EMPLOYEE PARTICIPATION AND ORGANIZATIONAL EFFICIENCY & EFFECTIVENESS IN NATIONAL ORTHOPAEDIC HOSPITAL, LAGOS STATE

Temitayo Alice Onifade (PhD)
Department of Business Administration, Bells University of Technology, Ogun State
08024416158, onifadeng2@yahoo.com

Oluwatoyin Yomi Afolabi
Administration Department, National Orthopaedic Hospital, Igbobi, Lagos

Abstract
The study examined the impact of employee participation on the efficiency and effectiveness in National Orthopedic Hospital, Lagos State. Demographic data from National Orthopedic Hospital, Lagos State were analyzed using simple percentages and frequency counts. Three hypotheses postulated for the study were statistically tested using the Multiple Linear Regression. Research results show that employee consultation and joint decision making have positive and significant influences on effectiveness and efficiency of National Orthopedic Hospital in Lagos State, while employee delegation was found to have a negative and significant effect influence on effectiveness and efficiency of National Orthopedic Hospital, Lagos State. To improve organizational efficiency and effectiveness National Orthopedic Hospital, Lagos State, we recommend that management of the public hospital state should adopt a participatory approach in decision making to encourage employees' affirmative commitment to organizational goals and objectives, which will breed a harmonious working environment devoid of bitterness and hostility.

Keywords: Effectiveness, Efficiency, Employee Participation, Hospital, Organisation.

1.0 Introduction
For organizations to survive and remain relevant and competitive, they have to be ready to entice and maintain efficient and effective employees during a bid to reinforce productivity (Sunia, 2014). Employee participation could relate to trade union representation through joint consultative committees and collective bargaining, to worker cooperatives, or to legislation designed to provide channels for employee representatives to engage in some sort of joint deciding with employers. On the other hand, and at a different level, it could encompass myriad mechanisms that employers introduce to provide information to their staff or to offer them the chance to engage in joint problem-solving groups or use their skills/discretion at work via job enrichment programs. The real purpose of
participation schemes, especially those aimed at individual workers, is to increase work intensification and for employees to accept management ideas that may not necessarily be in their best interests. This might be supplemented by a drive to engage in nonunion forms of participation as well as Singh (2009).

Hence, for organizations to survive and remain relevant and competitive, they have to be ready to entice and maintain efficient and effective employees in a bid to reinforce productivity (Sunia, 2014). Organizations strengthen their base and competencies by adopting policies through which they empower their employees (Lawrence, Mike & Anthony, 2014), and of the policies is employee participation. Effective oriented companies are concerned with output, sales, quality, creation of value-added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment (Zheng, 2010). According to Heilman and Kennedy Philips (2011), organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve organizational effectiveness, management should strive for better communication, interaction, leadership, direction, adaptability, and a positive environment. It is against this background that the study attempts to examine the impact of employee participation on productivity in the government health care institution in Nigeria.

Despite employee participation in decision making being pertinent in catalyzing the productivity levels of health care institutions, it seems that employees are not fully allowed to participate in the decision that affects them and their profession. Existing studies on employee participation focused on higher institutions of learning, the hospitality industry, private sector, and manufacturing sector (Lawrence, et, al 2014; Emmanuel, Chux & Charles, 2014; Oyebamiji, 2018; Oluwatoyosi, Opoko & Ezema, 2017; Wainaina, Iravo & Waitiu, 2014; Owolabi, Abdul -Hammed, 2011). Thus, to the researcher's knowledge, it is evident that the studies on employee participation and productivity in the health sector are still scanty. This study seeks to fill this gap of knowledge by examining the impact of employee participation on efficiency and effectiveness in the government health care institution in Nigeria.

The following questions will be answered in this study:

i. To what extent does employee consultation influence the organizational efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos?

ii. What is the effect of employee delegation on the organizational efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos?

iii. What is the influence of joint decision making on the organizational efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos?
2.0 Conceptual Framework

The Concept of Employee Participation

Employee Consultation
Consultative participation can potentially touch all workers directly about their work tasks, work organization, and working conditions. Such participation is strongly contingent on a voluntary management decision and can be seen as HRM practices (Kuye & Sulaimon, 2011). Consultative participation appears to have an impact on organizational performance in two rather basic ways. First, employees with consultative participation opportunities can influence organizational performance directly by offering suggestions leading to more efficient processes or better product quality (Koech & Namusonge, 2012). In doing so, employees can contribute to higher labor productivity and process innovation. Secondly, like other HR policies and practices, direct participation influences employee attitudes which in turn supports employee behavior that is beneficial for organizational performance such as reduced turnover and absenteeism, improved productivity, and product quality (Mutua, et al. 2012).

