PARTICIPATORY MANAGEMENT AND EFFICIENCY OF PUBLIC ENTERPRISES IN EBONYI STATE, NIGERIA

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Abstract

This study, "Effect of Participatory Management on Efficiency of Public Enterprises" was designed to investigate the course of the inefficiency of public enterprises in providing quality services to the public. Broadly, the study examined the effect of participatory management on the efficiency of public enterprises using selected Ebonyi State-owned public enterprises. Specifically, the study investigated the impact of participatory planning on the productive efficiency of the selected public enterprises; analyzed the effect of participatory decision-making on the management efficiency of the selected public enterprises; and appraised the effect of employees' consultation on the workforce efficiency of the selected public enterprises. The study reviewed extant and empirical literature related to the study and adopted Peter Drucker's Management by Objectives (MBO) theory as its theoretical framework. The study formulated three research questions and three testable hypotheses as a useful guide, and adopted a descriptive survey design to collect data primarily from a sample size of 261 respondents using a well-structured questionnaire. The collected data were presented and analyzed using descriptive statistics (mean), while the hypotheses were analysed using inferential statistics (simple regression analysis) at a 0.05 level of significance with the aid of the statistical package for social sciences (SPSS). The findings were that, participatory planning has significant effect on the productive efficiency of the selected public enterprises; participatory decision-making has significant effect on the management efficiency of the selected public enterprises; and employees' consultation has significant effect on workforce efficiency of the selected public enterprises. Based on these findings, the study concludes that adoption of participatory management practices will enhance the efficiency of public enterprises in Ebonyi State, Nigeria, and therefore recommends, among other things, improve participation of all levels of workers in the organizational planning, decision-making and goal-setting.

Key words: *Participatory Management, Employees' performance, Organizational Efficiency, Public Enterprises,*

Introduction

The efficiency of every organisation is measured by the organization's ability to attain its goals, and the organisational success in the attainment of its goals is largely dependent on the successful management of the human elements of the organisation (Ugbomhe, Akhator, & Uyi, 2023). Therefore, to ensure the efficiency of an organization, there is need to employ human oriented management style capable of keeping the workers satisfied, motivated and committed to the organizational goals. Participatory Management therefore becomes an imperative management style as it allows the employees a certain level of autonomy, self-supervision and participation in organization planning and decision making processes (Amosa, Omolabi & Suleiman, 2019).

In the words of Eze, Ogbuka & Ugwu (2022) management are known traditionally to assert much influence over the ordinary workers particularly, their immediate subordinate, and in many occasions, superiors make unilateral decisions, even in areas which directly affect their subordinates. Unlike traditional management practice, participatory management respects all members of an organisation as an infinite resource able to contribute knowledge and creativity towards solving organizational problem(s).

Public enterprises are government-owned businesses established to provide essential goods and services to the public. To Adamolekun in Ezeani (2012), public enterprises refers to an organization set up as a corporate body and as part of government apparatus for entrepreneurial and entrepreneurial-like objectives. public enterprises is an instrument for government involvement in businesses, but unlike other businesses, the major aim of public enterprises is not profit maximization rather, to attend to a social need of providing essential goods and services to the public at a cheaper rate. This was rightly put by Sharma, Sadan and Kaur, 2018) who assertively stated that the complexity of the modern society made it necessary for government not only to regulate businesses and industries but also, to take up some of them directly in order to ensure for the common citizens, the supply of certain essential goods and services at reasonable rates.

Problem Statement

Over the years, the efficiency and effectiveness of public enterprises in the provision of essential goods and services to the public has been an issue of serious concern, as the rate at which public enterprises are failing in providing goods and services to the people has continued to be on the high side. The water corporations no longer provide clean and drinkable water to the major cities and towns. The NigerCem cement factory, Oshogbo Rolling Mill, and the Ajaokuta steel company etc, are all ghost of itself - as provision of goods and services at these giant public investments are at moribund level. The ailing services provided by the National Electric Power Authority, NEPA, is the sole reason for its privatization which saw to the transfer of its management/ownership to Power Holding Companies of Nigeria, PHCN, and now to Distributing Companies, DISCO. Nigerians are dying every day over complications arising from the consumption of fake drugs, adulterated goods and substandard materials, despite having Standard Organization of Nigeria, SON, and National Agency for Food and Drugs Administration and Control, NAFDAC, as regulatory bodies, and as public-funded corporations.

