

The influence of participation in decision making on teaching staff's performance in the Faculty of Education, University of Khartoum, Sudan

Prof.Samir Mohammed Ali Hassan Alredaisy

Faculty of Education
University of Khartoum,

Abstract

Universities seek continuous development to achieve their goals; objectives; efficiency; and effectiveness, where participation in decision making of staff members is considered important. The objectives of this research, with reference to staff members of faculty of education, university of Khartoum, are to resolve the influence of participation in decision making on teaching staffs' performance, and to boost extra attention on its importance. Analytical and descriptive methods were applied. A questionnaire was designed to detail respondents' general characteristics and tolerate hypothesis testing. The sample size was 40 subjects (respondents) out of a population of 200 subjects. SPSS was used for data analysis. Results depicted statistically significant positive influence of participation in decision making on staff's performance. In addition, males constituted the majority; the two mid-age two groups of 30-39 and 40-49 constituted 31% of the subjects which equals percentages of 20-28 yrs and 50+ years age groups; academic qualifications were Bachelor Degree (7.5%); Masters Degree (35%) and PhD (57.5%); years of experience vary with prevalence of 5-10 years of experience; academic status were Lecturer (25%); Assistant Professor (45%); Associate Professor (22.5%); and Full Professor (7.5%). Future strategies in the University of Khartoum could

use potential opportunities of participation in decision making for staff development and promotion.

Key words: human resource, participation, decision making, academic promotion.

أثر المشاركة في صنع القرار على أداء أعضاء هيئة التدريس بكلية التربية جامعة

الخرطوم - السودان

د. سمير محمد علي حسن الرديسي- جامعة الخرطوم - كلية التربية

مستخلص:

تبحث الجامعات عن التنمية المستمرة لتحقيق الأهداف، والإتقان، والفعالية حيث يعتبر المساهمة في صنع القرار من قبل أعضاء هيئة التدريس مهماً. تتمثل أهداف هذا البحث، بالمرجعية لأعضاء هيئة التدريس بكلية التربية جامعة الخرطوم، لتبيان تأثير المشاركة في صنع القرار على أداء أعضاء هيئة التدريس، ولتعزيز الاهتمام أكثر بأهميته. تم تطبيق المنهجين التحليلي والوصفي. صُممت إستبانة لتفصيل الخصائص العامة للمستجوبين ولإجراء اختبار لفرصية البحث. بلغ حجم العينة أربعون مستجوباً من جملة عدد مأتين مفردة هي مجمل المجتمع. استخدمت برمجية الحزمة الإحصائية للعلوم الاجتماعية لتحليل البيانات. أظهرت نتائج البحث وجود تأثير إيجابي ذو دلالة إحصائية للمشاركة في صنع القرار على أداء أعضاء هيئة التدريس. إضافة لذلك، يُكون الذكور من أعضاء هيئة التدريس الأغلبية، وتُكون المجموعتين العمريتين الوسطيين 30-39 و 49-40 نسبة 31% من المستجوبين والتي تعادل نسبة المجموعتين العمريتين 28-20 و 50 عاماً أكثر، أما مؤهلاتهم الأكاديمية فهي درجة البكالوريوس (7.5%) ودرجة الماجستير (35%) ودرجة الدكتوراه (57%)، وتختلف خبرتهم العملية مع سيادة من هم عملوا بين 10-5 سنوات، أما الوضعية الأكاديمية فهي محاضرين (25%)، أساتذة مساعدين (45%) وأساتذة مشاركين (22.5%) وأستاذ «بروفيسور» (7.5%). يمكن للاستراتيجيات المستقبلية لجامعة الخرطوم الاستفادة من فرص المشاركة في صنع القرار في تطوير وترقية أداء أعضاء هيئة التدريس.

1- Introduction

Universities are confronted with challenges to improve teaching staffs' performance; successfully meet the intense competition among universities; provide and increase quality of work; and to govern the utilization of staff resources. Participation in decision making of teaching staff has the opportunity to contribute in that to enable universities to overcome these challenges. This is because participation in decision making is the recognition of the importance of a university's staff member as a vital human resource who could effectively contribute to the work force of the university, benefit for the students, and the society.

These will enable a university to optimize its efficiency so as to achieve its objectives and goals.

