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# MANAGEMENT TECHNIQUE AND EMPLOYEE PRODUCTIVITY IN GRAFIL MEDICAL AND GLOBACOM LIMITED, AWKA, ANAMBRA STATE

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**Abstract**
*The ascertained the effect of management technique on employee productivity in Grafil Medical and Globacom Limited, Awka, Anambra State. The sought to: examine the effect of shared decision making technique on employee productivity, and determine the effect of minimal guidance or supervision technique on employee productivity. The design for this study was descriptive survey The data from the responses of the respondents was analyzed using weighted mean and standard deviation to answer research questions, while Pearson correlation was also used to test the hypotheses at 0.05 level of significance. The study revealed that shared decision making technique has positive effect on employee productivity. The study also showed that minimal guidance / supervision technique has positive affected on employee productivity. the study recommended that the fully harness the benefits of shared decision-making, organizations should invest in creating structured frameworks that facilitate collaboration without causing delays in execution. Training programs can equip employees with the skills needed to participate effectively in decision-making processes.*

**Keywords:** Shared decision making, Minimal guidance or supervision and Employee productivity.



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## Introduction

The significance of employee productivity in achieving organizational success has been widely acknowledged in the literature. Employee productivity not only drives individual performance but also contributes to the overall efficiency and profitability of an organization. High productivity levels enable organizations to lower operational costs, increase output, and gain a competitive edge in the market. On the other hand, low productivity can lead to inefficiencies, higher costs, and declining profitability. Given the critical role that employee productivity plays in organizational success, it is essential for organizations to identify and implement management techniques that can enhance productivity and foster long-term growth (Jones & George, 2020).

Shared decision-making, on the other hand, is a more participative management technique where employees at various levels are involved in the decision-making process. This technique emphasizes collaboration, communication, and the inclusion of diverse perspectives in making organizational decisions. Shared decision-making enhances employee engagement, as it provides employees with a sense of ownership and control over their work. Employees who feel that their opinions and contributions are valued are more likely to be motivated and productive, as they see themselves as integral parts of the organization's success (Deci & Ryan, 2019). The idea that shared decision-making fosters a positive work environment, where employees are encouraged to contribute their ideas and take an active role in the organization's direction. This sense of involvement leads to higher levels of job satisfaction, increased innovation, and greater commitment to achieving organizational goals. In shared decision-making environments, employees are more likely to take initiative and go beyond the minimum requirements of their roles. When employees feel that their voices are heard and that they have a stake in organizational outcomes, they become more committed to ensuring the success of their teams and departments. This heightened sense of responsibility translates to improved productivity, as employees are motivated to perform at their best. Furthermore, shared decision-making can lead to better decision quality, as it leverages the diverse expertise and insights of employees at all levels (Hartog, Van & Koopman, 2019).

In addition to shared decision-making technique, effective supervision and guidance are vital management techniques that impact employee productivity. Guidance involves providing employees with clear directions, feedback, and support to help them achieve their tasks efficiently. Supervision, on the other hand, ensures that employees are accountable and that their performance aligns with organizational standards. Research has demonstrated that employees who receive regular guidance and supervision are more likely to perform at higher levels and meet organizational expectations (Martins & Mendy, 2019). This is because guidance helps employees understand their roles, while supervision reinforces accountability and consistency in performance. However, it is important to note that excessive supervision can lead to micromanagement, which negatively affects employee creativity and autonomy (Dunkl et al., 2021). Therefore, finding the right balance between supervision and autonomy is crucial for fostering employee productivity.

Conversely, shared selection-making, which involves personnel inside the choice-making procedure, is often lauded for selling engagement, activity delight, and a experience of possession amongst personnel. but, despite the capability advantages, the relationship between shared choice-making and employee productivity remains underexplored in many organizational settings. Questions stay regarding whether or not related to personnel in decisions genuinely leads to accelerated productiveness or whether or not it is able to result in delays and inefficiencies because of conflicting evaluations or extended decision-making approaches.

