

Effective Decision Making Style to Motivate Effective Public Service Delivery(A case study of Federal College of Agriculture, Ibadan, Nigeria.)

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Abstract: Communication gap between management, and staff of Federal College of Agriculture (FCAIB), Moor Plantation Ibadan, Oyo State, Nigeria, has been a national issue in the country. There is need for an Organization Development (OD) expert to investigate the cause and proffer solution as part of OD measures to the problem that is affecting not only staff but the entire community at large integrated with retardation in development of agriculture and agricultural education in the area of study. FCAIB main objective is on production of well-trained Agricultural manpower and issue National Diploma (ND) and Higher National Diploma (HND) certificates in the College's various programmes and departments. The main focus of this research work is to investigate decision making style of the college management in relation to motivation of effective public service delivery among staff. The research has adopted the survey research design. The study make use of both oral interview and questionnaire approach method, which are research instruments that consisted series of questions for the purpose of collecting facts and raw data which was later processed to meaningful information from respondents, which are management, and staff of the college. About 10% (40 out of 415) of the total population of staff in the institution was randomly chosen and also volunteered to take part in the case study. The respondents was interviewed based on their current job responsibilities, communication links, conflict management, teamwork, confidence in management, College structure, staff-management relationship, job satisfaction, job security, routine appraisal, attitude to change in administration every five years, benefit of the change, demerit of the change. The minimum time spent on each participant is forty five minutes. The result of the analysis above stated that consultative decision making style integrated with consensus decision making style can be adopted by the management in order to solve the main negative effect identified in this research work, which is majorly communication gap between management, staff and students, as this carries statistics of 68.7 and 61.3% respectively. The result of the study disclosed that 57.5, and 55.0%, of the total staff population disagreed with convenience decision making and command decision making, as part of the solution to the college management decision making. Functional teaching & research farms, increase in internal generated revenue (IGR), more funds for research work, creation of functional committees, regular staff training, and collaboration with public private enterprise are some other important factors that can help to reduce or totally eliminate the problem identified on management decision style.

Keyword: Decision making, motivation, effective public service, agricultural education

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I. Introduction

Anderson et al (2002) have discovered that decision making in any organization is key driving factor of the system. This is more reason why it is important for management of any organization to consult widely before making any decision, as this will have effect either negative or positive on the entire system on long run. According to Van et al, (2004), decision making is an intellectual process of selecting optimal and best option among many alternative choices. It results in an outcome which can be in form of action or an opinion. Therefore, decision making is central to the success or the failure of an organization.

Harry (1988), Thomas (1998), Kent (2000) and Karam (2013) researches all agreed that managers always have been challenged to produce results, but the modern manager must produce them in a time of rapid technological and social change. Managers must be able to use this rapid change to produce their results; they must use the change and not be used or swallowed up by it. Both they and the organizations they manage need to anticipate change and set aggressive, forward-looking goals in order that they may ultimately begin to make change occur when and where they want it to and, in that way, gain greater control of their environments and their own destinies (Karima and Bonnie, 2009).

Different researchers have worked on ways of making effective decisions. In 2017, Umassdartmount, analyzed seven steps to effective decision making, this includes; identification of the decision, collection of appropriate evidence or useful information, documentation of substitute, ranking of the evidences gathered so far, choosing among the alternatives, action implementation and decision review.

Fabian (1990) has quoted by Carlo (2012) has described change has a simple process. At least, it is simple to describe. It occurs whenever we replace the old with the new. Change is about travelling from the old to the new, leaving yesterday behind in exchange for the new tomorrow. But implementing change is incredibly difficult. Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we get from the old to the new, especially if it involves learning something new and risking failure.