2. Statement of the research problem

It is well recognized that universities have to find appropriate practices dealing with the changing work environment. The practice of participation in decision making, as part of human resource management (HRM), is considered important for organizing human resource to help a university achieving its goals; objectives; efficiency; effectiveness; and keeping on its surviving. This research takes Faculty of Education’s teaching staff as a case study to see how far the practice of participation in decision making can influence staff’s performance there. This is important since higher education institutions in Sudan are seeking for strategic practices relating to human resources development to raise staffs’ performance. By so, the research problem could be stated as: What is the influence of participation in decision making on the teaching staff’s performance in faculty of education, university of Khartoum?

3. Research hypothesis

Based on research’s question the following hypothesis was formulated (Figure 1): “there is statistically significant influence of participation in decision making on the performance of teaching staff in faculty of education, university of Khartoum”.

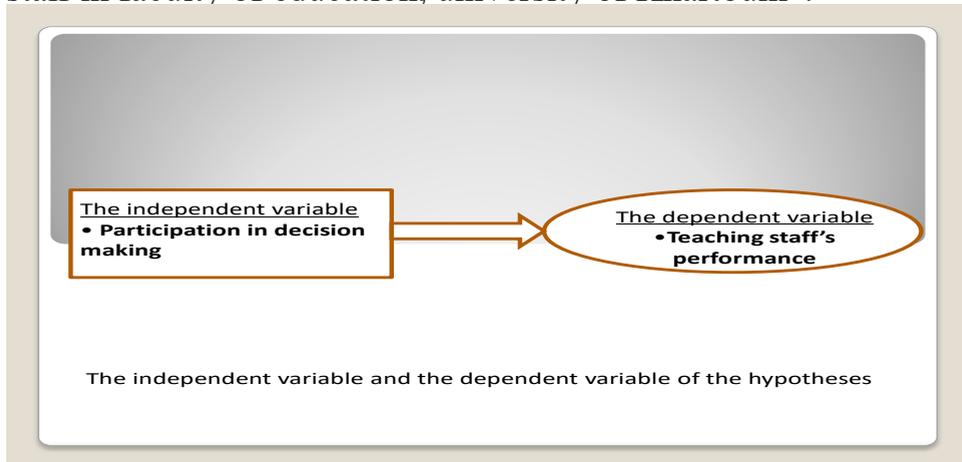


Figure 1: The independent variable and the dependent variable of the hypothesis

4. The research objectives

This research objects to:-

- i. Resolve the influence of participation in decision making on teaching staffs' performance;
- ii. Boost extra attention on the importance of participation in decision making on teaching staffs' performance.

5. The significance of the research

The significance of this research is that;

- 1- participation in decision making is essential for the achievement of a university's goals and objectives;
- 2- rapidly changing work environment imposed a necessity for accommodation of participation in decision making practices in modern universities;
- 3- Identification of the relationship between participation in decision making and teaching staffs' performance is crucial for the future development of higher education institutions.

6. Scope of the Study

The boundaries of the study will be confined to:

- 1- Concepts: studying the influence of participation in decision making practices on the teaching staff's performance in the faculty of education, University of Khartoum
- 2- Geographic area and time duration: Faculty of Education, University of Khartoum, Omdurman, 12-15 January 2023.
- 3- External validity of the study: the study will accept this since it is one of the first studies done in this field of research in the faculty of education, University of Khartoum.

7. Literature review

Participation of employees in decision making: The quick technical change in internal and external environment of an organization had complicated the role of a manager and increased his responsibilities. It is obvious that, completely centralized management an organization is essentially difficult. Due to that, collective and team work achieves an organization's objectives and solve its problems. Here, participation of employees is

important in decision making. Participation of employees in decision making can be defined as a mean for creating an environment that encourages employees to participate in problem solving that will contribute in the achievement of systematic objectives (Cangemi et al.1985). This involves co-participation of the managers and the employees in making decisions of shared interests.

Perception of the participative effectiveness and work unit and allocentrism moderated the relationship between participative decision making opportunity and group performance from the Hong Kong and U.S. branches of one organization (Lam et al. 2002). Restricted decision making autonomy was negatively associated with both managers' health and their managerial work performance over time at seven Swedish hospitals (Fallman et al. 2019). Employee participation in decision making had significant positive impact on organizational performance of selected small and medium scale enterprises in Lagos, Nigeria (Ojokuku et al. 2014). General work engagement had positive effects on analytic decision making and moderated the relationship between intuitive decision making and contextual performance (Gordon et al. 2015). Emotional intelligence and decision making simultaneously affect managerial performance, but partially decision making has a more dominant influence in 44 regional device organizations leaders in Padang Lawas Paluta district (Harahap et al. 2020). The extent of the relationship between participative decision making and employee performance in selected hotels in Owerri, Imo State, Nigeria, there is a positive relationship between leader behavior and employee commitment (Ugwu et al. 2018). Environment, experience, skills, decision making affect career (Pascariati et al. 2022). Reviewing literature on employees' participation in the organizational decision making process PDM revealed that, variables that had positive correlations with PDM were gender, education level, job experience.etc, which proved the fact that employees' PDM was one of the effective tools in enhancing

