



Effect of Staff Involvement on Service Delivery in Ministries, Departments and Agencies in Bauchi State

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Abstract: *This study investigated the effect of Staff Involvement on the service delivery in Ministries Department and Agencies (MDAs) in Bauchi State. The study examined staff involvement as the predictor variable. Service delivery was the dependent variable. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through structured questionnaire. The population of the study was one thousand, three hundred and sixty-seven (1,367) staff of selected MDAs in Bauchi state. The sample size of three hundred and two, (302) was arrived at using the Krejcie and Morgan Table (1970). The sampling procedure used in this study was the simple random sampling technique. The research instrument was validated by supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the linear regression Statistics. The tests were carried out at a 0.05 significance level. Findings from the study revealed that there is a significant positive impact of staff involvement on service delivery. The study concludes that Staff Involvement has a positive and significant impact on service delivery in Ministries Department and Agencies (MDAs) in Bauchi State. The study recommends that the managerial board of the bank should ensure that the employees are significantly involved in decision making, management and system improvement to ensure that they are motivated.*

Key Words: *Staff Involvement, Service Delivery, MDAs*

INTRODUCTION

Excellent customer service is increasingly becoming a key competitive edge in many sectors in today's cutthroat marketplace. It takes a variety of strategic methods to successfully manage employees in a dynamic company climate. In the past, employees have either had no voice or a limited voice in matters affecting their work setting. Employee involvement or engagement in day-to-day company processes should be viewed as a key strategy for any organisation seeking success. For efficient service delivery, such a practise encourages employee alignment with the organisation's principles and ideals. Organizational executives who implement employee involvement projects observe increased levels of staff engagement, client happiness, and efficiency as well as decreased levels of employee turnover and accidents (Tortorella, 2021). (Zaheer, 2019). Employee participation, according to empirical research, improves managerial decision-making skills (Naqshbandi, Tabche, & Choudhary, 2019), attitudes towards work change, improved worker welfare, decreased costs due to waste reduction, increased worker productivity across businesses (Monteiro, Straume, & Valente, 2019), the intention to stay, motivation, commitment, creativity, empowerment, and job satisfaction (Al-Muallem & Al-Surimi, 2019), and an intention to stay

Employee engagement is all about fostering an environment where people can have an effect on the choices and actions that affect their careers. The management group should be proactive in handling the requirements of the workforce, as they are the company's most valuable resource. Employee participation increases their liberty and improves performance. If you reach your maximum ability, your employees will enjoy working for you. Businesses employ the SDT paradigm to motivate employees to view their company favourably. (Chen & Lin, 2021). Engagement among employees will increase their loyalty to the company, boosting engagement and lowering attrition. Since the business world is full of numerous uncertainties that organisations and individuals must deal with, businesses are sincerely searching for methods to satisfy their "going concern" craving and obtain a competitive edge. Our rapidly evolving business climate has increased the complexity of doing business, and as a result, organisations encounter numerous pressures and difficulties that have an impact on the provision of intended services. Examining how staff participation affects service delivery in Ministries, Departments, and Agencies (MDAs) in Bauchi State was the goal of this research.

The study was piloted by the research question:

- i. What is the effect of staff involvement on the service delivery in selected Ministries Department and Agencies (MDAs) in Bauchi State?

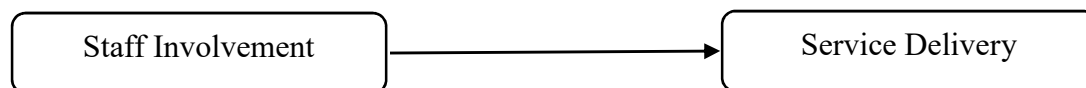


Figure 1: Conceptual Framework for Staff Involvement and Service Delivery

Source: Desk Research, 2023

LITERATURE REVIEW

Theoretical Foundation

Leadership Based Theory

The theory suggests that leadership plays an important contributor to successful implementation of employee involvement. Initial formal study, which began in the 20th century, focused on trait theories, behavioral theories and different leadership styles. Kovalenko, (2020) a writer on leadership suggested "the law of the situation" and the need for managers to focus attention on improving methods. Borden, Levy and Silverman, (2018) developed the "moral factor about leaders and specified a leader's responsibilities to employees by subordinating individual interest to the good of the cooperative whole."