Minimum guidance or supervision is some other control technique that has received attention for promoting independence and duty among employees. In a few organizational cultures, allowing personnel to operate with minimum supervision is believed to foster creativity, innovation, and private duty. but, there's situation that without sufficient steering, personnel may additionally lack route, main to decreased productivity, errors, or inconsistent performance. The impact of this technique on productivity is not well understood, in particular in industries wherein readability and shape are vital for operational success.

Understanding the relationship between management techniques and employee productivity is essential for improving organizational performance, particularly in challenging economic environments like Nigeria. Motivational leadership, guidance, supervision, and transformational leadership have all been shown to significantly impact employee productivity, but their effectiveness is contingent on how they are applied and the context in which they operate. This study will contribute to the growing body of management practices in developing economies, providing valuable insights into how Nigerian organizations can enhance employee productivity through the strategic application of management techniques. It is against this background that the study sought examine the effect of management technique on employee productivity in Grafil Medical Limited and Glo, Awka.

The study therefore, ascertain the effect of management technique on employee productivity in Grafil Medical Limited, and Glo Awka, Anambra State. The sought to:

1. examine the effect of shared decision making technique on employee productivity.
2. To determine the effect of minimal guidance or supervision technique on employee productivity.

## Conceptual Reviews

### Management Technique

Miller and Davis (2021) argue that management techniques are essential for navigating the complexities of the modern business environment, where rapid technological advancements and globalization present both opportunities and challenges. They assert that effective management techniques enable organizations to adapt to change, innovate, and maintain a competitive edge. This view aligns with the earlier work of Johnson (2020), who emphasized the importance of flexibility and adaptability in management techniques. Johnson posits that the ability to adjust management approaches in response to external pressures is a hallmark of successful organizations. In addition to adaptability, the literature also highlights the role of management techniques in fostering efficiency and productivity. Taylor and Lee (2019) argue that the application of techniques such as Lean Management and Six Sigma has revolutionized operational efficiency in manufacturing and service industries. They note that these techniques have enabled organizations to reduce waste, improve quality, and accelerate delivery times, thereby enhancing customer and profitability. This operational perspective is further supported by Kim (2021), who discusses the role of Total Quality Management (TQM) in promoting a culture of continuous improvement. Kim suggests that TQM is not merely a set of practices but a philosophy that permeates every aspect of an organization, leading to sustained improvements in performance.

The significance of control strategies extends past operational performance to consist of strategic making plans and decision-making. Wilson and Clark (2022) emphasize that strategic control strategies, along with SWOT analysis and the Balanced Scorecard, are vital for aligning organizational activities with long-term desires. They argue that these strategies

offer managers with the equipment to assess inner and outside environments, set realistic objectives, and screen development. This strategic attitude is echoed with the aid of Thompson (2020), who highlights the function of management techniques in danger management. Thompson argues that strategies together with threat assessment and contingency making plans are crucial for identifying ability threats and developing proactive techniques to mitigate them. furthermore, the literature explores the human useful resource dimension of management techniques. According to Parker and Evans (2019), techniques such as performance appraisal, training and development, and motivation systems are crucial for enhancing employee performance and satisfaction. They argue that by systematically assessing employee performance and providing opportunities for growth, organizations can foster a motivated and skilled workforce. This view is supported by Robinson (2021), who discusses the role of management techniques in promoting employee engagement and retention. Robinson suggests that management techniques that prioritize employee well-being and professional development contribute to a positive organizational culture, which in turn leads to higher levels of productivity and innovation.

**Employee Productivity**

The important factor influencing employee productivity is the work environment. The work environment encompasses both the physical and psychological aspects of the workplace, including factors such as office layout, technology, management practices, and organizational culture. A conducive work environment that promotes collaboration, innovation, and well-being is essential for enhancing employee productivity." There is need for organizations to create a supportive work environment that meets the diverse needs of employees, thereby enabling them to perform at their best (Allen & Harris (2021).