In Ebonyi State, successive governments have established many public enterprises to support nationally established ones for improved welfare of the people, and for the development of Ebonyi as a state. The inheritance of Ebonyi Building material factory, and the establishment of Ebonyi Pipe production company, Ebonyi Chemical and Fertilizer Company, Ebonyi State Pulverization Plant, Ebonyi Broadcasting Corporation (EBBC), Ebonyi State Poultry Farm, Ebonyi State Transport Corporation (EBOTRANS), Ebonyi State Water Corporation, and Ebonyi Rice World, among others, ought to have solved many social and economic problems of the State and its environ, but the efficiency of these state-owned enterprises in achieving the objectives of its formation remains unsatisfactorily poor.

One wonders the actual cause(s) of the inefficiency of public enterprises as huge amount of money are often announced in the government yearly budget as investment in the State-owned public enterprises. The enterprises have paid staff, management and boards whose specialist skills, expertise and experiences are cited as reasons for their enlistment into government payroll, and above all, public enterprises are placed under supervising ministries loaded with staff and management under the headship of heavily-paid commissioners.

Several studies and scholars have attributed the cause of this moribund nature of public enterprises to, among others, lack of employees' participation in planning, decision making and management of public enterprises, inadequate release of funds/ and other budgetary provisions of public enterprises by the government – evidencing lack of political will on the side of the leader to ensure effective and efficient public enterprises, mismanagement of fund meant for the smooth operation and revitalization of public enterprises, sundry corruption, misplaced priorities, poor management style, employment of insufficient/unqualified staff, poor public perception of public property as a no man's property, negative attitude to work, and poor employee's commitment to the attainment of the organizational aims and objectives of public enterprises. Also, public enterprises is an integral part of civil service which operates on the strict sense of classical bureaucracy where workers follow laid down management standards. This style is no longer feasible for efficiency of any organization as today's business environment, technological innovations, increased public demand and competition, have compelled organization to involve all members of the organization in planning and decision making rather than leaving it only to the management (Adeigba, Ajayi, Dauda, &Fakorede, 2024).

Objectives of the Study

Broadly, the study examined the effect of participatory management on the efficiency of Nigeria public enterprises using selected Ebonyi State-owned public enterprises. Specifically, the study;

1. Investigated the impact of participatory planning on the productive efficiency of the selected public enterprises in Ebonyi State, Nigeria.
2. Analyzed the effect of participatory decision-making on the management efficiency of the selected public enterprises in Ebonyi State, Nigeria.
3. Appraised the effect of employees' consultation on the workforce efficiency of the selected public enterprises in Ebonyi State, Nigeria

Research Questions

1. To what extent does participatory planning impact on the Productive efficiency of the selected Public Enterprises in Ebonyi State, Nigeria?
2. How does participatory decision making affect management efficiency of the selected Public Enterprises in Ebonyi State, Nigeria?
3. What is the effect of employees' consultation on the workforce efficiency of the selected Public Enterprises Ebonyi State, Nigeria?

