performance feedback on perceived mental workload and monitoring performance in flight situation task. The revised version of the multi-attribute task battery (MATB) was administered on 20 non-pilot participants. The performance was recorded as hit rates false alarms and root mean square errors. Mental workload was accessed using NASA-TLX questionnaire. The result showed that performance feedback did not have a significant effect on mental workload and malfunction detection.

Dahling, O'Malley and. Chau (2020) in their study “Effects of Feedback Motives on Inquiry and Performance” The purpose of this study is to examine how two motives for feedback-seeking behavior, the instrumental and image enhancement motives, impact the feedback-seeking process and supervisor ratings of task performance. For this study, correlational data were collected from supervisor-subordinate dyads and analysed with path analysis. The result show that perceptions of a supportive supervisory feedback environment are associated with both higher instrumental and image enhancement motives.

The instrumental motive fully mediates the relationship between the feedback environment and feedback-seeking behavior. However, the positive effect of feedback-seeking behavior on task performance ratings made by supervisors is only significant when the image enhancement motive is low.

Akter and Moazzam (2019) evaluated the effect of compensation (CN) on (JP) in Chittagong, Bangladesh. Using survey research, the quantitative analysis demonstrated that there is a strong and positive relationship between compensation and job performance. Okolocha (2020) determined the extent organizational structure and Employee welfare affects organizational performance of selected banks in Enugu State. Survey design was adopted for the study. The data collected was analyzed and tested using regression analysis with aid of SPSS version 20. The outcome of the analysis revealed that organizational structure and employee welfare have effect on organizational performance of selected banks in Enugu State and this effect is statistically significant.

Odunlami and Asabi (2018) studied the effect of compensation management on employees Performance in a reputable food and beverage industry. Using inferential and descriptive statistics Analysis of Variance (ANOVA), it revealed that there is a significant relationship between good welfare service and employees performance

2.4 Gaps in Literature

This research is not exhaustive. It has only added vital value to the existing researches, because Management by workabout is a broad topic and there are still other aspects of management by workabout that needs to be brought to light. Also as time passes, the rate at which management by workabout is being applied in organizations diminishes. Therefore, it is suggested that further study should be carried on the effect of Management by workabout on organizational Performance using other industries as case study.

Most of the studies reviewed were conducted Outside Africa with a few conducted in Nigeria. There is no empirical study conducted to examine the impact of work life balance initiatives on employee performance in the public sector. Scholars focus on private sector and more so commercial banks in Nigeria and a few other companies in the telecommunication sector. A study by Mwiti (2018) was conducted at the Nigeria service commission, one of the government institutions. However, Mwiti focused on the employee's welfares and found a positive relationship between welfare services and employee performance. The findings of this study cannot be used to generalize about the work life balance because he did not cover most of the life balance initiatives. It is, therefore, justified to conclude that there is no adequate research on the area of study. This prompted the researcher to carry out this study.

CHAPTER THREE

METHODOLOGY

3.0 Preamble

This chapter comprised the methodology used in this study, which include; the research design, population, sample size and sampling selection technique, sources of data, method of data analysis, as well as definition and measurement of variables.

3.1 Research Design

Survey research design will be adopt for the purpose of this study, because it reports an events how it was observed, and also gives details about the data collected during the study. This research design will also be used to explain the demography of the data to be collected

during the course of this study through questionnaires, and how those data were categorized.

3.2 Population of the Study

The study adopts a purposive sampling technique method to select staffs from Kwara State University, Malete. The administrative staffs of Kwara State University, Malaete will be use for the study which was to evaluate the effect of management by workabout on organization performance.

3.2.1Population of the Study

| S/N | BRANCH | NO OF EMPLOYEE |
|------------|---------------------------------|-----------------------|
| 1 | Administrative Block, Malete | 110 |
| 2 | Sango Branch/ conference Center | 60 |
| 3 | Business School | 25 |
| | Total | 195 |

Source: Field Survey, 2023

Therefore, the population of this study comprises of 195 administrative staffs (Human Resource Department, Kwara State University, Malete) including Malete, Sango, Conference Center and business school.