The Study Area

The study area for this research work is Federal College of Agriculture, Moor Plantation, Ibadan, Nigeria. Federal College of Agriculture, Ibadan (formerly known as School of Agriculture) was established in 1921 by Mr. O. T. Faulkner to cater and train the general public on Agriculture. With the introduction of regionalization in 1954, the College came under the control of the Research Division of the Western Region's Ministry of Agriculture and Natural Resources (MANR) which later transformed into the Institute of Agricultural Research and Training (I. A. R. & T). In 1969, it came under the administration of the University of Ife (now ObafemiAwolowo University, Ile Ife). Following the Federal Government's promulgation of Decree No. 16 in 1985, the National Board for Technical Education (NBTE) was empowered to moderate and accredit the Academic Programmes of the Colleges of Agriculture and allied Institutions with the aim of producing Technicians and Technologists at the National and Higher National Diploma levels (www.fcaib.edu.ng). In October 1991, the College disengaged from the management of the ObafemiAwolowo University, thus, becoming an autonomous Institution. Currently, the supervisory ministry for the College is the Federal Ministry of Agriculture and Rural Development through the Agricultural Research Council of Nigeria (ARC�) set up by Decree No. 44 of May 26, 1999. Presently, the Institution runs fully accredited courses in Agricultural Technology, Agricultural Engineering and Crop Production both at National Diploma and Higher National Diploma Levels and Agricultural Extension and Management, Horticulture and Landscape Technology, Pest Management Technology, at HND level as well Home and Rural Economics at ND level only (www.fcaib.edu.ng).

Research Design

Based on the nature of this evaluative research, the research has adopted the survey research design. The study make use of both oral interview and questionnaire approach method, which are research instrument that will consist series of questions for the purpose of collecting facts and raw data which will be later processed to meaningful information from respondents, which are implement operators on field.

Validation of Instrument

The researcher makes use of content validity. Content validity which has been identified to be of two types: Face validity as one of the type of content validity which refers to the extent to which test items appear to deal with relevant content in the designated subject area. Secondly, Fact validity in the technical sense, refer not to what the test actually measure but to what it appear superficially to measure, face validity pertains to whether the test "look valid" to those who are involved with it, other administrative personnel who decide on its use and other technically untrained observes. Fundamentally, the question of face validity concerns rapport and public relation. Furthermore, the instrument was presented to research expert, in order to establish the extent of the correctness of the format of the instrument. An awkwardly constructed instrument without face validity could bias the response of the subject hence the need to guard against it. Thus, this research instrument was presented to some expert in academic project management. They examine the instrument and makes appropriate suggestions that was incorporated into the final version of the instrument used on the field.

Reliability of the Instrument

The concern for reliability here is the extent to which the researcher can depend on the result that a test produces, or in other words the extent to which such result could be produced consistently. Since the instrument used has been validated, the result from this research is reliable at confidence interval of 0.9 (99%).

Target Audience

In the phase of collection of data on the field, the researcher was in the campus of the College and randomly selected both academic and non-academic staff of the college through the staff nominal roll, which was made available through the College administrative office. The audience was granted an individual interview

where the researcher solicits for their maximum cooperation even in terms of feedback that will be given. The participants voluntarily take part in the exercise as they are aware that the information given is purely for research purpose.

The Interview

About 10% (40 out of 415) of the total population of staff in the institution was randomly chosen and also volunteered to take part in the case study. The interview was conducted in phases, as it took the researcher about two weeks to complete the whole interview exercise. The employer was interviewed based on their current job responsibilities, communication links, conflict management, teamwork, confidence in management, College structure, staff-management relationship, job satisfaction, job security, routine appraisal, attitude to change in administration every five years, benefit of the change, demerit of the change. The minimum time spent on each participant is forty five minutes.

Research Scope

The research was basically focused on investigating decision making with management style and its reaction in the institution of learning. The target audience includes both management and staff of the College.

The Research Questions

Decision making and its style is a complex issue when comes to adoption by the followers. Therefore, it is imperative to carefully investigate the subject matter in the institution with the following questions.

1. What did you understand by the word “ Decision Making” ?
2. What is your designation and job responsibility?
3. Can you share your own experience about decision making and its management style in the College?
4. Which type of decision making style did your management adopt (a) Consultative Decision making style (b) Command Decision making style (c) Consensus Decision making style (d) Convenience Decision making style
5. Are you aware about the College organization structure?
6. Did the College have command chain line?
7. Can you describe the staff-management or student-staff relationship?
8. How did the College carry out their routine appraisal either for staff or students?
9. What is your perception about the new administration style?
10. Did you embrace government decision about five years single tenure law for the College Chief Executive Officer (Provost)?
11. Did you have job satisfaction?
12. What were employees’ expected roles in the decision making style with regards to the change initiatives being implemented in College?
13. What role did managers/Internal College Management play in the decision making process within the College?

Research Procedure

The questionnaire was categorized into sections to address the specific objective of the study.

Section A: Demographic Characteristics

This will includes the respondent’s age, gender, marital status, nativity, academic qualification, income per month, religion, ethnic group, household size, awareness about management decision, and management decision style.