Following the above literature on the relationship between consultative participation and organizational productivity, this study focused on determining the presumption by researchers that by listening to employee needs through consultative participation, only when meeting their needs will desirable outcomes be gained (Bryson, Charlwood, & Forth, 2006; Torka et al., 2010).

Employee Delegation
Delegation typically involves a transfer of authority from a supervisor to a subordinate. The subordinate is not necessarily a passive recipient in this process and may choose to accept or renegotiate a request. The delegation process is, therefore, a dynamic one, and investigations into the conditions under which it is effective to have sharpened the focus on the role of the quality of the supervisor-subordinate (Kumar, 2013). Leanna (2006) emphasized that delegation differs from other decision-making processes such as consultation in two main ways. First, delegation involves decision making by an individual subordinate rather than by a group of subordinates or by a supervisor-subordinate. Second, delegation emphasizes subordinates' autonomy in making decisions. Interestingly, despite the potential benefits and evidence of its widespread use, research concerning the organizational outcomes of delegation is limited. Shekari, Naieh, & Nouri's (2011) findings showed that there is a significant relationship between the delegation authority process and the rate of effectiveness. And appreciation and preparation stage have a greater effect on the rate of effectiveness. Al-Jammal, Al-Khasawneh, and Hamadat showed that there is a statically significant for the delegation of authority on efficiency, effectiveness, and empowerment of employees' performance at great Irbid municipality. Obi, Okpara, and Lugard (2018) showed that delegation of authority is necessary for achieving high productivity in an organization.

Joint Decision Making
Joint decision making is defined as a management process that allocates power and authority to employees through their involvement (Wagne, 1994). It is defined as 'a model of organizational operations in which decisions as to activities are arrived at by the very persons who are to execute those decisions, (Kombo, et. al., 2012).

Thus, participative decision making is associated with the direct involvement of stakeholders, as well as mutual regard and respect toward other parties in an organization. (Markey, 2007).

In summary, participative decision making is one form of structural empowerment because it allows employees to participate in decision-making processes, and thus have influence over decisions (Yuki and Fu, 1999).

Isichel and Godwin (2015) conclude that there is a positive relationship between the extent of employee participation in decision making and organizational performance. The study recommends among others that participation of employees should not just be partial but holistic to give them a sense of belonging. The study concluded that employees' participation in decision making has a positive effect on organizational performance.

Nwoko and Emerola (2017) concluded that employees' participation in decision making has a positive effect on organizational performance, and recommends that the management of National Root Crops Research Institutes Umudike should adopt a participatory approach in administration/decision making to encourage employees' affirmative commitment to organizational goals and objectives.

Abdulrahman (2016) findings showed that there is a significant positive relationship exists between participation in decision making and firm performance, suggesting that participation in decision making is an essential component influencing firm performance. The higher the level of employee participation in decision-making, the higher the level of firm performance.

The Concept of Organizational Efficiency and Effectiveness
Organizational efficiency is generally understood to be a ratio that reflects the comparison of some aspect of unit performance with the costs (e.g., time, money, and space) incurred for that performance.

Measurement of Healthcare Efficiency
Worthington (2004) describes healthcare efficiency measurement and analysis as a three-step process. The first is to choose an efficiency measurement, which involves choosing a method for estimating the fully efficient production frontier. The second is inputs and outputs specification. The third step includes explaining the differences in inefficiency in the right context. At the unit level, individual physicians and clinical teams have management responsibilities; i.e., allocation of resources. While encouragement to make cost-effective decisions needs to be present, immediate patient needs should not cause individual clinicians to forget the larger perspective (Steiger, 2009).

Efficiency Measures:
McGlynn (2008) found that the most commonly used outputs at the organization level were health services (e.g. discharges, inpatient days, physician visits in
Diagnoses-related groups (DRGs) are also used, especially when comparing hospitals with different case mixes (Clement et al., 2008). Inputs can be divided into financial and physical. Financial inputs are common efficiency measures. Typically, this is the health service cost, which includes labor and capital. The third way is to approach productivity at the system level. There are ambitious efforts to compare large health systems.