Research Hypotheses

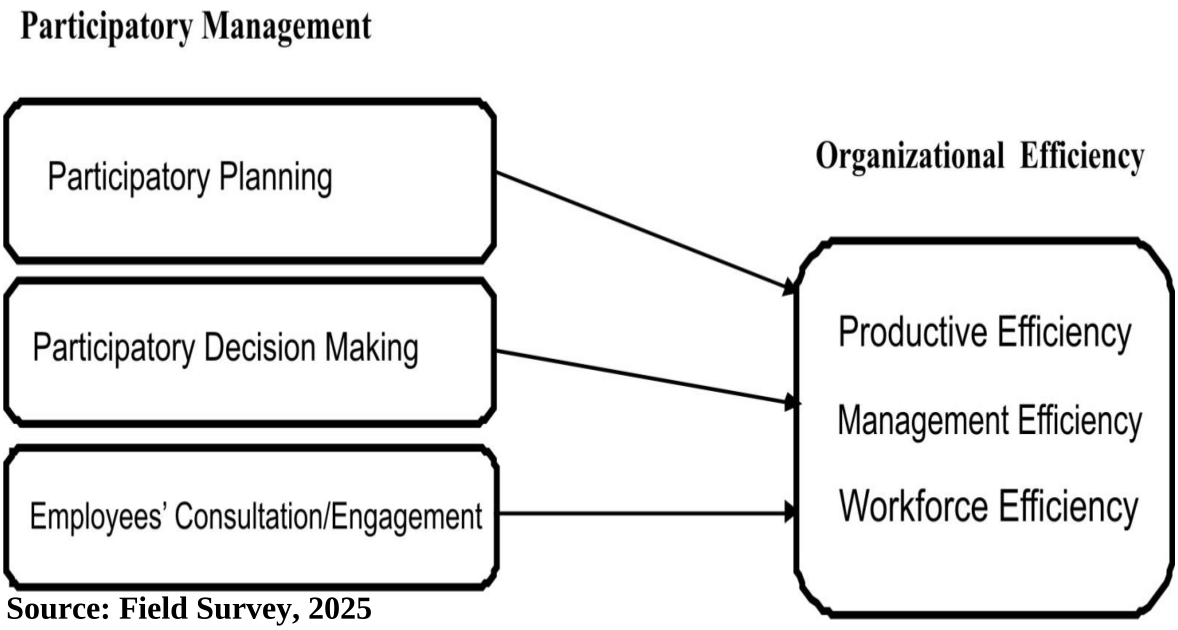
The hypotheses for this study were stated in null form, and its acceptance after testing implies the rejection of the alternate and vice versa

1. Ho. Participatory planning has no significant impact on the productive efficiency of the selected public enterprises in Ebonyi State, Nigeria.

2. Ho. Participatory decision-making has no significant effect on the management efficiency of the selected public enterprises in Ebonyi State, Nigeria.
3. Ho. Employees consultation/engagements has no significant effect on workforce efficiency of the selected public enterprises in Ebonyi State, Nigeria.

Literature Review

Conceptual Framework and Review



Source: Field Survey, 2025

Participatory Management

Participatory management is a derivative of management philosophy and approach whereby employees at all levels of an organisation are involved in planning and decision-making to hone organisational effectiveness, commitment and productivity. Participatory management was an offshoot of the human relation movement in the 1920s, and is based on some of the principles discussed by Kurt Lewin and Rensis likert and Hawthorne Experiment that gave birth to the Hawthorne effect while group leaders still have the final decision making authority. The experiment reports that when small groups of employees believe their work environment is supportive, they work better, attached to the organisation and satisfied with their job. When participatory management is adopted, participants are encouraged to voice their views about the current environment. Participatory management crystallizes the notion of individual democracy and expresses the want of employee to bind into a team working together in the direction of common goals and objectives.

Participatory Planning: Strategic Planning has been adopted by public or private organisations as an important avenue which can be used to achieve effective organisation efficiency. Since it is recognized as the first step in strategic management process, strategic planning sets the foundation for the other phases in this process. Employees Participation in strategic planning is a structured process that uses practical techniques to allow high energized productive, inclusive, reliable, flexible and meaningful participation when moulding or conceiving organisational change. Participatory process help an organisation make choices related to its total organisational purpose. Participation in strategic planning moves a group from its vision to agree upon actions.

Participatory decision making is the act of involving the workers in the decision-making process of an organisation. It is a process where subordinates share significant degree of decision-making power with their immediate superiors. It involves employees across different levels of the hierarchy in decision-making. Participative management can be explained to mean a deliberate action or structure employed by an organisation/employer that allow employees/subordinate to contribute to the decision-making process. It gives room to employee in terms of suggestion on a course of action an organisation should take in achieving their set objectives (Abdulai & Shafiwu, 2014). Employee participation in the decision making process of the organisation enlist their commitment and wish to contribute to the accomplishment of the corporate goals (Summers & Hymen, 2005).