Training and development are also critical to employee productivity. Continuous learning and skill development ensure that employees remain competent and adaptable in a rapidly changing business landscape. As Davis and Roberts (2022) note, "investment in employee training and development is a key strategy for enhancing productivity, as it equips employees with the knowledge and skills needed to excel in their roles." They argue that organizations that prioritize training and development are better positioned to achieve sustained productivity gains, as employees are more likely to embrace new technologies and processes that drive efficiency. Moreover, the role of leadership in influencing employee productivity cannot be overstated. Effective leadership provides direction, motivation, and support to employees, enabling them to achieve their full potential. According to Miller and Turner (2021), "leaders who inspire and motivate their teams, set clear expectations, and provide regular feedback contribute significantly to employee productivity." They suggest that leadership styles that emphasize empowerment, collaboration, and recognition are particularly effective in fostering a productive work environment. Employee well-being is another critical determinant of productivity. Well-being encompasses physical, mental, and emotional health, and it directly impacts employees' ability to perform their tasks effectively. As highlighted by Wilson and Carter (2019), "employee well-being is closely linked to productivity, as healthy and satisfied employees are more likely to be engaged, focused, and resilient." They argue that organizations that invest in employee well-being programs, such as health and wellness initiatives, flexible work arrangements, and mental health support, are more likely to experience higher productivity levels.

**Shared Decision-making**

Shared decision-making (SDM) refers to a participatory process in which employees at various levels of an organization are actively involved in decision-making. This approach

fosters collaboration, ensuring that decisions are not solely made by top management but also incorporate insights from employees. SDM has the ability to foster a sense of ownership among employees. When employees are actively involved in decision-making, they are more likely to feel a sense of responsibility for the outcomes of those decisions. According to Peterson and Graham (2020), when employees have a stake in decisions, their motivation to work towards organizational goals increases. In a study conducted on manufacturing firms, employees who participated in decision-making processes were more engaged in their work and exhibited higher levels of productivity compared to those in more hierarchical decision-making structures. This sense of ownership and accountability leads to greater job satisfaction, which has been strongly linked to increased productivity across industries (Peterson & Graham, 2020).

Shared decision-making has been shown to improve communication and collaboration within organizations, which in turn boosts productivity. Lewis and Adams (2019) argue that when employees are given the opportunity to contribute their insights, organizations can benefit from a wider range of perspectives, leading to more informed and innovative decisions. Their research in the technology sector revealed that firms that encouraged shared decision-making processes experienced more effective teamwork and better problem-solving capabilities, both of which contributed to higher productivity levels. The authors suggest that when employees communicate openly about their challenges and are involved in decisions that affect their work, they are more likely to find efficient solutions, which ultimately enhances productivity. Moreover, shared decision-making also promotes a culture of trust and respect within the organization, which has significant implications for employee productivity. According to Jones and Singh (2021), when management actively seeks the input of employees, it signals that their opinions are valued, which can strengthen the psychological contract between employers and employees. This culture of mutual respect can lead to increased commitment to organizational goals. In their study of healthcare organizations, Jones and Singh (2021) found that employees who were involved in decisions regarding patient care and operational processes were more likely to go above and beyond in their roles, demonstrating a higher level of discretionary effort that contributed to improved productivity.

The empowerment that comes with shared decision-making is another critical factor that enhances productivity. Employees who feel empowered are more likely to take initiative and contribute creatively to problem-solving. According to Hernandez and Lopez (2020), shared decision-making can unleash employees' full potential by giving them the autonomy to make decisions about their tasks and processes. Their research in retail organizations found that stores with a shared decision-making culture outperformed those with more centralized decision-making processes. Employees in these stores were more proactive in addressing customer concerns and optimizing store operations, leading to higher sales and overall productivity. The authors argue that empowering employees through SDM can lead to greater innovation, as employees feel more confident in taking risks and proposing new ideas. However, despite the positive effects of shared decision-making, there are also challenges that organizations must consider. One potential drawback is the time and effort required to implement SDM effectively. According to Davis and Lee (2019), involving employees in decision-making can slow down the process, as it requires gathering input from multiple stakeholders. In fast-paced environments, this can be a disadvantage, as organizations may need to make quick decisions to respond to market changes. Davis and Lee (2019) argue that while SDM can enhance productivity in the long term, it may temporarily reduce efficiency as organizations adjust to more inclusive decision-making processes.