3.3 Sample Size Determination

The sample size to be used represent the whole population was determined using statistical sampling techniques. A sample size is draw through a definite procedure from selecting scientifically valid sample as well as generalizing from such samples to the total population. Using Taro Yamane (1964) formula of finite population;

$$\text{Formula } n = N / 1 + N(e^2)$$

Where

n =sample

N =population

e =level of significance or error=0.05 or 5%

Df = degree of freedom= $(r-1) (c-1)$

$$n = 195 / 1 + 125 (5\%)$$

$$n = 195 / 1 + 195 (0.0025)$$

$$n = 195 / 1.4875$$

n= 130 (employees)

3.4 Sampling Techniques and Procedure

Sampling is the practice of selecting a fraction of the population that conforms to a stated set of specifications to be examined. However, the sampling technique to be used in selecting the member of the sample is simple random sampling. For intents and purposes, sampling technique is divided into two methods namely, probabilistic sampling and non-probabilistic sampling technique. Kothari (2004) defined probabilistic sampling as a procedure where every item of the population has identical chance to occur as an element of the sample. A non-probability sampling technique is a process where the sample units are chosen consciously by the researcher and his choice concerning the units remains incontestable.

3.5 Data Collection Procedure

The data source was primary through well-structured questionnaires to be administered to the ninety-five(95) sampled staffs at Kwara State University, Malete on questions relating to management of workabout on organizational performance. Each questionnaire will be divided into two (2) parts; the first part contains the demographic data of the respondents, while the second part consists of different questions relating to management and

organization performance, designed on a 5-point Likert scale with Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1).

3.6 Research Instruments

The research instrument is basically primary source through questionnaire. The variables that will be used to measure how management by workabout affects organizational performance include; training management ethical conducts which include integrity, accountability, responsibility and also corporate governance which include management by workabout to ensure that nothing is missing in the discussion. To ensure that participants respond to the questions posed, the questions will be short and straight to the point, focused on a dimension each, unambiguously worded, and open ended. For the purpose of this study, primary source of data will be used.

3.7 Validity of Research Instrument

Validity is defined as a judgment of whether data really provides evidence on what it is supposed to be about the research instrument (Dawson, 2007). The questionnaire issued to the respondents for this research work will be designed in a way that arouses interest in the mind of the respondents. The Questionnaire will be issued out to the supervisor who will go through it and made necessary corrections. Face validity will be ensured by interaction

with the qualified staffs. Validity of measurement will be established through content validity by other researchers to ascertain whether the questionnaire item adequately cover the domain of the construct.

3.8 Reliability of Research Instrument

Reliability will be adopted to determine the reliability of the instrument. This method of rating instrument was adopted and useful because participants will not interpret the questionnaire statements the same way. Through rating, the responses of respondents will show the reliability of the research instrument i.e. tests the extent to which the research instrument measure what it was expected to measure.

3.9 Method of Data Analysis

The method of data analysis used in this study was descriptive statistics through the use of frequency and tables to present and analyse the data collected to establish the relationship between management of workabout and the organizational performance in Kwara State University, Malate, Nigeria at 5% (0.05) level of significance. The data was entered into the Statistical Package for Social Science (SPSS) as it is more user friendly and convenient, after which the result was output and presented in tables and figures.

3.10 Ethical Consideration

Ethics has been defined as that branch of philosophy which deals with one's conduct and serves as a guide to one's behaviour (Mugenda&Mugenda, 2003). The purpose of the study

will be explained to the participants so that they could make their own informed choices. Volunteer participation was clearly explained to the participants before they sign in their consent forms. Participants had the freedom to withdraw from the study at any stage. The study promised full disclosure of the findings of the study to the participants. Additionally, the study guaranteed confidentiality and anonymity to the participants. Finally, since the respondents were aware of the cultural norms of my study arena, the study made sure that words and language that seemed sensitive to religion, disability, marriage status or tribe were avoided.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1Introduction

This chapter is focused on the presentation of the collected data, its analysis and discussion of findings. The data is obtained through administration of questionnaire to all employee of Kwara State University, Malete. Two hundred and thirty (130) respondents were randomly sampled out of the total population of all members which is previously

mentioned. The obtained data in the course of this research were presented in tabular form, analyzed using descriptive statistics of frequencies Table. The total number of questionnaires administered was 130; the total of 120 questionnaires were filled and returned.

4.2 Demographic- Characteristics of Respondents

4.2.1

Gender

| | Frequency | Percent | Cumulative Percent |
|--------------|-----------|---------|--------------------|
| Male | 40 | 40 | 40.0 |
| Valid female | 80 | 60 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

Table 4.2.1 contains data obtained to determine respondents' gender characteristics. As could be gleaned from the table, respondents in the study were made up of 40% males (n =80) and 60% females (n = 120). The reason for more number of female participants in the study was because female are more in an organization enlightened and participate more than male in Kwara State University, Malete

4.2.2

Age

| | Frequency | Percent | Cumulative Percent |
|-----------------|-----------|---------|--------------------|
| 18-30 yrs | 24 | 20.0 | 20.0 |
| 31-40 yrs | 46 | 38.0 | 58.0 |
| Valid 41-50 yrs | 25 | 20.8 | 78.8 |
| 51 yrs above | 25 | 20.8 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

Data on the age characteristics of the participants in the study as shown in table 4.2.2 above indicate that 52% of the respondents (n = 24) were within 18 – 30 years age bracket, 23% (n = 46) were aged 31 – 40 years, 20.8% indicated that they were 41 – 50 years old while 20.8% (n = 25) were aged 50 years and above.