Employees' consultation: This is a method of establishing two way communication between management and its employees in addition to those provided by normal day today contact. It is formal machinery for dealing with employees as a group instead of dealing with them individually so as to avoid petitions and demonstrations. The objectives of employees consultations principally are; to enhance the achievement of increased productivity; set up a scheme for regular contact between management and workers; and to meet the workers demand for better insight (and voice) into the management for which they work (Usilaner, 1999). Employees' consultation/engagement involves seeking opinion of employees on matter affecting the job. Mangers consult with their employees in order to encourage them to think about issues and contribute their own ideas before decisions are made. It would also mean briefing the employees on decisions that have been taken and explaining why such action has been taken in order to gain their co-operation.

Organizational Efficiency: Efficiency refers to the optimal use of resources to achieve a desired outcome or goal. It involves minimizing waste, reducing costs, and maximizing productivity. Efficiency can be applied to various aspects of life, including business, economics, engineering, management, personnel, and productivity. It is a measurable concept, quantitatively determined by the ratio of output to input. It relates to the resources invested (input) to the results obtained (output). Organizational Efficiency is the ability of organization to effectively implement its plans using the smallest possible expenditure of resources. Generally, it describes the extent to which time or effort is well used for the intended task or purpose (Yu, 2024).

Productive efficiency is achieved when output is produced at minimum cost. This occurs where no more output can be produced given the resources available, that is, the economy is on its production possibility frontier (PPF). Productive efficiency incorporates technical efficiency, which refers to the extent to which it is technically feasible to reduce any input without decreasing the output, and without increasing any other input. When more than one input is used, or more than one output is produced, the ratio of outputs to inputs can be formed only if inputs and outputs are summed into two scalars. If prices are used for that purpose, then technical efficiency merges into productive efficiency.

Management Efficiency: Several factors contribute to an organization's efficiency level, and the most important among them is management. Those in management must be well-trained to deal with diversity in the workforce. They also must be ready to coordinate their efforts for better efficiency. They constantly look for ways to improve their operations, eliminating inefficient and redundant processes. They must be open to change and evolution in their products if they want to meet changing market conditions.

Workforce Efficiency: An organization's efficiency depends on its employees and how well they are committed to the company's goals and priorities. Employees must be clear about their roles and responsibilities, and the company needs to implement programs to enhance employee skills. The company also needs to encourage and motivate its employees. To make sure that employees are content and that they remain efficient, business owners need to acknowledge and compensate employees for their efforts. They also can outsource specific tasks in their operations for added efficiency.

Public Enterprises

The multiplicity and diversity of the perspectives from which individual scholars and practitioners view public enterprises have naturally resulted in a plethora of definitions. This inability to have a single standard definition of public enterprises can be attributed to the fact that public enterprises were established at different periods, and each epoch naturally brought forth the types of public enterprises most clearly matching its own conditions. It is therefore believed that the variation in definition are informed by the ideological, values, interests, dispositions and circumstances that brought public enterprises into existence (Adeyemo and Salami, 2008; Sosna, 2001). Nigeria’s public enterprises are generally corporate entities other than ministerial departments, which derive their existence from special statutory instruments; and engage in business type of activities to provide goods and services for the overall social and economic upliftment of the citizen. These include corporation, authorities, boards, companies and enterprises so owned and operated by government. Therefore a public enterprise is an organization that is set up as a corporate body and as part of the governmental apparatus for entrepreneurial or entrepreneur-like objectives (Ademolekun, 2002).

The non-performance of the public enterprise has prompted series of discussions and policy recommendations on how best to move them out of their present quagmire. It was for these reasons that in 1999, the Democratic regime under the leadership of President Olusegun Obasanjo, initiated sweeping reforms across the various sectors of the Nigerian economy. Where they recognized that national public enterprises have failed to meet public expectation, they were conceived to be consuming a large proportion of national resources without discharging the responsibilities thrust upon them. It was also established that they create economic inefficiencies, incur huge financial losses, and absorb disproportionate share of credit especially in the form of foreign loans (Oluade, 2007).This assertion of declining performance and failure to meet their set objectives for which they were established lends credence to former President of Nigeria’s remarks on the occasion of the inauguration of the National Council on privatization on Tuesday July, 20 1999. President Obasanjo observed that successive Nigerian Government have invested up to 800 billion Naira on public owned enterprises. Annual returns on this huge investment have been below ten percent. These inefficiencies and in many cases, huge losses are charged against the public treasury (Omoleke, Salawu and Hassan,2011).