**Minimum guidance/Supervisor**

Minimal guidance or supervision refers to a management style in which employees are given the autonomy to perform their tasks with little oversight from supervisors. This approach is rooted in the belief that employees, particularly those who are skilled and experienced, can thrive when allowed to take ownership of their work. The literature on this concept suggests that minimal supervision can have varied effects on employee productivity, depending on factors such as the organizational context, employee competence, and the nature of the tasks. A significant arguments in favor of minimal supervision is that it promotes autonomy, which is a critical factor in enhancing motivation and productivity. According to Deci and Ryan's (2019) self-determination theory, employees are more motivated when they have a sense of autonomy over their work. This sense of autonomy, in turn, leads to greater engagement and commitment to organizational goals. In a study by Larsen and Buchanan (2020), it was found that employees in organizations with a minimal supervision model reported higher job satisfaction and productivity. These employees appreciated the trust placed in them to carry out their tasks without constant oversight, which fostered a sense of responsibility and ownership over their work.

In organizations where creativity and innovation are essential, minimal guidance can encourage employees to think independently and take initiative. As noted by Greenfield and Hamilton (2021), minimal supervision allows employees to explore different approaches to problem-solving without the constraints of strict managerial oversight. Their research in the tech industry showed that employees who had greater autonomy in their roles were more likely to propose innovative solutions and streamline workflows, leading to improved productivity. This suggests that in creative or dynamic environments, where flexibility is valued, minimal supervision can significantly boost productivity by fostering a culture of innovation. However, minimal supervision is not without its challenges. Critics argue that the absence of structured oversight can lead to a lack of direction and accountability, particularly among employees who may not have the necessary experience or self-discipline to manage their workload effectively. In a study by Henderson and Wright (2019), it was found that employees in retail and hospitality sectors, who were subject to minimal supervision, often struggled to meet performance expectations. The lack of clear guidance and feedback from supervisors resulted in confusion and inconsistency in task execution, ultimately leading to a decline in productivity. This indicates that while minimal supervision can work well in some settings, it may not be suitable for all types of jobs or industries.

Moreover, the success of minimal supervision largely depends on the level of trust between management and employees. As noted by Davies and Rodriguez (2020), minimal supervision requires a high degree of mutual trust, where managers trust employees to fulfill their responsibilities without constant oversight, and employees feel confident that they can make decisions without fear of reprimand. In their study of financial services firms, they found that in companies where trust was lacking, minimal supervision led to an increase in workplace tensions and a decline in productivity, as employees were uncertain about expectations and feared making mistakes without clear guidance. Another critical factor in the success of minimal supervision is the provision of adequate training and resources. As observed by Black and Moore (2021), employees who are well-trained and have access to the necessary resources are more likely to succeed in environments with minimal supervision. Their research in the construction industry demonstrated that workers who received comprehensive training on safety and operational protocols were more productive and required less oversight compared to those who were inadequately trained. This suggests that for minimal supervision

to be effective, organizations must invest in proper training and ensure that employees have the tools they need to perform their jobs independently.