4.2.3

Marital Status

| | Frequency | Percent | Cumulative Percent |
|---------------|-----------|---------|--------------------|
| Valid Married | 20 | 16.6 | 16.6 |

| | | | |
|----------|-----|-------|-------|
| Single | 60 | 50 | 66.6 |
| Divorced | 40 | 33.3 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

Table 4.2.3 shows data obtained to determine the marital status of participants in the study. Twenty-two point three percent of the respondents (n = 20) were married while 50% (n = 60) were single, and 33.3% of 40 respondents were divorce. The participants in the study were therefore more of single men and women than others marital status.

4.2.4

Educational Qualification

| | Frequency | Percent | Cumulative Percent |
|-----------|-----------|---------|--------------------|
| Valid BSC | 60 | 57.5 | 57.5 |

| | | | |
|---------|-----|-------|-------|
| Masters | 40 | 24.0 | 81.5 |
| Others | 20 | 18.5 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2022

Respondents educational qualification as shown in table 4.1.4 indicates that majority of the respondents had Bsc degree (57.5%, n = 60), followed by those who had only Master (24%, n =40), those who had others (18.5%, n = 20). It could be inferred from data in table 4.2.4 that the academic levels of most participants include Bachelor of Science.

4.2.5

Year of Operation

| | Frequency | Percent | Cumulative Percent |
|--------------|-----------|---------|--------------------|
| 2-4years | 35 | 32.5 | 32.5 |
| 5-7years | 75 | 62.5 | 95 |
| 8years Above | 10 | 5.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2022

Data in table 4.2.5 were obtained to answer research question one which sought respondents' opinion on years of operation of Kwara State University, Malete. Respondents' responses to research question one indicate, that 32.5% of them (n = 63) are in operation between 2-4years, 62.5% (n = 125) indicated 5-7years of operation and 5% (n

= 12) chose 8years above. It can be deduced that majority of Kwara State University, Maleteoperated between 5-7years.

4.3 Research Questions

Research Question 1: PARTICIPATIVE DECISION MAKING

4.3.1

Employees participation in the setting of goals in the organization

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 35 | 42.5 | 42.5 |
| Agree | 35 | 42.5 | 85.0 |
| Valid Strongly Disagree | 25 | 7.0 | 93.0 |
| Disagree | 25 | 7.5 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

Data in table 4.3.1 were obtained to answer research question on employees participation in the setting of goals in the organization. Respondents' responses to research question indicate, that 42.5% of them (n = 35) reported having "strongly agree" that employees participation in the setting of goals in the organization, 42.5% (n = 35) indicated "agree" as their response to the questions, and 7.5% (n = 25) chose the response option "strongly disagree" while 7.5% (n = 25) disagree to the notion. The deduction that could be made

from data obtained from the participants for research question is that majority of the respondents believes that employees participation in the setting of goals in the organization.

4.3.2

Workabout helps to obtain total commitment of all employees to work
together to achieve a common goal

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 30 | 20 | 50.0 |
| Agree | 70 | 65 | 85.0 |
| Valid Strongly Disagree | 15 | 7.5 | 95.0 |
| Disagree | 5 | 5.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

Data in table 4.1.7 were obtained to answer research question on workabout helps to obtain total commitment of all employees to work together to achieve a common goal. Respondents' responses to research question indicate, that 20% of them (n = 30) reported having "strongly agree" workabout helps to obtain total commitment of all employees to work together to achieve a common goal, 15% (n = 17) indicated "agree" as their response to the questions, and 7.5% (n = 15) chose the response option "strongly disagree" while 5% (n = 5) disagree to the notion. The deduction that could be made from data obtained

from the participants for research question is that majority of the respondents that workabout helps to obtain total commitment of all employees to work together to achieve a common goal.

4.3.3

Participative decision making is used to create common perception for organization as a whole.

