

WOLKITE UNIVERSITY



**COLLEGE OF SOCIAL SCIENCE AND HUMANITIES DEPARTMENT OF
GOVERNANCE AND DEVELOPMENT STUDIES**

**IMPACT OF PARTICIPATORY DECISION MAKING ON JOB
SATISFACTION (IN CASE OF AMBO UNIVERSITY WOLISO CAMPUS
ADMINISTRATION)**

**SENIOR ESSAY SUBMITTED TO DEPARTMENT OF GOVERNANCE AND
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DEVELOPMENT STUDIES**

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.....

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Contents

ACKNOWLEDGMENT	I
ABSTRACT	I
CHAPTER ONE	1
INTRODUCTION	1
1.1 BACKGROUND OF THE STUDY	1
1.2 STATEMENT OF THE PROBLEM	2
1.3 OBJECTIVE OF THE STUDY	3
1.3.1 <i>General Objective</i>	3
1.3.2 <i>Specific Objectives</i>	3
1.4 SIGNIFICANCE OF THE STUDY	3
1.5 SCOPE OF THE STUDY	4
1.6 ORGANIZATION OF THE PAPER	4
CHAPTER TWO	5
LITERATURE REVIEW	5
2.1 CONCEPT OF PARTICIPATORY DECISION MAKING	5
2.2 MANAGEMENT STYLES IN DECISION MAKING	5
2.3 TYPES OF DECISION	6
2.3.1 <i>Programmed Decision</i>	6
2.3.2 <i>Non-Programmed Decision</i>	6
2.3.3 <i>Routine and strategic decision-making</i>	7
2.3.4 <i>Organizational and personal decisions:</i>	7
2.4 FACTORS AFFECTING DECISION MAKING	7
2.4.1 <i>Certainty</i>	7
2.4.2 <i>Risk</i>	8
2.4.3 <i>Uncertainty:</i>	8
2.5 DECISION MAKING TECHNIQUES.	8
2.5.1 <i>Delphi method</i>	9
2.5.2 <i>Nominal-Grouping Technique</i>	9
2.5.3 <i>Brain Storming</i>	10
2.6. JOB SATISFACTION	10
2.6.1 <i>The Concept of Job Satisfaction</i>	10
2.6.2 <i>Consequence of job Satisfaction</i>	11
2.7. SIGNIFICANCE OF PARTICIPATORY DECISION MAKING	12
2.7.1 <i>Diversity of View Point decision making</i>	12
2.7.2 <i>Risk and Cautious Shifts</i>	13
2.8 FACTORS WHICH AFFECT PARTICIPATION	13
CHAPTER THREE	15
METHODOLOGY	15
3.1 STUDY AREA AND POPULATION	15
3.2. SOURCE OF DATA	15
3.3. METHODS OF DATA COLLECTION	15
3.4. SAMPLING TECHNIQUES AND SAMPLE SIZE	16
3.4.1 <i>Sampling Techniques</i>	16
3.4.2 <i>Sampling Size</i>	16
3.5. DATA ANALYSIS	176
CHAPTER FOUR	17

DATA PRESENTATION AND ANALYSIS	18
4.1. INTRODUCTION	18
4.1.1 <i>DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS</i>	19
4.2. ISSUES RELATED TO JOB SATISFACTION	20
4.3 PARTICIPATORY DECISION MAKING FROM THE PERSPECTIVE OF THE MANAGER AMBO UNIVERSITY WOLISO CAMPUS	23
4.4 DISCUSSION	26
CHAPETR FIVE	28
CONCLUSION AND RECOMMENDATIONS	28
5.1. CONCLUSION	28
5.2 RECOMMENDATIONS	28
REFERENCES	30
APPENDIX I	33
APPENDIX II	36

LIST OF TABLES

	PAGE
<i>Table 4.1; Demographic variables of respondents.....</i>	<i>18</i>
<i>Table 4.2(a) Employees participation in decision making.....</i>	<i>19</i>
<i>Table 4.2(b).evaluate the participatory in decision making</i>	<i>20</i>
<i>Table 4.2(c): Condition for participatory decision making.....</i>	<i>20</i>
<i>Table 4.2(d): Condition for participatory decision</i>	<i>21</i>
<i>Table 4.3 (a) Advantages of participatory decision making.....</i>	<i>22</i>
<i>Table 4.3(b): Managers responses on the type of employ participation that is allowed.....</i>	<i>23</i>
<i>Table 4.4(a): the levels at which employees are allowed to Participate in decision making... </i>	<i>23</i>
<i>Table 4.4(b): Negative consequence of participatory decision making.....</i>	<i>24</i>
<i>Table 4.4(c): Contribution of decision making to employees.....</i>	<i>25</i>

Abstract

Participatory decision making offered valuable opportunities to focus on work activity and goals to identify and correct existing problems and to encourage better current and future satisfaction of job. Thus performance of the whole organization will be enhanced. The study was aimed to assess the Impact of participatory decision making and job satisfaction in Ambo University Woliso campus Administration. More particularly, at mapping to assess the factors that affect job satisfaction of employee and the advantage and disadvantages of participatory decision making and to evaluate the types of participatory decision making

This study about participatory decision making and job satisfaction on workers performance also discusses about benefit, approaches and methods decision. The study were conducted by gathering information though reviewing related books and documents in addition to the main primary sources questionnaire both, open and closed ended questions and interview, that were distributed to employees selected by simple random sampling technique. The sample size was about 675 of the total population of 62 employees of University. These employees subjected to the study were employees of Ambo University woliso campus Administration who were managerial and non-managerial staffs.