Theoretical Framework

This research, reviewed theories that demonstrate the effect of participatory management on the efficiency of Nigeria public enterprises, and adopted management by objectives, MBO, as the most befitting framework for its analysis.

Management by Objectives is a management theory that allowed for the collaborative involvement of managers and employees in setting out specific and measurable organizational goals. Management by objective goes beyond setting annual objectives for organizational units, to setting performance goals for individual employees.

Management by Objectives originated from Peter Drucker's book, "The Practice of Management", 1954 where it was defined as a comprehensive management system based on measurable and participatory set objectives. As a management approach, it has been further developed by many management theorists list, Douglas McGregor, George Odiorne, and John Humble

Management by objectives is relevant to this study because most of its principles and tenets are applicable to the practice of participatory management. For instance, the major emphasis of management by objectives is on the "objective" which spell out the individual actions needed to fulfill the unit's functional strategy and annual objectives, participatory management is also concern with the attainment of organizational goals.

Management by objectives ensures that everybody within an organization has a clear understanding of the aims/objectives of the organization, as well as the awareness of their own roles and responsibilities in achieving those aims. Participation in planning and decision-making process of organization also helps employees to have a clear understanding of organizational aims/objectives, and responsibilities expected to accomplish these aims/objectives.

Empirical Review

Adue & Alafuro (2025) examined the relationship between employees' participation and job satisfaction in the Rivers State Civil Service. The general objective was to examine the extent to which employees' participation affects job satisfaction. Five ministries were selected from the population of ministries and agencies using random sampling techniques. Questionnaires were administered to the ministries in the sample size by the researcher. Descriptive statistics and spearman rank correlation coefficient were used as data analysis techniques. Findings revealed that direct and indirect participation of employees have positive and significant relationship with employee promotion and salary.

Onwunanzo, (2025) studied "Employee Participation in Decision Making and Productivity of Plastic Manufacturing Firms in Anambra State, Nigeria". The study aimed to determine the influence of employees' consultation on employee effectiveness; collective bargaining on employee efficacy and employee delegation on production timelines in plastic manufacturing firms in Anambra State, Nigeria. Survey design was adopted to study a population of 1648 employees of plastic manufacturing firms in Anambra State. The statistical formula devised by Borg and Gall was employed to determine the sample size of 321.The instrument used for the study was questionnaire. The result showed that employee consultation had a significance positive effect on employee effectiveness; collective bargaining had a significant positive effect on employee efficacy; employee delegation has a significant influence on production timelines in plastic manufacturing firms in Anambra State, Nigeria. The study concluded that employee participation on decision had a positive significant effect on employee productivity.

Adeigbe, K. Y., Ajayi, C. O., Dada, J. A. & Fakorede, T. M. (2024) conducted a study on "Participatory Decision-Making and Organisational Performance of Selected Ministries in Ondo State Civil Service". The study examined participatory decision making and organisational performance of selected ministries in Ondo State, Nigeria. The descriptive research design was adopted for the study with the population of 1726 civil servants from selected ministries in Ondo State. Taro Yamane formula was used to determine the 400 sample size, the respondents were randomly selected for the study. The method of data analysis adopted was linear regression which was used to test the stated hypotheses for the study. The result of the study revealed that employees participation in work decision has positive impact on service quality of Ondo State Civil Service at 0.05 level of significance ($F= 174.871$, $\beta= 0.454$, $t=8.653$, $P(0.00)<.05$). Also, there was a positive relationship between consultative participation and operational efficiency of Ondo State Civil Service ($F= 94.294$, $\beta= 0.497$, $t= 9.711$, $P(0.00)<.05$). The study recommended that employees in the organisation are better informed about the challenges and opportunities and should be allowed to participate in decision making so that work decision and operational efficiency will be enhanced and sustained.

Sanad, S. and Anitha, S. (2021) examined the relationship between participative decision making and organisational commitment among employees of mobile telecom companies in Yamen. The study was descriptive and analytical. The population comprises all the workers of the four mobile telecom companies in Sanaha Yamen. One hundred and twenty copies of questionnaire were used for data collection. Regression analysis and correlation coefficients were used, Data was analyzed with the aid of SPSS. The study findings revealed that there was a significant positive relationship between participative decision making and affective commitment, normative commitment and continuance commitment.