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 50 | 37.5 | 37.5 |
| Agree | 35 | 25.0 | 62.5 |
| Valid Strongly Disagree | 20 | 17.5 | 90.0 |
| Disagree | 15 | 10.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

Table 4.3.3 contains data obtained on participative decision making is used to create common perception for organization as a whole.. In the opinion of the respondents, the respondents “Strongly disagree and agree” that participative decision making is used to create common perception for organization as a whole.(62.5%, n = 85), the participants “strongly disagree and disagree” (27.5%, n = 35) for each variable. However, twenty respondents, representing 10% stated “Undecided”. The import of data on research

question is that participative decision making is used to create common perception for organization as a whole.

4.3.4

The result of performance appraisal is used in setting the training and development scheme in the organization

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 20 | 15.0 | 38.5 |
| Agree | 40 | 35.0 | 58.5 |
| Valid Strongly Disagree | 40 | 35.0 | 90.0 |
| Disagree | 20 | 15.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

From the table above, 60(58.5%) respondents indicated that the result of performance appraisal is used in setting the training and development scheme in the organization and then 60(58.5%) strongly disagree and disagree to this notion. This shows that the result of performance appraisal is used in setting the training and development scheme in the organization

4.3.5

Appraisal based on result achieved motivates employees to be productive and increase organizational performance

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 40 | 22.0 | 22.0 |
| Agree | 55 | 53.0 | 75.0 |
| Valid Strongly Disagree | 10 | 5.0 | 92.5 |
| Disagree | 15 | 7.5 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

From the table, 95(75%) participants believe that appraisal based on result achieved motivates employees to be productive and increase organizational performance. Therefore this shows that appraisal based on result achieved motivates employees to be productive and increase organizational performance

Research Question 2: PERFORMANCE FEEDBACK

4.3.6

Performance feedback is properly manage to enhance organizational performance

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 30 | 35.0 | 35.0 |
| Agree | 50 | 42.0 | 77.0 |
| Valid Strongly Disagree | 20 | 10.0 | 90.0 |
| Disagree | 20 | 10.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2022

From the table above, 80(77%) respondents indicated that performance feedback is properly manage to enhance organizational performance and then 40(20%) respondents ticked the strongly disagree and disagree. This shows that performance feedback is properly manage to enhance organizational performance.

4.3.7

Alignment of employees responsibility with organizational objectives enhance
organizational productivity

| | Frequency | Percent | Cumulative Percent |
|----------------------|-----------|---------|--------------------|
| Valid Strongly Agree | 63 | 31.5 | 31.5 |

| | | | |
|-------------------|-----|-------|-------|
| Agree | 27 | 18.5 | 18.5 |
| Strongly Disagree | 14 | 22.0 | 85.0 |
| Disagree | 30 | 15.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

The above data, indicated that majority of the respondents (50%) strongly agree and agree that alignment of employees responsibility with organizational objectives enhance organizational productivity, while 74(37%) indicated strongly disagree and disagree to this assertion.

4.3.8

The effectiveness of bottom approach method of performance feedback has
enhance organizational performance

| | Frequency | Percent | Cumulative Percent |
|--|-----------|---------|--------------------|
|--|-----------|---------|--------------------|

| | | | | |
|-------|-------------------|-----|-------|-------|
| | Strongly Agree | 48 | 28.0 | 28.0 |
| | Agree | 30 | 22.5 | 50.5 |
| Valid | Strongly Disagree | 22 | 17.5 | 77.5 |
| | Disagree | 30 | 22.5 | 100.0 |
| | Total | 120 | 100.0 | |

Source: Field Survey 2023

From table 4.3.8 majority of respondents with 78(50.5%) indicated that the effectiveness of bottom approach method of performance feedback has enhance organizational performance, While (49.5%) of the respondents oppose the notion. Therefore this shows that the effectiveness of bottom approach method of performance feedback has enhance organizational performance

4.3.9

Performance feedback about employees' productivity helps strengthen self-development that enhances organizational productivity

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 31 | 25.5 | 25.5 |
| Agree | 69 | 39.5 | 65.0 |
| Valid Strongly Disagree | 20 | 10.0 | 85.5 |
| Disagree | 20 | 14.5 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

From the table above, 80(98%) respondents indicated that performance feedback about employees' productivity helps strengthen self-development that enhances organizational productivity and then 40(24.5%) respondents ticked disagree to the notion.