Current interest is on the structural (contingency) and transformational approaches to leadership. Cameron, et. al., (2022), suggest the key responsibilities of a leader are to understand the cube, provide a vision, and encourage innovation and creativity.

Ibrahim and Daniel, (2019) define leadership as influencing people to strive willingly to achieve group goals. They propose a model for leader effectiveness based on the leader's emphasis on task and relation (people) behavior. As people become more mature the most effective leadership approach evolves--in the Herseymlanchard model--from telling and selling (coaching) to participating and then to delegating.

Staff Involvement

According to Al-dalalmeh, Khalaf and Obeidat, (2018) in their study on employee empowerment and organizational performance established that employee involvement as a process of participation and empowerment of employees enables achieve higher individual and organizational performance. It enhances employee participation in decision making and problem solving, and increased autonomy in work processes. As a result, employees are expected to be more motivated, more committed, more productive and more satisfied with their work. Employee involvement enables the organization to have a better insight about the way of functioning and where it can potentially make improvements that would be beneficial for both, the organization and the employees.

According to Pambreni, Khatibi, Azam and Tham, (2019), the degree of support that employees take in the implementation of total quality environment is very critical for the success of TQM implementation. Commitment of top management enables employees to follow their direction and way of working. According to Krajcsák, (2019), the degree of support and commitment by the workforce is critical for TQM success. He explains that true test of management commitment lies in the number of resources (time, money and people) that it is willing to allocate to TQM implementation effort.

Aburayya, et. al., (2020), in his studies in hospitals in India says managerial characteristics influence quality improvement implementation in hospitals. These key managerial characteristics are organizational culture and top management involvement in quality improvement practices. Puthanveetil, et. al, (2021) also identified six supporting and limiting factors of TQM implementation in hospitals such as: the organizational culture, organizational design, and leadership for quality, physician involvement, quality structure and technical competence.

The absence of a sound strategy has often contributed to ineffective quality improvement. Duran noted that deficiencies in the original planning cause a process to run at a high level of chronic waste. Using data collected at the recent seminars, Akao, (2020) reported that although some managers were not pleased with their progress on their quality implementation agenda, they gave quality planning low priority. As Murenga and Njuguna, (2020) said, the pre-planning stage of developing the right attitude and level of awareness is crucial to achieving success in a quality improvement program.

Service Delivery

Customer service has become a distinctive element to both product and service sectors and with the developments in information technology many organizations find demanding and knowledgeable clients. The worldwide trend toward service quality was initiated in the 18th century when businesses realized that a quality product, in itself, is not guaranteed to maintain competitive advantage (Bardakçi, 2020). Many researchers recognize that service quality can bring an organization a lasting competitive advantage. Quality of services can be the difference between success and failure in both service and manufacturing firms. Service quality, customer satisfaction and customer value have become the main concern of both manufacturing and service organizations in the increasingly intensified competition for customers in today's customer-centered era (Marcos and Coelho, 2022). As a result, many organizations are paying increasing attention to improve service quality. Service quality improvements will lead to customer satisfaction and cost management that result in improved service delivery (Pakurár, et. al.,, 2019).

There's considerable evidence that many organizations adapt TQM in the hope of rapid painless change as well as legitimacy in eyes of investors. MURENGA, (2020) found that leaders mostly provide only lip service for quality improvement whereof their actions do not support it, thus reducing the successful implementation of TQM and beneficial results of this implementation. Yadeta, Jaleta and Melese, (2022) also argued on the need for leader's thoughtfulness to TQM strategies as they significantly relate to employees behaviors towards TQM implementation. The discrepancy in formulating and implementing TQM policy is more pronounced when it comes to the implementation of TQM and consequent organizational performance in service sector (Ma and Cheok, 2022).