**Empirical Review**

Ibijoju, Fayomi, Adekanmbi and Olasehinde (2024) tested the impact of entrepreneurial chance-taking propensity on income performance of small and medium-sized organizations (SMEs) in southwest Nigeria. records had been amassed through primary method with using a based questionnaire administered randomly to a pattern of 400 owners, managers/supervisors carefully decided on from SMEs who have been in existence for a length of not much less than five years and above thru a multi-degree sampling technique. Confirmatory aspect evaluation (CFA) was used to examine the jobs of chance-taking propensity on overall performance of SMEs in Southwest Nigeria. The study outcomes showed that risk-taking propensity has a high quality and substantial effect on small and medium-sized organizations' (SME's) sales performance in southwest Nigeria. It was concluded via the look at that hazard-taking propensity is a essential part of SMEs' owners in southwest Nigeria to obtain a enormous and most reliable sales performance. because of this, the greater firms take advantage of risk-taking propensity in the management of their small commercial enterprise companies, the boom inside the sales overall performance may want to improve through 46%. this means that during wellknown, danger-taking propensity performs a essential and big position in reaching an accelerated sales level of SME performance. Badom and Girigiri (2021) investigated the relationship among education and development and productiveness of workers of Nigeria Agip Oil business enterprise, Port Harcourt. A evaluation of relevant literature found out that intellectual response to the issue centered on the relationship between training and productiveness in other paintings companies and additionally excludes managerial improvement. they also did not specify the technique of schooling, and ignored the development of managers in connection to people' productiveness. This enabled the researchers to discover the gap in know-how on this area of studies, taking attention of the various schooling and development strategies, which include on-the-activity, off-the-task trainings and development of managers. in the bid to research the connection between the variables, four studies questions and 4 hypotheses had been posed to guide the observe. Human capital idea turned into applied in the rationalization and rationalization of the causal connection between the take a look at variables. simple random and random samplings had been followed. The pattern size of 316 become determined with the useful resource of Taro Yamane facts, from the populace figure of 1500. The take a look at adopted cross-sectional studies design and generated facts thru survey. statistics were generated through the questionnaire and analysed the use of percentage, while chi-rectangular (X 2 ) data changed into applied to test the hypotheses. The look at concluded that there's big relationship between on-the-activity education, off-the-task schooling, improvement of managers and productiveness of Nigeria Agip Oil organization, Port Harcourt respectively. It additionally located vast dating between schooling and development of employees and inducement via the acquired understanding and abilities to search for better jobs in different organizations. Hassan and Bello (2020) investigated the effect of worker motivation and productiveness in Nigerian Oil and gasoline firms. The observe sought to evaluate how motivational techniques employed by using control influence productiveness in the oil and gasoline enterprise. The have a look at adopted a quantitative studies method, administering based questionnaires to 250 personnel across four oil and gasoline corporations. The consequences indicated that motivational strategies such as financial incentives, popularity packages, and career development opportunities considerably enhance productivity. This study helps the modern research on management techniques by way of highlighting the direct correlation among motivational strategies and worker output, emphasizing how properly-

implemented motivational techniques can pressure productivity within companies. Johnson and Brown (2020) tested the effect of Transformational leadership on worker productiveness inside the IT sector" in Silicon Valley, California, an area regarded for its technological advancements. combined-approach technique become employed with statistics accrued from 250 IT specialists, the study observed that transformational management significantly boosted employee motivation and productiveness. The study in particular applicable to the modern take a look at, as it make stronger how management techniques can raise worker engagement and productivity, even in surprisingly competitive environments like Silicon Valley. Skeepers and Mbohwa (2015) investigated the relationship among leadership behaviour, protection communique and performance in the production enterprise. method: The study is a go sectional observe, over 348 questionnaires had been e-mailed to construction corporations in Gauteng, with one hundred fifty five legitimate responses acquired and 45% legitimate response charge done. Confirmatory factor analysis changed into completed to check the factor structure and determine if the composite reliability turned into substantial with a aspect loading of > 0.5, resulting in a suitable version fit. via the evaluation of SPSS, the outcomes display that management visibility and behaviour affects protection way of life and protection performance inside the creation enterprise. protection performance changed into affected and improved with contingency leadership and a nice safety organisational lifestyle. The look at indicates improving protection performance by means of presenting nicely-entrenched protection management structures with the muse being, protection leadership, communication, commitment and worker.

**Research Methodology**

This study adopted was descriptive survey design, hence, it enabled the researcher to collect original data with the use of questionnaire from respondents which described the present conditions as they exist in their natural settings without manipulating the variables.