4.3.10

Performance feedback about employees' productivity helps strengthen self-development that enhances organizational productivity

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 35 | 17.5 | 17.5 |
| Agree | 66 | 43.0 | 60.5 |
| Valid Strongly Disagree | 10 | 9.5 | 86.5 |
| Disagree | 19 | 13.5 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

The data above, shows that majority of respondents 91(60.5%) strongly agree and agree that performance feedback about employees' productivity helps strengthen self-development that enhances organizational productivity while 29(23%) respondents are not in support of this notion. Therefore this shows that performance feedback about employees' productivity helps strengthen self-development that enhances organizational productivity

Research Question 3: ORGANIZATION PERFORMANCE

4.3.11

The involvement of employee in the decision making enhance organizational performance

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 47 | 28.5 | 28.5 |
| Agree | 32 | 31.0 | 59.5 |
| Valid Strongly Disagree | 23 | 10.0 | 76.0 |
| Disagree | 28 | 24.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

Majority of the respondents 79(72%) indicated that majority of the respondents succumb that the involvement of employee in the decision making enhance organizational performance, while (6.5%).

4.3.12

Risk taking in the organization is better than that of the competitor

| | Frequency | Percent | Cumulative Percent |
|-------------------|-----------|---------|--------------------|
| Strongly Agree | 48 | 24.0 | 24.0 |
| Agree | 58 | 29.0 | 53.0 |
| Undecided | 24 | 12.0 | 65.0 |
| Strongly Disagree | 45 | 22.5 | 87.5 |
| Disagree | 45 | 22.5 | 100.0 |
| Total | 200 | 100.0 | |

Source: Field Survey 2022

Table 4.3.12 make it obvious that majority of the respondents 106(53%) indicated that default in loan repayment is one of the major unforeseen financial challenges of small and medium enterprises (SMEs) in Nigeria, while 24(12%) response was “Undecided” and then 70(45%) respondents are not in support of the notion.

4.3.13

The organization employee productivity is higher than that of the labour market

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 25 | 18.0 | 28.0 |
| Agree | 35 | 22.5 | 50.5 |
| Valid Strongly Disagree | 25 | 17.5 | 77.5 |
| Disagree | 35 | 22.5 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

From table 4.3.8 majority of respondents with 60(50%) indicated that the organization employee productivity is higher than that of the labour market While (50%) of the respondents oppose the notion. Therefore this shows that the organization employee productivity is higher than that of the labour market

4.3.14

The organization deal with the customer complaints which as reduce within
the last period

| | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly Agree | 44 | 31.5 | 31.5 |
| Agree | 37 | 18.5 | 18.5 |
| Valid Strongly Disagree | 36 | 22.0 | 85.0 |
| Disagree | 30 | 15.0 | 100.0 |
| Total | 120 | 100.0 | |

Source: Field Survey 2023

The above data, indicated that majority of the respondents (60%) strongly agree and agree that the organization deal with the customer complaints which as reduce within the last period, while (37%) indicated strongly disagree and disagree to this assertion.

Test of Hypotheses

4.3.1 Test for Hypothesis One

H₀₁: Participative decision making does not have an impact on organizational performance in Kwara State University, Malete

Table 21: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .312 ^a | .055 | .051 | 2.93705 |

a. Predictors: (Constant), Participative Decision Making

The model summary as indicated in table 4.3.1 above shows that R Square is 0.45; this implies that 45% of variation in the dependent variable (organizational performance) was explained by the independent variable (Participative Decision Making) while the remaining 55% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

Table 22: ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 99.451 | 1 | 99.451 | 12.192 | .001 ^a |
| | Residual | 2902.149 | 339 | 8.992 | | |
| | Total | 2991.600 | 340 | | | |

a. Predictors: (Constant), Participative Decision Making

b. Dependent Variable: Organizational performance

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (99.451) in comparison to the residual sum of squares with value of 2902.149 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (11.192) as given in the table above with significance value of 0.001, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence the increment in the dependent variable (organizational performance).

Table 23: Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|-------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | T | Sig. |
| 1 (Constant) | 9.276 | 1.010 | | 9.183 | .000 |
| Participative Decision Making | .262 | .078 | .212 | 3.345 | .001 |

a. Dependent Variable: Organizational performance

The dependent variable as shown in the table was smooth in operation. This was used as a yardstick to examine the impact between the two variables (i.e. Participative Decision Making and organizational performance). The predictor is participative decision making, as depicted in table; it is obvious that there is a direct relationship between participative decision making and organizational performance.

According to the result in the table above participative decision making t-test coefficient is 3.345 and the P-value is 0.001 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

As a result of the outcome, the Null Hypothesis (H_0) is rejected on the basis that the p-value is less than 0.05. Hence the alternative hypothesis is accepted, that participative decision making has significant effect on organizational performance of Kwara State University, Malete. This study aligns with the work of Tsai (2016).