Relationship between Staff Involvement and Service Delivery

Motieri and Minja, (2019), established that by linking workers, by having them participate in judgment making, by making the place of work more self-governing and by empowering workers, there are certain outcomes such as attitudes and efficiency thus leading to improvement. Employee involvement in decision-making empowers employees to attain their full productivity hence fostering a competitive advantage within the firm (Biriowu and Ofurum, 2020). Employers are interested in employee involvement because these programs can bring many possible benefits to the organizations. The greatest benefit is that the employee identifies himself or herself with the work and this leads to an improved performance and job satisfaction. Improved performance manifests itself in an increased output and improved quality (Kaydos, 2020). It can also be instrumental in creating satisfied and highly committed employees (Dalkrani and Dimitriadis, 2018). Employees can contribute to a number of decisions like: setting work goals, choosing their own benefit packages, solving productivity and quality problems etc. Employee involvement will help build ownership and help employees identify with the whole change process (Albrecht, Breidahl, and Marty, 2018). Employee involvement creates more job satisfaction, contributes to personal growth and at the same time improves the results of the company (Al-dalahmeh, Khalaf and Obeidat, 2018). Thus, the involvement of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high service delivery (Behraves, Abubakar and Tanova, 2021). According to Sturdy (2014), employee involvement leads to increased service delivery within the firm. With increased autonomy in decision making employees tend to be more efficient over time and contribute to better responsibility and effectiveness in their work duties.

Based on the analysis so far the following hypothesis are hereby put forward to be validated or refuted.

Ho₁: There is no effect of staff involvement on service delivery in Ministries Department and Agencies (MDAs) in Bauchi State.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through structured questionnaire. The population of the study was one thousand, three hundred and sixty-seven (1,367) staff of selected MDAs in Bauchi state. The sample size of three hundred and two, (302) was arrived at using the Krejcie and Morgan Table (1970). The sampling procedure used in this study was the simple random sampling technique. The research instrument was validated by my supervisors vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the linear regression Statistics. The tests were carried out at a 0.05 significance level.

DATA ANALYSIS AND RESULTS

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$). The level of impact of employee involvement on service delivery is determined to determine the extent employee involvement can affect service delivery.

Effect of Employee Involvement on Service Delivery

Table 1: Model Summary for Employee Involvement on Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 ^a	.536	.531	.61803

a. Predictors: (Constant), Employee Involvement

R square .536 which is approximated to $R^2 = .531$. This means the predictor has 53% variance with the dependent variable.

Table 2: ANOVA for Employee Involvement on Service Delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.109	1	44.109	115.480	.000 ^b
	Residual	38.196	100	.382		
	Total	82.305	101			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Employee Involvement

F (115.480), P value = 0.000 which is < 0.05 hence shows a strong significant relationship

Table 3: Coefficients for Employee Involvement on Service Delivery

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.703	.258		2.725	.008
	Employee Involvement	.806	.075	.732	10.746	.000

a. Dependent Variable: Service Delivery

Source: SPSS Output

Model Summary Table shows R value of 0.732; R square .536 which is approximated to $R^2 = .531$ Anova table (Test using Alpha 0.5) shows $F = 115.480$, $P = 0.000$, that is, < 0.05 , mean square of 44.109 and Coefficient Table (Predictor Test at Alpha 0.05); t value of 2.725 and 10.746 with std. error of 0.258 and 0.075.

Ho₁: There is no effect of employee involvement on service delivery in the MDAs in Bauchi State Nigeria.

The result of the model showed R value of .732 which is the coefficient of determination are shown in Table 1, 2 and 3. This simply depict that about 53% of the service delivery is accounted for by employee involvement. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is an effect of employee involvement on service delivery in the MDAs Bauchi State Nigeria.

DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the effect of staff involvement on service delivery in Ministries Department and Agencies (MDAs) in Bauchi State. The findings revealed that a significant effect of staff involvement on service delivery in Ministries Department and Agencies (MDAs) in Bauchi State. Using the Spearman's Rank Order Correlation tool and at a 95% confidence interval. The findings of this study confirmed that staff involvement has an effect on service delivery in Ministries Department and Agencies (MDAs) in Bauchi State. The finding reinforces previous work according to Al-dalahmeh, Khalaf and Obeidat, (2018), they opined that employee participation is essential in the promotion of better performance within the organization. The studies are in agreement that increased direct participation fosters better service delivery within the firm. This due to increased interaction between the personnel and the management which fosters employee empowerment. Also, according to García, et. al., (2019) employee involvement leads to increased productivity within

the firm. With increased autonomy in decision making employees tend to be more efficient over time and contribute to better responsibility and effectiveness in their work duties.

CONCLUSION AND RECOMMENDATION

This study concludes that there is a significant effect of staff involvement on service delivery in Ministries Department and Agencies (MDAs) in Bauchi state. Implying that a positive performance appraisal promotes employee performance.

The study recommends that the managerial board of the MDAs in Bauchi should ensure that the staff are significantly involved in decision making, management and system improvement to ensure that they are motivated.

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