Section B: Perception of staff on management decision style

The perception of staff on management decision style was included in the research variables investigated, was included a structured question which has been rated by expert in analysis. Four point scale will be employed to determine the respondent intensity on the research questions. The Likert scale will include Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Section C: Effect of management decision making style on development of the institution

This section covers all likely effect stated by expert on management decision making style on Nigeria economy and respondents in the field ticked one option using the Likert scale of 4-point. This will range from Very Unserious (VU), Unserious (U), Serious (S), and Very Serious (VS).

Section D: Perception of Respondents on SOLUTION to the management decision style Proposed solution on management decision style, was stated in this section for the respondent to tick. 4-point scale will also be employed here, whereby it will range from Strongly Disagree (SD) to Strongly Agree (SA).

Qualitative Data Analysis

The qualitative data analysis involved the transcription and translation of the respondents opinion, summary and systematic coding through the content analysis. In the use of systematic coding, the participants' responses will be grouped according to similarities and dissimilarities of opinions. Everything that had to do with a specific aspect of the research objective will be sorted into the same category, and the category will be given a code that represented the objective. Thereafter, a list of each unique opinion will be made and counted. This is to enable the researcher to conduct the content analysis of the responses, which produced numerical description off the data. The result of the qualitative data will then be used for the result and summary of findings

Quantitative Data Analysis

The quantitative analysis was carried out as series of procedure such as data coding, data inputting, data cleaning, data reclassification, data scaling and data transformation of variables will be done in ensuring a good result.. In other to achieve standard result, both the descriptive and analytical procedure was used, this is in accordance with Garman (1994) and Creswell (1994). In this study, qualitative data will be analyzed with a view to answering more precisely some of the research objectives earlier highlighted in chapter one. The quantitative data was analyzed using the Statistical Package for Social Science [SPSS] software.

Analytical Tool

The data collected through the questionnaire was coded and analyzed descriptively using the sample mean, frequency, percentage and figures of measured variables. Furthermore, this aspect of the research work explores deeply the relationship between respondents socioeconomic characteristics and the perception of respondents on management decision style. The relationship will that existed was be tested using descriptive statistics.

II. Data Analysis, Presentation And Interpretaton

Introduction

For the purpose of this research, a sample size of 80, which represents the total number of respondents were administered questionnaires. This population is believed to be representative of the population of the study area.

Table 1: Sample Population Size

	Staff
Male	53
Female	27
Total	80

The major findings of the respondents interviewed were tabulated and discussed as follows:

Bio-data of the Respondents

Sex Distribution

Staff and students of Federal College of Agriculture, Ibadan Nigeria were randomly sampled as the overall percentage of male in the College was greater than that of female respondents in a ratio of 56.7% to 43.3% respectively.

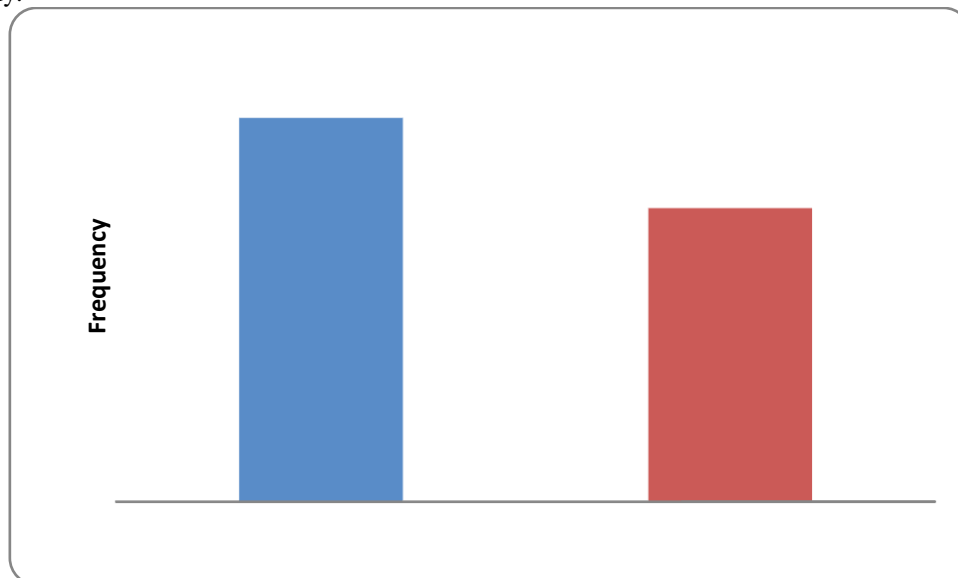


Figure 1: Sex Distribution of the Study Area

Age

The predominant age noticed in the study area among staff was between 30 – 39 years with percentage of 53.8%. This means that majority of the management decision is directed towards using enthusiastic young minded individuals who are yet to be saddled with responsibilities so as to achieve maximum productivity and are of good health status.