Ezeanolue, E. T., and Ezeanyim, E. E. (2020) examined the influence of employee participation in decision making and organizational productivity in selected manufacturing firms in South-East, Nigeria. The study aimed to determine the influence of employee consultation, employee‟ involvement, employee delegation, on organizational productivity. Relevant theoretical and empirical literatures were examined. Survey design was adopted. The study was carried out in South-East, Nigeria. The population of the study consisted of 2416 employees of the selected manufacturing firms South- East. The statistical formula devised by Borg and Gall

(1973) was employed to determine the sample size of 470. The result shows that employees‟ consultation, employees‟ involvement and employee delegation had a significant positive effect on organizational productivity in manufacturing firms South-East, Nigeria. The study concluded that employee participation on decision had a positive significant effect on organizational productivity.

Methodology

This study adopted descriptive survey design to examine the effects of participatory management on the efficiency of selected public enterprises in Ebonyi State, Nigeria between 2000 – 2025, using data generated through questionnaire and statistically analyzed to produce empirical results. 261 respondents were randomly selected from the employees of Ebonyi state owned public enterprises. The data collected for the study were presented using descriptive statistics of mean with a mean value of 3.0 as a criterion for judgment. Hypotheses formulated for the study were analyze using inferential statistics of simple regression analysis at 0.05 level of significance with the aid of statistical package for social sciences (SPSS)

Presentation and Analyses of Research Variables

Hypothesis One

H_0: Participatory planning has no significant effect on the productive efficiency of the selected public enterprises in Ebonyi State, Nigeria.

Table 1: Model Summary of Participatory Planning and Productive Efficiency

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.498[a]	0.248	0.242	0.37678

a. Predictors: (Constant), Participatory Planning

Field Data, 2025

The R-Value in Table 1 above indicates the correlation between the dependent variable (productive efficiency) and the independent variable (participatory planning). The R-value (0.498) is greater than 0.4 and was therefore considered suitable for further analysis. The R2 indicated the total variance for the dependent variable (productive efficiency) that could be explained by the independent variable (participatory planning). The R2 value of 0.248 indicates that participatory planning explained 24.8% of the variation in the productive efficiency, while the remaining 75.2%was explained by other variables not included in this model this model. This implies that the R2 = 0.248

indicated that 24% of productive efficiency is influenced by participatory planning.

Table 2 ANOVA for Participatory Planning and Productive Efficiency

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	5.388	1	5.388	37.951	.000[a]
	Residual	16.326	252	.142		
	Total	21.713	253			

a. Predictors: (Constant), Participatory Planning

b. Dependent Variable: Productive Efficiency

Field Data, 2025

The analysis of variance (ANOVA) for the relationship between the participatory planning and productive efficiency was calculated to determine whether the model was significant enough to determine the outcome. The results indicated that F = 37.95 and a P-value = 0.000 (see Table 2), which implied a statistically significant relationship between the participatory planning and productive efficiency.

Table 3: Regression Coefficient for Participatory Planning and Productive Efficiency

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**T**	**Sig.**
	(Constant)	.890	.170		5.235	.000
	Participatory Planning	.539	.087	.498	6.160	.000

b. Dependent Variable: Productive Efficiency

Field Data, 2025

The regression coefficient between the participatory planning and productive efficiency was calculated to determine the strength of the relationship between the two variables and the magnitude to which the participatory planning affect productive efficiency. The results in Table 3 show that participatory planning had a significant effect on productive efficiency ($\beta = 0.498$; $t = 6.160$, $p < .000$) these findings demonstrate the positive effect of participatory planning on productive efficiency as a result of their linear correlation. Since the p-value (000) is less than 0.05, the null hypothesis is rejected, we therefore conclude that participatory planning has significant positive effect on the productive efficiency of the selected public enterprises in Ebonyi State, Nigeria.

Hypothesis Two

H_0: Participatory decision-making has no significant effect on the management efficiency of the selected public enterprises in Ebonyi State, Nigeria.