**Service Quality Measures:**
Parasuraman, Valarie, Zeithaml, Leonard, and Berry (2010) identified ten dimensions which customer uses to evaluate the service quality by factor analysis of 22 questions. Through an empirical test, Parasuraman, et. al. (2010) developed SERVQUAL from a modification of ten dimensions to five which are tangibility, reliability, responsiveness, assurance, and empathy. In this study, the determinants of service quality were broken into two main categories, namely tangible factors that refer to technology, physical facilities, personnel, and communication facilities. Intangible factors consist of five sub-factors namely reliability, responsiveness, assurance, courtesy, and empathy. Reliability refers to the ability to perform the promised service dependently and accurately. Responsiveness reflects the willingness to help customers and provide prompt service. Assurance reflects the knowledge of employees and their ability to inspire trust and confidence. Courtesy refers to the kind of behavior of employees to the customers and empathy refers to caring, individualized attention the firm provides its customers. In the study, the healthcare productivity adopted is health services (discharges, inpatient days, physician visits, procedures) and service quality (reliability, responsiveness, assurance, and courtesy).

**2.1 Theoretical Review**
The theory underpinning the study is Komal and Tahir's Model. The theory was propounded by Komal and Tahir (2007) who argued that employee participation is a function of job satisfaction, employee commitment, and employee productivity. Komal and Tahir (2007) argued that by having employees participate in decision making, the organization will be able to improve the employee individual attributes such as job satisfaction, commitment to the organization, and improved productivity.

The relevance of Komal and Tahir's Model of Employee Participation theory in the study is rested on the proposition that employees participate in decision making, improve the employee individual attributes such as job satisfaction, commitment to the organization, and improved productivity. In the health sector, some of the workers in the public sector were bored and not effective in performing their duties which affect the productivity of the sector. By active participation of the health workers in deciding their job rotation, work schedule among others, may lead to an improvement in their productivity and organizational productivity at large.

**2.2 Empirical Review**
Kuri, Namusonge, and Iravo (2016) assessed the role of employee delegation and consultation on organizational performance among health workers in Kenya. A descriptive survey design was adopted in conducting the study and stratified sampling technique were employed to select 384 employees from the selected Kiambu and Machakos Level 5 hospitals as well as Kenyatta National Hospital as the respondents to the study. A response of 87.5% was achieved and both primary and secondary data were used for the study. Questionnaires and interview guides were used as data collection instruments. Data were analyzed using qualitative and quantitative procedures. The multiple linear regression model was applied to examine the relationship between the variables. In conclusion, delegation and consultation were found to influence organizational performance in Kenya.

Olajide, Okunbanjo, and Adeoye (2016) investigated delegation of authority and employee performance in the Ikeja Division in Lagos State. There are limitations to the service employees in SMEs can render to customers which causes a delay in the rendering of service. The survey design method was employed via administering a structured questionnaire to the target respondents. Three hundred (300) questionnaires were administered, of which 211 were returned and usable. Descriptive statistics and regression analysis were employed to analyze the obtained data from the respondents. Findings of the study showed that delegation of authority has a significant effect on employee effectiveness with a p-value of 0.001 which is less than the p-value of 0.05. The study recommended that more authority should be delegated to employees of SMEs in Ikeja Division in Lagos State and the authority should be clearly and precisely specified. And also, employees should be educated on the necessity of delegating authority to them.

Nwoko and Emerole (2017) carried out a study on the effect of employees' participation in decision making on organizational performance, in National Root Crops Research Institute, Umudike. The study sought to ascertain the impact of employees’ participation in decision making on work commitment and examine the effect of employees’ participation in decision making on the productivity of NRCRI Umudike. The study adopted a survey research design, primary and secondary data were used. The population of the study consisted of all the employees of the institution. The logistic Regression analysis and Pearson Product Moment Correlation were used to analyse the data. Findings revealed that, there is a positive relationship between employees' participation in decision making and the work commitment of the employees in the institution. Employees' participation in decision making had low positive effect on the productivity of the institution with a correlation coefficient of \( r = 0.228 \). The study concluded that employees' participation in the decision may have a positive effect on organizational performance. The study recommended that the management of National Root Crops Research Institutes Umudike should adopt a participatory approach in administration/decision matter to encourage employees' affirmative commitment to organizational goals and objectives.

3.0 METHODOLOGY
A descriptive survey design was adopted in this study to capture the categorical description of the attitudes of the study population. The target population of the study consists of 1,302 staff from a public health organization, Lagos state covering nurses, pharmacists, laboratory scientists, radiographers, accountants, physiotherapists, works, administrative staff, store, and supply staff. A questionnaire was used as the research instrument to collect information from a sample of Two Hundred and Sixty (260) respondents based on a proportionate stratified random sampling technique. The study sampled and brought under study 20% of the staff in each department as suggested by Mugenda and Mugenda (2009). According to Mugenda and Mugenda, a sample of 10% - 30% of the population can often give good reliability. Data obtained were analysed using the regression model.