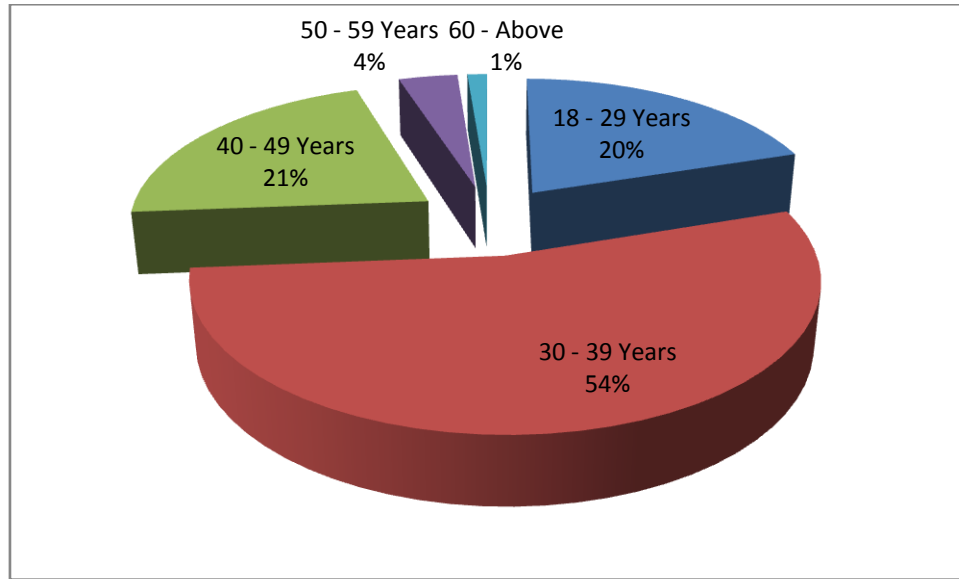


Figure 2: Staff Age Distribution

Marital Status

The staff population sample revealed that 73.8% of them are married. This backs the initial inference of the age of the respondent on field which has modal class between age 30 – 39 years for staff.

Educational Qualification

From the population, 27.5% of the staff respondent was observed to have secondary school certificate, while 25.0% are graduate and 11.3% post graduate. This means that the larger percentages of respondent’s staff are in the junior cadre (Non-Academic Staff).

Monthly Income

Table 2, clearly showed that due to the low academic qualification of the workers on field, the larger frequency is 49 with 61.3% are earning between 31,000 to 90,000 naira which is relatively small for their family size, in terms of their standard of living.

Ethnic Group

For their nativity status, the findings revealed that from the 80 responses that were collated for the staff, 40% of the respondent populations are native of Oyo state, while 60% are non-indigene. For the students, 49.2% are indigene, while 50.8% are non-indigene respectively. This simply shows that there is federal character in both recruitment of the staff of the college and even students admission process.

Table 2: Characteristics of the Respondents socioeconomic data (n = 80)

Characteristic	Classification	Freq. (Staff)	%
Sex	Male	53	66.3
	Female	27	33.8
	Total	80	100
Age	Below 29 years	16	20.0
	Between 30 - 39 years	43	53.8
	Between 40 - 49 years	17	21.3
	Between 50 – 59 years	3	3.8
	Total	80	100

Marital Status	Single	21	26.2
	Married	59	73.8
	Total	80	100
Level of Education	Primary School	18	22.5
	Secondary School	22	27.5
	Grade II/NCE/ND	11	13.8
	Graduate Cert.	20	25.0
	Post Graduate Cert.	9	11.3
	Total	80	100
Monthly Income	Below #9,000	-	
	#9,000 - #30,000	19	25.7
	#31,000 - #90,000	49	61.3
	#91,000 - #180,000	12	15.0
	Total	80	100
Religion	Christianity	51	63.7
	Islam	27	33.8
	Traditional	2	2.5
	Total	80	100
Nativity	Indigene	32	40.0
	Non – Indigene	48	60.0
	Total	80	100
Ethnic Group	Yoruba	51	63.8
	Igbo	20	25.0
	Hausa	9	11.3
	Total	80	100
Household Size	1 – 5 People	56	70.0
	6 – 10 People	21	26.3
	11 – 15 People	3	3.7
	15 People & Above	-	-
	Total	80	100