Table 4: Model Summary of Participatory decision-making and Management Efficiency

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.488[a]	0.252	0.242	0.38478

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

Field Data, 2025

The R-Value in Table 4 above indicates the correlation between the dependent variable (management efficiency) and the independent variable (participatory decision-making). The R-value (0.488) is greater than 0.4 and was therefore considered suitable for further analysis. The R2 indicated the total variance for the dependent variable (Management efficiency) that could be explained by the independent variable (participatory decision-making). The R2 (0.252) was less than 0.5 indicating that the model did not adequately explain the relationship between the variables. This implies that the R2 = 0.252 indicated that 25% of management efficiency is influenced by participatory decision-making.

Table 5ANOVA for Participatory Decision-making and Management Efficiency

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	6.278	1	6.278	40.742	.000[a]
	Residual	17.232	252	.142		
	Total	23.510	253			

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

b. Dependent Variable: Management Efficiency

Field Data, 2025

The analysis of variance (ANOVA) for the relationship between the participatory decision-making and management efficiency was calculated to determine whether the model was significant enough to determine the outcome. The results indicated that F = 40.742 and a P-value = 0.000 (see Table 5), which implied a statistically significant relationship between the participatory decision-making and management efficiency.

Table 6 Regression Coefficient for Participatory Decision-making and Management efficiency

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
	(Constant)	.890	.170		5.235	.000
	Participatory decision-making	.539	.087	.488	6.140	.000

b. Dependent Variable: management efficiency

Field Data, 2025

The regression coefficient between the participatory planning and productive efficiency was calculated to determine the strength of the relationship between the two variables and the magnitude to which the participatory decision-making affect management efficiency. The results in Table 6 show the participatory planning and productive efficiency at the selected public enterprises in Ebonyi State ($\beta = 0.488$; $t = 6.140$, $p < .000$). These findings demonstrate the positive effect of Participatory decision-making on management efficiency as a result of their linear correlation. Since the p-value (000) is less than 0.05, the null hypothesis is rejected, we therefore conclude that Participatory decision-making has significant positive effect on the management efficiency of the Selected Public Enterprises in Ebonyi State, Nigeria

Hypothesis Three

H$_0$: Employees' consultation has no significant positive effect on workforce efficiency of the selected public enterprises in Ebonyi State, Nigeria.

Table 7 Model Summary of Employees' consultation and Workforce Efficiency

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.498[a]	0.248	0.242	0.37678

a. Predictors: (Constant), employees' consultation

Field Data, 2025

The R-Value in Table 7 above indicates the correlation between the dependent variable (productive efficiency) and the independent variable (employees' consultation). The R-value (0.498) is greater than 0.4 and was therefore considered suitable for further analysis. The R2 indicated the total variance for the dependent variable (workforce efficiency) that could be explained by the independent variable (employees' consultation). The R2 (0.248) was less than 0.5 indicating that the model did not adequately explain the relationship between the variables. This implies that the R2 = 0.248 indicated that 24% of workforce efficiency is influenced by employees consultation.

Table 8 ANOVA for Employees' consultation and Workforce efficiency

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	5.388	1	5.388	37.951	.000[a]
	Residual	16.326	252	.142		
	Total	21.713	253			

a. Predictors: (Constant), Employees consultation/engagements
b. Dependent Variable: Workforce efficiency
Field Data, 2025

The analysis of variance (ANOVA) for the relationship between the employees' consultation and workforce efficiency was calculated to determine whether the model was significant enough to determine the outcome. The results indicated that F = 37.95 and a P-value = 0.000 (see Table 8), which implied a statistically significant relationship between the employees consultation and workforce efficiency.

Table 9 Regression Coefficient for employees' consultation and Workforce Efficiency

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.890	.170		5.235	.000
	employees consultation/engagements	.539	.087	.498	6.160	.000

b. Dependent Variable: Workforce Efficiency
Field Data, 2025

The regression coefficient between the employees' consultation and workforce efficiency was calculated to determine the strength of the relationship between the two variables and the magnitude to which the employees' consultation/engagements affect workforce efficiency. The results in Table 9 show the employees consultation and workforce efficiency at the selected public enterprises in Ebonyi State (β = 0.498; t = 6.160, p < .000). These findings demonstrate the positive effect of employees' consultation on workforce efficiency as a result of their linear correlation. Since the p-value (000) is less than 0.05, the null hypothesis is rejected, we therefore conclude that Employees' consultation has significant positive effect on workforce efficiency of the selected public enterprises in Ebonyi State, Nigeria.