positive outcomes for organization (Shaed et al. 2015). Employee involvement in decision making and firm's performance in the manufacturing sector in Nigeria revealed a statistically significant relationship between them as well as reveal a significant difference between performance of firms whose employee involvement in decision making are deep and the performance of firms whose involvement in decision making are shallow (Kuye et al.).

The strategic decision making process plays an important role in the effective performance of the organization (Alhawamdeh et al. 2019). There is a relationship between reward management, decision making and job satisfaction which is significant among employees of the public bank, Sri Lanka (Jayarathna, 2014). Results reveal that trust is the only individual factor that has an influence on participation in decision making among Malaysian middle and top level managers in private sector (Singh, 2009). Participative decision making and academic rank have significant effect on lecturer performance in Yogyakarta province in Indonesia (Sukirno et al. 2011).

Sukirno, D.S., Sienghthai, S. 2011. Does participative decision making affect lecturer performance in higher education. *International journal of educational management* 25 (5): 494-508. Data management challenges such as leadership, focus, talent management, technology and organizational culture for big data are significant antecedents for big data decision making capabilities in both Chinese public and private hospitals (Nisar et al. 2021).

8- Research methods and sources of data

Analytical and descriptive methods were applied. Secondary data included documents review relevant to the study available on scientific sites, while primary data included a questionnaire consists of two parts:

- a- Part one: is general information about the interviewees included sex; age; academic qualification; years of experience; and academic status (Table 3).

- b- Part two: represents the scale phrases which measure all the elements of participation in decision making; in addition to the dependent variable under study which is staffs performance (Table 1). The scale contains **18** clauses to be analyzed according to the five-graded Likert scale which consists of five levels: completely agree (C.A); agree (A); neutral (N); disagree (D.A); completely disagree (C.D.A) as shown in table (1).

Table 1: The clauses of the independent variable and the dependent variable

Independent variable: Participation of staff members in decision making Clauses	C.A	A	N	D.A	C.D.A
1- your own views and ideas are taken into consideration by the faculty					
2- evaluation standards in the faculty takes into consideration the colleagues' own views					
3- it is mostly that the faculty implement your ideas in wok					
4- there is a committee to represent the employees in the faculty					
Depended variable :teaching staff's performance Clauses	C.A	A	N	D.A	C.D.A

1-staff members wish and ready to work outside the work hours if there is a necessity					
2-A staff members has sufficient readiness to bear complete responsibility					
3-staff members do their duties with efficiency and effectiveness					
4-staff members are competent to solve the work's problems					
5-A staff member puts a plan for his work so as to avoid spontaneous or swift works					
6-Your department achieves its objectives in a time less than expected					
7-Your department achieves its objectives with a fewer number of staff members than the required					
8-staff members seek for better ways of work and does not confine to preceding ways					
9-staff members can conveniently deal with the work pressures					
10-staff members do not ignore problems but take early actions to solve them temporarily, however not completely					

11-staff members at your department work to achieve the scheduled objectives in the proper time					
12-your department still achieving the faculty's objectives within the budget					
13-your department achieved its financial objectives in the previous year					
14-your department achieved the specified roles determined by the budget					

9- Target population, sample size; sampling techniques; and validity and reliability of instruments

The target population is the teaching staff members of faculty of education, University of Khartoum. Their number is 200 distributed within the four categories of Lecturer, Assistant Professor, Associate Professor, and Full Professor.

In order to make the sample representative, accurate, and precise which are required for valid conclusion and generalization to the population, when probability sampling procedures are used, was the one developed by Research Division of the National Education Association in the United States (Kpolovie, 2011) which pointed that when the size of the population of a research is known, the random sampling procedures are to be applied in drawing the sample, the minimum sample size can be computed with the formula (Kpolovie, 2011):

$$S = \frac{x^2 NP (1-P)}{a^2 (N-1) + x^2 P (1-P)}$$

S= sample size; x^2 = chi-square table value for one degree of freedom at the desired level of confidence; N= population size; P=population proportion, assumed to be 0.5 as it provides maximum sample size; a= level of significance, usually 0.05 at which decision

errors (type 1 and type 2) are reduced to barely minimum. This formula was reduced to:

$$S=N/1+ N (a)^2$$

S= sample size; N= population size; a= level of significance, which 0.05

The applying of this formula was as follows:

$S= 200/ 1+200 (0.0025)$; $S= 200/ 0.5025$; $S=398.0099$ which were approximated to: 40 subjects. These 40 subjects were selected from the total number of the population by using table of random numbers. Forty (40) questionnaire forms were distributed to the required target groups, and they were fully retrieved (100%). These 40 subjects were interviewed after being selected by using table of random numbers.