4.3.2 Test for Hypothesis Two

. **Ho2:** Performance appraisal does not have an effect on organizational performance in Kwara State University, Malete

Table 24: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .284 ^a | .192 | .130 | 3.84331 |

a. Predictors: (Constant), Performance Appraisal

Table 24: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .284 ^a | .192 | .130 | 3.84331 |

The model summary as indicated in table 4.3.2 above shows that R Square is 0.92; this implies that 92% of variation in the dependent variable (Performance appraisal) was explained by the independent variable organizational performance while the remaining 8% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

Table 25: ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 67.505 | 1 | 67.505 | 8.350 | .004 ^a |
| | Residual | 1924.095 | 239 | 8.084 | | |
| | Total | 1991.600 | 240 | | | |

a. Predictors: (Constant), Performance Appraisal

Table 24: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .284 ^a | .192 | .130 | 3.84331 |

b. Dependent Variable: Organizational Performance

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (67.505) in comparison to the residual sum of squares with value of 1924.095 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (8.084) as given in the table above with significance value of 0.004, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence the increment in the dependent variable (organizational performance).

Table 26: Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|-----------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | T | Sig. |
| 1 (Constant) | 10.699 | .683 | | 15.662 | .000 |
| Performance Appraisal | .157 | .054 | .184 | 2.890 | .004 |

a. Dependent Variable: Organizational Performance

The dependent variable as shown in the table was smooth in operation. This was used as a yardstick to examine the impact between the two variables (i.e. Performance Appraisal & organization). The predictors is performance appraisal, as depicted in table, it is obvious that there is a direct relationship between performance appraisal and organizational performance

According to the result in the table above performance appraisal t-test coefficient is 2.890 and the P-value is 0.004 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

As a result of the outcome, the Null Hypothesis (H_0) is rejected on the basis that the p-value is less than 0.05. Hence the alternative hypothesis is accepted, that training & development has significant effect on organizational performance of Kwara State University, Malete. This is in correlation with the work of Timothy (2015).

4.3.3 Test for Hypothesis Three

H₀₃: Performance Feedback does not have an effect on organizational performance in Kwara State University, Malete

Table 27: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .088 ^a | .163 | .217 | 3.82594 |

a. Predictors: (Constant), Performance Feedback

4.3.3 Test for Hypothesis Three

H03: Performance Feedback does not have an 3 effect on organizational performance in Kwara State University, Malete

Table 27: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .088 ^a | .163 | .217 | 3.82594 |

The model summary as indicated in table 4.3.3 above shows that R Square is 0.63; this implies that 63% of variation in the dependent variable (organizational performance) was explained by the independent variable (Performance Feedback) while the remaining 37% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

Table 28: ANOVA^b

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 2.261 | 1 | 2.261 | 2.547 | .000 ^a |
| | Residual | 984.201 | 239 | 4.135 | | |

4.3.3 Test for Hypothesis Three

H03: Performance Feedback does not have an 3 effect on organizational performance in Kwara State University, Malete

Table 27: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .088 ^a | .163 | .217 | 3.82594 |
| Total | | 986.463 | 240 | |

a. Predictors: (Constant), Performance Feedback

b. Dependent Variable: Organizational performance

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (2.261) in comparison to the residual sum of squares with value of 984.201 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (2.547) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence the increment in the dependent variable (organizational performance).

Table 29: Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|--------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | t | Sig. |
| 1 (Constant) | 13.266 | .727 | | 18.257 | .030 |
| Performance | .042 | .056 | .048 | 2.739 | .000 |
| Feedback | | | | | |

a. Dependent Variable: Organizational performance

The dependent variable as shown in the table was smooth in operation. This was used as a yardstick to examine the impact between the two variables (i.e. Performance Feedback and Organizational performance). The predictors is employees' appraisal, as depicted in table, it is obvious that there is a direct relationship between performance feedback and organizational performance. According to the result in the table above replacement transfer t-test coefficient is 2.739 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

As a result of the outcome, the Null Hypothesis (H_0) is rejected on the basis that the p-value is less than 0.05. Hence the alternative hypothesis is accepted, that employees'

appraisal has significant effect on organizational performance of Kwara State University, Malete. This is in tandem with the work of Markus (2017).