Discussion of the Findings

This study examined the effect of Participatory Management on the Efficiency of Nigeria Public Enterprises using selected Ebonyi State-owned Public Enterprises. The first specific objective of the study was to investigate the impact of participatory planning on the productive efficiency of the selected public enterprises in Ebonyi State, Nigeria. The results obtained through a simple regression analysis for hypothesis one revealed that that participatory planning has a significant positive effect on the productive efficiency of the selected public enterprises in Ebonyi State, Nigeria. This finding is in line with research findings of Agunda et al (2024) and Orizu et al (2023), whose study reported that employee involvement significantly influence employee performance; and a significant relationship between direct employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-7.761 p-0.00).

The second objective of the study was posed to analyze the effect of Participatory decision-making on the management efficiency of the selected Public Enterprises in Ebonyi State, Nigeria. The result of regression analysis for hypothesis two revealed that Participatory decision-making has a significant positive effect on the management efficiency of the Selected Public Enterprises in Ebonyi State, Nigeria. This aligns with the result of Irene (2023), and Eze et al (2022) whose study revealed that a positive relationship between participatory decision making and organizational performance, and positive impacts of workers participation in decision making on organizational performance - which includes high morale, commitment to Organizational goals, and increase in productivity.

Finally, the third objective of this study was to appraise the role of employees' consultation/engagements on the workforce efficiency of the selected Public Enterprises in Ebonyi State, Nigeria. The result from the test for hypothesis three showed that employees' consultation/engagements has a significant positive effect on workforce efficiency of the selected Public Enterprises in Ebonyi State, Nigeria. This study is in agreement with the research findings of Onwunanzo (2025), and Orizu et al (2023) whose study reported that employee consultation had a significance positive effect on employee effectiveness; collective bargaining had a significant positive effect on employee efficacy; employee delegation has a significant influence on production timelines in plastic manufacturing firms in Anambra State, Nigeria; and there was a significant relationship between consultative employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-6.112 p-0.00).

Summary of Findings

1. Participatory planning has significant effect on productive efficiency of selected public enterprises in Ebonyi State
2. Participatory decision making has significant effect on the management efficiency of selected public enterprises in Ebonyi State
3. Employoees' consultation affect significantly the workforce efficiency of the selected public enterprises in Ebonyi State

Conclusion and Recommendations

The efficiency of public enterprises is not only affected by inadequate funding, as widely believed by many; it's also majorly affected by the inefficiency of the human elements within the organization. The organizational workforce views public enterprises as no man's property, thus showing no serious commitment to achieving its goals. This study attributes this negative attitude of workers in public enterprises to the traditional management style prevalent in these enterprises, which, according to Eze et al. (2022), exerts much influence on ordinary workers and allows superiors to make unilateral decisions even in areas directly affecting their subordinates.

Therefore, to address this commitment inefficiency among employees of public enterprises, there is a need to adopt a management style capable of keeping them satisfied, motivated, thus, stimulating their minds and hands in the operations of public enterprises (Eze et al., 2022). Participatory management, therefore, is an imperative management style as it involves all levels of employees in organizational management. This involvement of workers provides a supportive and encouraging work environment, which in turn increases the efficiency of the employees of public enterprises

Based on these findings, the study recommends the following:

1. Improved participation of all levels of workers in organizational planning to boost productive efficiency. Employee participation in planning leads to clear goal-setting and strategies that are well-understood by both management and

employees.

2. Active involvement workers in strategic decision-making to leverage their knowledge, diverse experiences, and expertise in enhancing the quality of organizational decisions, as a hallmark of management efficiency.
3. Consultative engagement of workers in setting-out specific and measurable organizational goals, to fosters sense of ownership - leading to high commitment to achieving these goals.
4. Establishment of organizational culture that promotes participatory management principles in all aspects of operations. This will foster a work environment that values employees' contributions and enhances overall efficiency.

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