Measurement of validity and reliability of instruments was done by applying the square root of alpha Lekronbakh (table 2). Calculation of correlation transactions and the results of the internal consistency of the scale vertebrae have highlighted that there is an internal consistency above the average. The total correlation laboratory (Alpha = 0.89).

Table 2: Paragraph connection transactions with the total degree (internal consistency) (N =40)

Variable 1	clause	Link	Variable 2	clause	link	clause	link	clause	link
Participation in decision making	1	.44	Teaching staff's performance	5	.31	10	.58	15	.45
	2	.41		6	.12	11	.57	16	.50
	3	.32		7	.35	12	.27	17	.57
	4	.31		8	.63	13	.37	18	.49
		9	.47	14	.46				

10- Data analysis methods

SPSS was used to do statistical analysis of the study's data and the techniques used were;

- 1- Descriptive analysis of the personal (general) characteristics of the study sample subjects.
- 2- Validity and reliability: it has a standard degree comes from the entered data and it confirms the correctness of the data (when the number exceeds 1.05 – 3.00 it means

presence of validity and reliability. It can be converted to a percent).

- 3- The t- test was applied to the two variables (the two samples), and the relation between the two variable X and Y was done (Correlation to identify the extent of the influence of participation in decision making with teaching staff's performance).
- 4- Simple regression formula was used: $Y=B+X$ (Regression to identify the extent of the influence of participation in decision making on teaching staff's performance, and the confidence level of 0.05 was determined.
- 5- Residuals were calculated to all residuals of sample errors.
- 6- The relationship formula R was calculated; the R² coefficient of determination (explanation) was calculated for the relationship between the two variables; the pull – up test on the bar: the possible alternatives in the test as well as the vertical jump test of stability were determined.

11- Results and discussion

11.1. Statistical description of the sample

The general characteristics of respondents are shown by table 3. The majority of the sample is males which could be referred to the gab created since the introduction of modern education in Sudan which was almost completely males biased. In recent decades, however, this situation was almost reversed to females who, for example, constituted 64.30% of the total number of students admitted in governmental universities in Sudan compared to 35.80% for males (Alredaisy, 2021). In the academic year 2013/2014 the number of female staff members in faculties of education in governmental universities exceeded the number of males by 4.41% (Alredaisy, 2021). The age of the respondents by percent as less 2.5% for those aged 20 yrs; and 32.5% for the age group of 20- 28 yrs; and 17.5% for the age group of 30- 39 yrs; and 15% for those aged 40- 49 yrs; while those who are 50 yrs and

more were 32.5%. The mid- age two groups of 30-39 and 40-49 constitute 31% of the respondents which equals those who aged more than 50 years and to those aged between 20-28 yrs. The age of respondents distributed evenly among the age groups of the staff members in the faculty of education which means a continuation of recruitment and replacement of staff members at time of retirement which is at the age of sixty five years.

The academic qualifications are Bachelor Degree (7.5%); and Masters Degree (35%) and PhD and (57.5%). This corresponds with the distribution of the respondents by age groups where those aged 40- 49 yrs were 15% and those who aged 50 yrs and more were 32.5%. The adding of these two percent gives 49.5% which is close to 57.5% who hold PhD. The academic qualifications of the respondents correspond with the distribution of the respondents by age groups. The years of experience of the respondents specifically vary where 2.5% have 5 yrs; and 45% have 5-10 yrs; and 15% have 11-15 yrs; and 7.5% have 16-20 yrs of experience. These percents indicate to the prevalence of those who have 5-10 years of experience which exceeded other distributions and skewed on others. The years of experience is an indication to a lesser respondents who have long years of experience, and actually they are close to retirement. The academic status of the respondents distributed unevenly. The academic status of the respondents distribute as Lecturer (25%); Assistant Professor (45%); Associate Professor (22.5%); and Full Professor (7.5%). The status of Assistant Professor conforms to the statistics of the distribution of the respondents within the age groups and years of experience. The academic status of Assistant Professor conforms to the distribution of the respondents by age groups and years of experience.