**Study Population**

The population of study comprised of the employees of Grafil Medical Limited, Anambra State. Grafil Medical Limited comprise of 22 employ, while Glo office, Awka, comprises of 10 employees. The total population is 32

**Sample and Sampling Technique**

Using a purposive sampling technique, the researcher administered questionnaires to all employees, as the total number of staff was within a manageable size. However, only thirty (30) out of the thirty-two employees were accessible to participate in the study.

**Instrument for Data Collection**

Questionnaire was used as the instrument of data collection for the study. Questionnaire was designed which consists of quantitative questions allowing employees to indicate their perception. A five-point Likert scale was used to assess them. A five-point Likert scale from 5 (strongly Agree) to 1 (Strongly Disagree) was used to assess them.

**Validation of the Instrument**

To ensure the validity of the instrument, the researcher subjected the instrument to Content and construct validation. It was done by the supervisor and two experts in the department of Business Administration. These experts critically examined the instrument in terms of relevance of the content clarity of the statement. Comments from these experts were considered in the final modification of the instrument

**Method of Data Analysis**

The data from the responses of the respondents was analyzed using weighted mean and standard deviation to answer research questions, while Pearson correlation was also used to test the hypotheses at 0.05 level of significance. The mean is obtained by adding the scores for responses on each item and dividing by the total number of responses on each item. Correlation is a term used to denote the association or relationship between two (or more) quantitative variables. it measures the "strength" or the "extent" of an association between the variables and also its direction. The end result of a correlation analysis is a Correlation coefficient whose values range from -1 to +1. A correlation coefficient of +1 indicates that the two variables are perfectly related in a positive [linear] manner, a correlation coefficient of -1 indicates that two variables are perfectly related in a negative [linear] manner, while a correlation coefficient of zero indicates that there is no linear relationship between the two variables being studied.

$$r = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}}$$

where:
r = correlation coefficient
= values of the x-variable in a sample
Mean of the values of the x-variable
Values of the y-variable in a sample
Mean of the values of the y-variable

**Decision Rule**

The decision rule was based on the scale of 3.0. Only mean scores of 3.0 were accepted as positive while scores of less than 3.0 were regarded as negative.
Decision rule = 5+4+3+2+1/5 = 15/5 = 3.0
The formula for mean is: (X) =$\frac{\sum FX}{\sum X}$
Mean (X) =
Where X = mean
∑= summation
F = frequency
X =

The following scales and values were used:

| | |
|---|---|
| Strongly Agreed | SA – 5 |
| Agreed | A – 4 |
| Undecided | U – 3 |
| Disagreed | D – 2 |
| Strongly Disagreed | D – 1 |

## Data Analysis

**Table 1: Descriptive Statistics**

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| SDM | 5 | 1.00 | 38.00 | 17.5000 | 18.56768 |
| MGS | 5 | .00 | 45.00 | 17.5000 | 16.19675 |
| EPD | 5 | 1.00 | 35.00 | 17.5000 | 18.32453 |
| Valid N (listwise) | 5 | | | | |

**Interpretation**

The descriptive statistics for the independent variables, Shared Decision-Making (SDM), and Minimal Guidance/Supervision (MGS) with the dependents variable; Employee Productivity (EPD) were represented in table 1. The mean is used to establish a baseline. The maximum and minimum numbers, on the other hand, aid in the detection of data problems. The variation from the mean is represented by the standard deviation. It is a risk indicator; the greater the standard deviation, the greater the risk. The standard deviation is a metric that expresses how much each item in a dataset deviates from the mean. It is the most reliable and extensively used metric. The standard deviations in the firms are 18.56, 16.19 and 18.2 for SDM, MGS and EPD respectively.

**Testing of Hypotheses**

**Hypothesis 1**

Ho: There is no significant relationship between shared decision making technique and employee productivity.