4.0 DATA PRESENTATION AND ANALYSIS

4.2 Demographic Information of the Respondents
This section analyses the demographic information of the respondents who participated in the study. The demography information germane to the study were; gender of the respondents, age of the respondent, work experience and level of education.

4.2.1 Gender Distribution of the Respondents
The gender distribution of the respondents was sought to establish the representation of male and female gender in the sample. The descriptive result is shown in Table 3:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>105</td>
<td>42</td>
</tr>
<tr>
<td>Female</td>
<td>145</td>
<td>58</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher (2020)

Table 1 shows that 42% of the respondents were male and 58% of them were female. The result implies that there were more female in the sample size than male respondents.

4.2.2 Age Distribution of the Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 – 30 years</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>31 – 40 years</td>
<td>69</td>
<td>28</td>
</tr>
<tr>
<td>41 – 50 years</td>
<td>81</td>
<td>32</td>
</tr>
<tr>
<td>Over 50 years</td>
<td>55</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher (2020)
The age distribution of the respondents in Table 2 shows that most of the respondents 32% were between the age group 41 – 50 years and 18% of the respondents were minority in age group 20 – 30 years. In addition, the study findings show that the sample had all age groups represented.

4.2.3 **Work Experience of the Respondents**

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 5 years</td>
<td>15</td>
<td>06</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>60</td>
<td>24</td>
</tr>
<tr>
<td>11 – 15 years</td>
<td>77</td>
<td>31</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>55</td>
<td>22</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>43</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2020)

The work experience distribution of the respondents shown in Table 3 indicates that majority (31%) of the respondents had work experience within 11 -15 years in the organization, 06% of the respondents representing the minority had work experience between 1 -5 years in the organization.

4.2.3 **Level of Education of the Respondent**

<table>
<thead>
<tr>
<th>Education</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Seminar/Workshop</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>Diploma</td>
<td>28</td>
<td>11</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>142</td>
<td>57</td>
</tr>
<tr>
<td>Postgraduate Degree</td>
<td>80</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2020)

From Table 4, the level of education of the respondents depicts that the majority (57%) of the respondents had bachelor degree, 32% of them had postgraduate qualification and 11% of them had diploma. By implications, most of the respondents were educated and have the required knowledge in interpreting the questionnaire.

**Inferential Statistics: Hypotheses Testing**

To achieve the research objectives, the three research hypotheses formulated in the study were tested using simple linear regression at a 5% level of significance in order to either accept or reject the null hypothesis.
Hypothesis I:
H₀: Employee consultation has no significant influence on the organizational efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos State.
H₁: Employee consultation has a significant influence on the organizational efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos State.

Regression Output for Hypothesis I and Interpretation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. The error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.976*</td>
<td>.952</td>
<td>.939</td>
<td>.319</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Employee consultation

b. Dependent variable: Organizational Effectiveness


Table 5 shows the coefficient of determination ($R^2$) which tells the percentage of the variation in organizational effectiveness as explained by the model. From the result in Table 1 the $R^2$ value of .952 implies that the independents variable (Employee consultation) explained 95.2% of the variation in organizational effectiveness.

Coefficients of the Model
The coefficient's values of the model signify how much the mean of the dependent variables' changes given a one-unit shift in the independent variables.

Table 6 Coefficients of the Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.695</td>
<td>.353</td>
<td></td>
<td>4.799</td>
</tr>
<tr>
<td>Employee consultation</td>
<td>.046</td>
<td>.007</td>
<td>.582</td>
<td>6.120</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Effectiveness

Source: Researchers’ computation, 2020

From Table 6, the coefficient of employee consultation ($β_1 = .046$) and t- the value of 6.120 with a corresponding P-value of .000 implies that employee consultation had a positive and significant influence on organizational productivity. The result implies that an improvement in employee consultation leads to a .046 increase in organizational effectiveness.
Employee delegation and organizational effectiveness

The second drive of the study is to examine the effect of employee delegation on the organizational efficiency and effectiveness of the National Orthopaedic Hospital, Igbobi, Lagos State.