Table 3: General characteristic of the study sample

A characteristic	Classification	Frequency	Percent
Sex	Male	29	72.5
	Female	11	27.5
	Total	40	100%
Age Structure	less than 20	1	2.5
	20-29	13	32.5
	30-39	7	17.5
	40-49	6	15.0
	50 and	13	32.5
	Total	40	100%
Academic Qualification	Bachelor Degree	3	7.5
	Masters Degree	14	35.0
	PhD	23	57.5
	Total	40	100%
Years of Experience	5 yrs	1	2.5
	5-10 yrs	18	45.0
	11-15 yrs	6	15.0
	16-20 yrs	3	7.5
	Total	40	100%

A characteristic	Classification	Frequency	Percent
Academic Status	Lecturer	10	25.0
	Assistant Professor	18	45.0
	Associate Professor	9	22.5
	Full Professor	3	7.5
	Total	40	100%

11.2. Statistical testing of the hypothesis: “there is statistically significant influence of participation in decision making on the performance of teaching staff in the faculty of education, university of Khartoum”.

In table (4) the value of the regression amounted to 1.700, the value of the residual was 15.744, the value of P equals 0.808, and the value of the regression R amounted to 0.326, while the coefficient of determination R² was (0.106). On the explanatory power of the model as a whole through the F statistic, and as could be noted from the table of the analysis of variance (table 4.) the high significance of the F test ($P < 0.0001$) confirms the high explanatory power of the multiple linear regression model from the statistical point of view. From table (4) a conclusion could be reached that, the independent variables (the pull-up test on the bar) was significant statistically according to the t test (at a significant level $P \leq 0.05$), while the vital capacity test was almost significant (at a significant level $P \leq 0.05$), but the independent variable (vertical jump test of stability) was not significant. Significant effect in the multiple regression models, according to the t-test, indicates to presence of a strong relationship between participation in decision-making and human resource management which proves the seventh hypothesis that: “there is statistically significant influence of participation in decision making on the performance of employees (teaching staff in the faculty of education, university of Khartoum)”. This could be referred to the facts that, the faculty of education considers the own views and ideas of the staff members; evaluation standards in the faculty takes into consideration the colleagues’ own views; it is mostly that the

faculty implement a staff member ideas in wok; there is a committee to represent the employees in the faculty; and there is a window (box) for staff members’ suggestions.

This positive influence of decision making on the performance of staff members in the faculty of education, university of Khartoum agrees with the results of the studies outlined here, such as that done in Hong Kong and U.S. branches of one organization (Lam et al. 2002); at seven Swedish hospitals (Fallman et al. 2019).; in selected small and medium scale enterprises in Lagos, Nigeria (Ojokuku et al. 2014); in 44 regional device organizations leaders in Padang Lawas Paluta district (Harahap et al. 2020); in selected hotels in Owerri, Imo State, Nigeria (Ugwu et al. 2018), and in the manufacturing sector in Nigeria (Kuye et al. 2011; Pascariati et al. 2022; Gordon et al. 2015; and Shaed et al. 2015.

Table 4: Statistical analysis of the influence of participation in decision making on performance of teaching staff members in the faculty of education, University of Khartoum

Model	Regression	Residual	F	R	R Square	T.Test	Sig.
1-your own views and ideas are taken into consideration by the faculty	1.700	15.744	.808	.326(a)	.106	6.965	.000
2-evaluation standards in the faculty takes into consideration the colleagues’ own views						-.533	.597
3-it is mostly that the faculty implement your ideas in wok						.214	.832
4-there is a committee to represent the employees in the faculty						.556	.582
5-there is a window (box) for employees’ suggestions in the faculty						.043	.966

12-Conclusions

This study performs an analysis of the influence of participation in decision making on staff's performance in the faculty of education, university of Khartoum. The results suggest that there are statistically significant influence of participation in decision making on the staffs performance if the faculty of education, University of Khartoum. This might be due to the facts that, the faculty puts into consideration views and ideas of its staff members; existence of evaluation standards in the faculty; consideration of the colleagues' own views the faculty; implementation of a staff member's own ideas in wok; presence of a committee to represent the employees in the faculty; and there is a window (box) for employees' suggestions in the faculty. These positive aspects of the independent variable would certainly; affect the academic impacts on students, scientific and research production and community service by staff members of the faculty of education, university of Khartoum. Future strategies in the University of Khartoum could use potential opportunities of participation in decision making for staff development and promotion. Yet, this research did not include all aspects of participation in decision making and that could be addressed in future research.

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