Respondent’s Perception on Management Decision Style

Table below revealed the perception of respondents on the college management decision and style. 88.8% of the staff, of the institute were able to clearly described their understanding about decision making. This showed that the respondents understand the subject matter and even the implications of both positive and negative decisions.

The rank of the respondents ranges from, Non-academic and academic staff of the College. This simply implies that the sample from the target audience is unbiased, as it represents all the stakeholders in the study area. During the course of the research work, it was perceived that majority of both staff, are aware of the decision making style of the College management with 77.5% staff, shared their experiences.

Higher percentage of the staff, with statistics of 40.0%, believed that the management employed command decision making style.

The result of the analysis revealed that 65.0% of the staff are aware of the college organization structure, while 68.8% of the staff were aware of the management command chain line. The respondents in the study area opined that the management decision style has not increase or improved the internal generated revenue and efficiency of both staff and students of the college.

It has been clearly showed from the result, as the staff agreed with 58.7% that the decision of the current administration of the college has contribute to the infrastructural development of the higher institution of learning. Furthermore, the result disclosed that 55.0% of the staff disagreed that the management decision style has leads to process of positive change in the college.

Table 3: Perception on Management Decision Style

Question	Respondent's Perception	Freq. (Staff)	%
Did you understand the word "Decision Making"?	Yes	71	88.8
	No	9	11.2
	Total	80	100
Can you share your experience about decision making and its management style in the College?	Yes	62	77.5
	No	18	22.5
	Total	80	100
Which type of decision making style did your management adopt?	Consultative Style	11	13.7
	Command Style	32	40.0
	Consensus Style	21	26.3
	Convenience Style	16	20.0
	Total	80	100
Are you aware of the College organization structure?	Yes	52	65.0
	No	28	35.0
	Total	80	100
Did the college have command chain line?	Yes	47	58.7
	No	33	41.3
	Total	60	100
Is there any relationship between the management, staff and students?	Yes	55	68.8
	No	25	31.2
	Total	80	100
Are you aware of routine appraisal for staff or students?	Yes	43	53.7
	No	37	46.3
	Total	80	100
Has the management decision style increase the college income and revenue?	Yes	24	30.0

	No	56	70.0
	Total	80	100
Has the management decision style improve both staff and students efficiency?	Yes	22	27.5
	No	58	72.5
	Total	80	100
Has the decision of the current administration contribute to the college infrastructure development?	Yes	47	58.7
	No	33	41.3
	Total	80	100
Has the management decision style contributed to staff and students development?	Yes	43	53.7
	No	37	46.3
	Total	80	100
Has the management decision style leads to process of positive change in the colleges?	Yes	36	45.0
	No	44	55.0
	Total	80	100

Effects of the Management Decision Making Style

Table 4 and 5 below described the respondent's perception on effect of management decision making style on the college. The respondent opinion indicated that there are wide gap in communication between staff and management, which in variably will negatively affect rapid development in the in the study area and Nigeria at large. Out of the 80 respondents, 35, which is 43.8% of the institution staff showed that communication gap is a very serious problem, which severally has caused breakdown of law and order in the system.

Of the study population, only 46.3%, 41.3%, and 43.7% of the staff respondent rejected the notion that low capacity building, lack of experts, and unemployment are parts of effects of the college management decision style respectively. This is just because the respondents believed that the college generates money through various means like teaching and research farms, college ICT unit, registry, among others. Moreover, the teaching and non-teaching staff of the college was one of the best in the country in terms of content delivery, counseling, etc. Also the staff capacity continues to increase year in year out. This simply means that management decision styles build more staff capacity to achieve her set mandate as an institution.

The study has also showed that the management decision style has not lead to scarcity of food, terrorism, as the security of the staff is still at average, with statistics of 77.5, 63.7, and 55.0% respectively. But there is high cost of living, which has led to low standard of living among staff of the College. In the same vein, the students agreed with the staff about the management decision style (See Table 5).