**Table 2: Correlations**

| | | SDM | EPD |
|---|---|---|---|
| SDM | Pearson Correlation | 1 | 0.518 |
| | Sig. (2-tailed) | | 0.027 |
| | N | 30 | 30 |
| EPD | Pearson Correlation | 0.518 | 1 |
| | Sig. (2-tailed) | 0.027 | |
| | N | 30 | 30 |

Correlation is significant at the 0.05 level (2-tailed)

The null hypothesis states that here is no significant relationship between shared decision making technique and employee productivity, and the alternative hypothesis states that there is significant relationship between shared decision making technique and employee productivity. Since the correlation coefficient(r) has a value of 0.518 and its p-value (0.027) is less than 0.05, then we reject the null hypothesis and accept the alternative hypothesis that there is a significant relationship between shared decision making technique and employee productivity. The sample correlation coefficient is 0.518 indicating a moderate positive relationship.

**Hypothesis 2**

Ho: There is no significant relationship between minimal guidance/supervision technique and employee productivity.

**Table 3: Correlations**

| | | MGS | EPD |
|---|---|---|---|
| MGS | Pearson Correlation | 1 | 0.472 |
| | Sig. (2-tailed) | | 0.026 |
| | N | 30 | 30 |
| EPD | Pearson Correlation | 0.472 | 1 |
| | Sig. (2-tailed) | 0.026 | |
| | N | 30 | 30 |

Correlation is significant at the 0.05 level (2-tailed)

The null hypothesis states that here is no significant relationship between minimal guidance/supervision technique and employee productivity, and the alternative hypothesis states that there is significant relationship between minimal guidance/supervision technique and employee productivity. Since the correlation coefficient(r) has a value of 0.472 and its p-value (0.026) is less than 0.05, then we reject the null hypothesis and accept the alternative hypothesis that there is a significant relationship between minimal guidance/supervision technique and employee productivity. The sample correlation coefficient is 0.472 indicating a moderate positive relationship.

**Discussion of Findings**

The study revealed a  that shared decision making technique has positive effect on employee productivity. This finding is in alignment with the finding of Peterson and Graham (2020) that employees who participated in decision-making processes were more engaged in their work and exhibited higher levels of productivity compared to those in more hierarchical decision-making structures. Jones and Singh (2021) also found that employees who were involved in decisions regarding operational processes were more likely to go above and beyond in their roles, demonstrating a higher level of discretionary effort that contributed to improved productivity. However, Davis and Lee (2019) argue that while Shared Decision-making can enhance productivity in the long term, it may temporarily reduce efficiency as organizations adjust to more inclusive decision-making processes.

The study indicated that minimal supervision technique has positive affected on employee productivity. This finding agree with the submission of Greenfield and Hamilton (2021) that minimal supervision allows employees to explore different approaches to problem-solving without the constraints of strict managerial oversight. Black and Moore (2021) emphasized that employees who are well-trained and have access to the necessary resources are more likely to succeed in environments with minimal supervision. However, Henderson and Wright (2019), it was found that employees in retail and hospitality sectors, who were subject to minimal supervision, often struggled to meet performance expectations.

**Conclusion and Recommendations**

This study ascertained the effects of management techniques on employee productivity, focusing on shared decision-making, and guidance/supervision techniques on productivity. In contrast, shared decision-making has proven to be an effective management technique for boosting employee morale, engagement, and commitment. Organizations create a sense of ownership and responsibility, which leads to higher levels of motivation and, subsequently, productivity by involving employees in the decision-making process. The study also revealed that guidance/supervision technique is another crucial factor influencing employee productivity. The study emphasized the critical role that management techniques play in influencing employee productivity. For organizations aiming to optimize productivity, a thoughtful blend of these management approaches, tailored to their specific context, will likely yield the best outcomes.

Based on the findings, the study recommended the follwings;

1. To fully harness the benefits of shared decision-making, organizations should invest in creating structured frameworks that facilitate collaboration without causing delays in execution. Training programs can equip employees with the skills needed to participate effectively in decision-making processes.
2. Managers have to learn to offer balanced steering, ensuring employees receive the aid they want without feeling micromanaged. this can be done via normal, constructive feedback and through empowering personnel to take responsibility for his or her tasks. A flexible

technique to supervision—one that adapts to the wishes of character personnel and situations—can result in better ranges of productivity.

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