Hypothesis II:

H₀: Employee delegation has no significant effect on employee delegation on the organizational efficiency and effectiveness in National Orthopaedic Hospital, Igbobi, Lagos State

H₁: Employee delegation has a significant effect on employee delegation on the organizational efficiency and effectiveness in National Orthopaedic Hospital, Igbobi, Lagos State

Table 7: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted Square</th>
<th>R</th>
<th>Std. An error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.874</td>
<td>.764</td>
<td>.751</td>
<td>.320</td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Employee_delegation
b. Dependent variable: Organizational_Effectiveness

Regression Output for Hypothesis II and Interpretation

Table 7 shows the value of the R² and the adjusted R². The value of the R² = 0.764 and it shows that 76.4% variation in the organizational effectiveness is explained by the variation in the employee delegation and the remaining 23.6% of variations are explained by other factors outside the model.

Coefficient of the Model:

Table 8: Coefficients of the Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.405</td>
<td>.283</td>
<td>4.96</td>
<td>.001</td>
</tr>
<tr>
<td>Employee_Delegation</td>
<td>-.036</td>
<td>-.004</td>
<td>-8.776</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational_Effectiveness

As shown in Table 8, the coefficient of Employee delegation (β₁ = -.036) and a corresponding P-value of .000. This indicates that an increase in employee
delegation had a negative and significant effect on organizational effectiveness. This implies that an increase in the use of delegation transformed into a decrease in organizational effectiveness.

**Joint Decision Making and Organizational Effectiveness**

The third research objective of the study is to determine the influence of joint decision making on the organizational efficiency and effectiveness. The research hypothesis is restated in both the null and alternative hypothesis as follows:

**Hypothesis III:**

H₀: Joint decision making has no significant influence on the organizational efficiency and effectiveness in National Orthopaedic Hospital, Igbobi, Lagos State

H₁: Joint decision making has a significant influence on the organizational efficiency and effectiveness in National Orthopaedic Hospital, Igbobi, Lagos State

**Regression Output for Hypothesis III and Interpretation**

**Table 9: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. The error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.910⁹</td>
<td>.828</td>
<td>.815</td>
<td>.273</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Joint_decision_making
b. Dependent variable: Organizational_Effectiveness


The model summary in Table 9 shows the value of the R = .910 and the adjusted R² = .828. The value of the R² = 0.828 depicts that 82.8% variation in the organizational effectiveness is explained by the joint decision making and the remaining 17.2% variation is attributed to other factors not considered in the model.

**Coefficient of the Model:**

**Table 10: Coefficients of the Model**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Joint_decision_making</td>
<td>.725</td>
<td>.341.</td>
<td>2.126</td>
</tr>
<tr>
<td></td>
<td></td>
<td>.017</td>
<td>.003</td>
<td>.433</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Effectiveness

From Table 10 the coefficient of Joint – decision making ($\beta_3 = .017$) and a P-value of 0.000 shows that Joint-decision making had a positive and significant influence on organizational productivity. This implies that an increase in the improvement of joint – decision making leads to an increase in organizational effectiveness.

4.1 Discussion of Findings
The finding of the study revealed that employee participation (consultation, delegation, and joint-decision making) have significance influences on organizational productivity. The finding of this study supported the previous studies by Noah (2008), Prisca (2011), Isichel and Godwin (2015); Nwoko and Emerole (2017), Oyebamiji (2018).

On the delegation, the study revealed that employee delegation has a significant effect on the organizational productivity of the National Orthopaedic Hospital, Igbobi, Lagos State. The finding supports the previous studies by Al-Jammal, Al-Khasawneh, and Hamadat (2015), Obi, Okpara, and Lugard (2018) and Shekari, Naieh, & Nouri (2011). The study revealed that authority delegated to employees facilitates prompt execution of tasks and responsibilities which ultimately brings about a high level of corporate performance.

5.0 Conclusion
From this study, we conclude that:

(i) Employee consultation has a positive and significant influence on the efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos
(ii) Employee delegation has a negative and significant effect on the efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos
(iii) Joint decision making has a positive and significant influence on the efficiency and effectiveness in National Orthopedic Hospital, Igbobi, Lagos

5.1 Recommendations
Based on the findings of the study, the following recommendations are made:

i. The management of the public hospital state should adopt a participatory approach in decision making to encourage employees' affirmative commitment to organizational goals and objectives, which will breed a harmonious working environment devoid of bitterness and hostility.

ii. Managements need to increase their interactions with employees in staff meetings and increasing guided discussions of topics related to issues in the organization. Thus, delegation should be strictly supervised to enhance organizational effectiveness.
iii. Employees should be allowed to contribute to policy development as they play a major role in policy implementation and this among others will increase organizational effectiveness.

REFERENCES


Sunia, F. (2014). Factors that predict employee retention in profit and not-for