Furthermore, other stated factors like lack of respect for law and order, restriction to change and change process, low internal generated revenue, union agitations, unrest among both staff and students, and reduction in gross domestic products (GDP) are some of the negative effect of the college management decision making style, with statistics of 47.5, 50.0, 42.5, 45.0, 43.8, 47.5, and 60.0% respectively among staff of the great citadel of learning. This means that the above listed factors are some of the harm caused by the management decision style, which has drastically affect peace promotion in the community.

Table 4: Effect of management decision making style on the College (n = 80) (Staff Perception)

	Very Unserious (VU)		Unserious (U)		Serious (S)		Very Serious (VS)/(Decision)	
	Freq	%	Freq	%	Freq	%	Freq	%
Lack of respect for law and order	12	15.0	10	12.5	20	25.0	38	47.5/(VS)
Low IGR	5	6.3	11	13.7	40	50.0	24	30.0/(S)
Restriction to change	6	7.5	8	10.0	32	40.0	34	42.5/(VS)
Union Agitations	-	-	-	-	44	55.0	36	45.0/(S)
Communication Gap	10	12.5	16	20.0	19	23.7	35	43.8/(VS)
Unrest among staff & Students	2	2.5	13	16.3	38	47.5	27	33.7/(S)
Low capacity building	14	17.5	37	46.3	10	12.5	19	23.7/(U)
Lack of experts	33	41.3	12	15.0	20	25.0	15	18.7/(VU)
Reduction in GDP	7	8.7	16	20.0	48	60.0	9	11.3/(S)
Unemployment	4	5.0	35	43.7	21	26.3	20	25.0/(VU)
Food Scarcity	-	-	62	77.5	10	12.5	8	10.0/(U)
Low standard of living	-	-	-	-	47	58.8	33	41.2/(S)
High cost of living	9	11.2	13	16.3	22	27.5	36	45.0/(VS)
Terrorism	6	7.5	51	63.7	7	8.8	16	20.0/(U)
Insecurity	8	10.0	44	55.0	17	21.2	11	13.8/(U)

Table 5: Perception of Respondents on SOLUTION to the management decision style (n = 80) (Staff Perception)

	Strongly Disagree		Disagree		Agree		Strongly Agree/Decision	
	Freq	%	Freq	%	Freq	%	Freq	%
Consultative Decision Making Style	1	1.3	4	5.0	20	25.0	55	68.7/(SA)
Command Decision Making Style	44	55.0	21	26.3	10	12.5	5	6.3/(SD)
Consensus Decision Making Style	9	11.3	12	15.0	49	61.3	10	12.5/(A)
Convenience Decision Making Style	-	-	46	57.5	15	18.8	19	23.7/(D)
Functional teaching & research farms	-	-	3	3.8	35	43.7	42	52.5/(SA)
Increase IGR	5	6.3	2	2.5	51	63.8	2	2.5/(A)
More funds for research work	-	-	11	13.7	33	41.2	36	45.0/(SA)
Creation of functional committees	-	-	-	-	21	26.3	59	73.7/(SA)
Bridge communication gap	3	3.7	4	5.0	30	37.5	43	53.7/(SA)
Regular staff & students training	-	-	-	-	51	63.7	29	36.3/(A)
Collaboration with public private	-	-	12	15.0	46	57.5	22	27.5/(A)

III. Summary of the findings

The result of the analysis above stated that consultative decision making style integrated with consensus decision making style can be adopted by the management in order to solve the main negative effect identified in this research work, which is majorly communication gap between management, staff and students, as this carries statistics of 68.7 and 61.3% respectively. The result of the study from table 4 disclosed that 57.5, and 55.0%, of the total staff population disagreed with convenience decision making and command decision making, as part of the solution to the college management decision making.

IV. Conclusions

In conclusion, the results from table 5 revealed that the respondents perception agrees with that of the staff in the study area, as 76.7, and 59.1% of the respondents disagreed with command and convenience decision making style. This simply means that both staff and students of the premier College of Agriculture in the country needs sense of belonging and demand that management should carry them along in the process of policy

and decision making, in order to achieve change and change process management with little or no problem.

V. Recommendations

Functional teaching & research farms, increase in internal generated revenue (IGR), more funds for research work, creation of functional committees, regular staff & students training, and collaboration with public private enterprise are some other important factors that can help to reduce or totally eliminate the effect of management decision style.

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