4.4 Discussion of Results

The analysis carried out in this chapter proves that there is an existence of positive significant relationship between higher workabout and the performance of an organization. The same also applies to the relationship between Participative decision making and performance of an organization. In the same light, the analysis reveals a positive significant relationship between performance appraisal and performance of an organization, as well as a significant positive relationship between performance feedback features and performance of an organization. From the foregoing, it can be inferred that there is a significant positive relationship between workabout and organizational performance. It is therefore necessary that organizations, especially the organization under study (Kwara State University, Malete) sees the organization's as a potential tool of creating and maintaining a competitive edge over other competitors in the industry. In other words, organizations should not see workabout as though it only helps in increasing performance, but also as a tool that is capable of putting the organization into limelight thereby achieving a competitive advantage position. Workabout will thus enhance the overall performance of the organization in terms of improving on its service, which will in turn attract more customers and consumers.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Preamble

This final chapter contains the summary and conclusion of the study with regards to the impact of online marketing on growth of micro scale enterprises in Malete, Kwara State,

Nigeria. The chapter looked at the summary of the study in section and presented the conclusion of the study in section based on the results of the analysis. The study recommendations and limitations of the study were presented in section.

5.1 Summary

The study focus on “Effect of Employees Participation in Decision Making on Organizational Performance: This study focused on the effect of employees' participation in decision making on organizational performance. The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The result of the finding revealed that there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Also employees' participation in the decision making has a low positive effect on the productivity of the institution with correlation coefficient of $r = 0.228$.

The study on “Effect of performance appraisal on organizational performance: A case study of Kwara State University, Malete ” The purpose of this research is to investigate the extent of performance appraisals in measuring performance of an organization” A descriptive research was used and the research used questionnaire in collecting of data. Data was analyzed using both descriptive and inferential statistics by using SPSS and the results were presents in figures and tables. Regression analysis was used in analyzing of

the variables. The findings indicated that objective based appraisals contribute to organisational performance.” Descriptive design was adopted in this study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. The result indicated that organisations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employees' productivity.

The regression equation one indicates that the parameter estimates complied with a priori expectation which explains that performance feedback will increase organizational performance of Guaranty Trust Bank Plc. The constant is 0.431 implies that if feedback content is zero, organizational performance would be 0.463. The coefficient of performance feedback is 0.431 which indicates that a 1-unit increase in performance feedback is associated with a 0.463 units increase in organizational performance of Kwara State University, Malete. This implies that an increase in performance feedback will subsequently increase organizational performance of performance feedback. The result of hypothesis one demonstrates that performance feedback.

5.2 Conclusion

This study was carried out to examine the workabout on organizational performance. It also outlined the objectives of the study with a view to examine participative decision making on employee [performance. Our scope covers and examines the activities of Kwara

state university, Malete between 2019-till dates with a view to investigate reasons for their poor growth. Also, few concepts that can be drawn from this study were given operational definition to enhance the real focus of the study.

Furthermore, it centered on literature review, we explore several existing literatures on management of workabout and their activities in development of Kwara State University, Malete in Nigeria. The theoretical approach adopted for this pap. The network approach's concept originates from several of the structural conceptsbrought forward by sociological thinkers such as Emile Durkheim, Georg Simmel and anthropologist Radcliffe-Brown whose research were largely based on comprehending the structure and impact of relational webs or "networks" of social associations between and among individuals. Network theory analyses all kinds ofrelationships, whether it is between people, animals or things.

However, based on the research methodology was presented comprising the use of cross section survey design such as questionnaires methods. In most cases, we derived our data from secondary sources and this was complemented from primary sources in this study, as well our population of employee Kwara State University, Malete, while the sample size were chosen from this population.

The data collected from the field was presented in chapter four based on our assumptions. Percentages were used to analyze the data in order to illustrate the magnitude and differences in the result obtained. From these results, some logical conclusions were arrived at according to each assumption. In addition, we included questionnaires that were

made in the course of our investigation; this is followed lastly in the chapter by research findings. Chapter five of this work contained a summary of this work as narrated above, while conclusion and recommendations are stated below.

5.2 Recommendations

- i. It is imperative to consider that this research work on Management by workabout and Organisational performance is not exhaustive but dynamic conclusions can be drawn from it. Management by workabout is a process whereby subordinate and superior come together in formulating of organizational goals. In Management by workabout employee and superior work together in order to achieve the goal set. Management by workabout is made up of various stages, starting from the goal formulation to performance feedback. That is, with the increase in any of these variables will lead to an increase in organizational performance.
- ii. The study recommended that Participative Decision Making should be encouraged in the organization. Employees should be given the opportunity to share their ideas with the organization. By allowing employees to be involved in the decision making, will lead to the accumulation of creative and innovative ideas in the organization. Employees tend to work harder when they know that their input in the organization is of importance; Managers should refrain from exercising appraisals in areas that isn't in line with the goal of the organization. Appraisals should be objective and result-oriented.

- iii. Performance appraisal should be carried out using the goals of the organization as criteria. Efficient performance appraisals reduces the rate of absenteeism, provides room for promotion, other incentives, creates job satisfaction, motivates employees and improves the performance of the organization; To be able to control and monitor the progress in the organization, feedback should be taken at a regular basis.

5.3 Suggestion for future research

This research is not exhaustive. It has only added vital value to the existing researches, because Management by workabout is a broad topic and there are still other aspects of Management by workabout that needs to be brought to light. Also as time passes, the rate at which workabout is being applied in organizations diminishes. Therefore it is suggested that further study should be carried on the effect of Management by workabout on organizational Performance using other industries as case study.

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Department of Business and Entrepreneurship

Faculty of Management and Social Science

Kwara State University, Malete, Nigeria

Dear Respondent,

I write as an undergraduate student of Business Administration in the Department of Business and Entrepreneurship, Kwara State University; I am currently carrying out a

research on “Effect of Management by Workabout on the Performance of Kwara State University, Malete”.

The questionnaire is designed and attached to solicit information that would assist me to complete my research as part of the requirements for the award Business Administration. I will be very grateful, if you sincerely and objectively respond to the questionnaire. All the information gathered will be treated confidentially and use only for the purpose of this academic research.

Thanks for the Cooperation

Yours' Faithfully,

Aremu Adejoke Dorcas

SECTION A: Bio-Data

Instruction: Indicate by ticking in each of the boxes that best describes you.

1. Sex: Male (☐) Female (☐)
2. Age Distribution: 21- 30yrs (☐) 31- 40yrs (☐) 41-50yrs (☐) 50yrs above (☐)
3. Marital Status: Married (☐) Single (☐) Divorce (☐)
4. Educational Qualification: Primary (☐) Secondary (☐) Tertiary (☐)
5. Year of Service: 0- 5yrs (☐) 6- 10yrs (☐) 11-15yrs (☐) 16yrs above (☐)

Note: Tick the options that best describe your opinion

Please indicate the extent to which each of the statements in the matrix represented below impact of workabout and organizational performance. Please record your answer by ticking at the space provided, by the scale indicator.

✓ **Key: Strongly Agree (SA), Agree (A), Strongly Disagree (SD), Disagree (D)**

SECTION B

| S/N | PARTICIPATIVE DECISION MAKING | SA | A | SD | D |
|------------|---|-----------|----------|-----------|----------|
| 1 | Employees participation in the setting of goals in the organization | | | | |
| 2 | Workabout helps to obtain total commitment of all employees to work together to achieve a common goal | | | | |
| 3 | Participative decision making is used to create common perception for organization as a whole. | | | | |
| 4 | Recognition of achievement improve performance of the employees and organizational performance | | | | |
| 5 | Workabout provides a way to integrate and focus the efforts of all organizational members through participative decision making | | | | |

| S/N | PERFORMANCE APPRAISAL | SA | A | SD | D |
|------------|---|-----------|----------|-----------|----------|
| 1 | Performance appraisal is set as a parameter to measure the performance of employees towards their tasks | | | | |
| 2 | Performance appraisal contributes to management decision-making that enhance organizational performance | | | | |
| 3 | Performance appraisal has strengthen the superior-subordinate relationship which boost organizational performance | | | | |
| 4 | The result of performance appraisal is used in setting the training and development scheme in the organization | | | | |
| 5 | Appraisal based on result achieved motivates employees to be productive and increase organizational performance | | | | |

| S/N | PERFORMANCE FEEDBACK | SA | A | SD | D |
|------------|-----------------------------|-----------|----------|-----------|----------|
|------------|-----------------------------|-----------|----------|-----------|----------|

| | | | | | |
|------------|--|--|--|--|--|
| 1 | Performance feedback is properly manage to enhance organizational performance | | | | |
| 2 | Alignment of employees responsibility with organizational objectives enhance organizational productivity | | | | |
| 3 | The effectiveness of bottom approach method of performance feedback has enhance organizational performance | | | | |
| 4 | Performance feedback about employees' productivity helps strengthen self-development that enhances organizational productivity | | | | |
| S/N | ORGANIZATION PERFORMANCE | | | | |
| 1 | The involvement of employee in the decision making enhance organizational performance | | | | |
| 2 | The reputation of the organization has improved in the face of the customer | | | | |
| 3 | Risk taking in the organization is better than that of the competitor | | | | |

| | | | | | |
|----|---|--|--|--|--|
| 4. | The organization employee productivity is higher than that of the labour market | | | | |
| 5 | The organization deal with the customer complaints which as reduce within the last period | | | | |

Thanks for your time