After the data gathered, it was analyzed precisely using tables, percentages and generalization. Generally, more than half of the employees did not take part in the process of decision making. As a result this becomes a ground for employee's dissatisfaction and awarding employees about the objective of taking part in the decision making the respective bodies and gives invaluable time aware them

Key word: participatorydecision making and job satisfaction.

CHAPTER ONE

Introduction

1.1 Background of the Study

In today's rapidly changing environment and intense competition, business Companies, are forced to seek ways to be more flexible, adaptive and competitive as well as discovering that people really are the most important asset (David, 2005). Success depends on involving the employee's entire capacity to generate new ideas and ways of working to outsmart the competitions. Participative decision making is one of important aspect of organizational life to achieve increased organizational effectiveness and employee's commitment towards organizational goals. Participative decision making is a classical concept in modern business administration (Bhattii, 2013).

It's described in a variety of ways but generally define as when employees fully invest emotionally, mentally and physically so they focus on achieving the organizational goals. In order to meet organizational goals and improve its effectiveness, efficiency and productivity, the management of any organization should involve all stakeholders in the running of a business (Pushpakumari, 2008).

Employee participation in decision making is a process of involving and empowerment of employee in order to use their input towards achieving higher individual and organizational performance .Involvement refers to the employees participation in decision making and problem solving, and increased autonomy in work processes (Armstrong, 2005).

As a result, employees are expected to be more motivated, more committed, more productive and more satisfied with their work. Employee participation is management initiatives are given the opportunity to discuss issues relating to their work to influence managerial decisions, but management reserves the right to govern (Harley, Ramsey, and Scholarios, 2000).

Participatory decision making is defined as "the art of sharing decision making with others to achieve organizational objective" In any organization, either it is large or small for profit or nonprofit; governmental or non-governmental engage in a matter of human resource. They

provide skills knowledge and drives that create maintain and advance organization (Ibua, 2014).

Employee participation in decision making has various aim including; to increasing motivation and commitment in employee; to channel their interests and knowledge and skills to improve processes; to consider their interests and keep them informed of the organizations activities and position. In order to achieve these aims a diverse range of techniques are being used, including consultation committees, suggestion schemes, certain forms of team working, newsletters and briefings (Aziri, 2005).

Participation in decision making is the most important organization characteristic that influence not only employee productivity, job satisfaction and motivation but also for success of organization goals (Bhatti, 2013).

The participation of employees in decision making can help in many ways to the organizations including enhancing and generating creativity changes in behaviors at works; work force commitment and in organizational decision making process. In many cases, managers are encounters to allow a high degree of employee participation and autonomy to increase work force commitment. In general the employee participation in decision making should be an important step to improve employee job satisfaction toward organization goals (Muragizi, 2004).

1.2 statement of the Problem

Many organizations have experienced the lack of participation by employees towards implementation of decision taken by the top management which undoubtedly has serious repercussions on organization goal success (Han, Chiang & Chang, 2010).

Employee participation in decision making is important for an organization, as its help organizations make sure employees are working hard or impacts to accomplishing the organization goal. Employee participation in decision making sets expectations for motivates employee to work hard in ways that is expected by the organizations. Consequently, improving employee imitation by using employee participation plan is a way to improve organization goals (Khan, 2012)

The problem in this regard mainly lies on the fact that participatory decision making has not been clearly understand as well as its and impact it have on job attitude. Most of the managers of

organization feel that the decision making process is their sole privilege and as such should be protected (Marissa, 2005)

Even though some of related research have been done with respect to impacts of participatory decision making and job satisfaction factors in human resources management, as far as knowledge of researchers is concerned, some are Ezennaya (2011) employee participation in decision making and impact on productivity in Engu, Ting KeeSiong(2012) The level and effects of participation in decision making on employee group in Malaysia, AndualemMushago (2015) practice and challenges in decision making in Ethiopia and further more ZerihunAjibew(2000) workers participation in decision making process. No comprehensive researches have been conducted on the impacts of participatory decision making on job satisfaction in this country.

Therefore this research was conducted to identify the participatory decision making variables and outcomes in job satisfaction in the case of wolisso campus. And this study was offer a valuable opportunity of focus on works activities and goal to be identified and correct existence problem and to encourage better current and future job satisfaction.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to assess the impacts of participatory decision making on job satisfaction in Wolisso campus administration.

1.3.2 Specific Objectives

- To assess the factors that affect job satisfaction of employees in the university administration.
- To assess the advantage and disadvantage of participatory decision making.
- To evaluate the type of participatory decision making
- To suggest possible solutions and give recommendations about participatory decision making to increase job satisfactions.

1.4 Significance of the Study

Significance of the study is offer a valuable opportunity to focus on work activities and goals to identify and correct existence problems and to encourage better current and future satisfaction of

job managers need to determine the extent to which the advantage and disadvantages apply to the decision making situations.

To conduct the study, there are benefices bodies such as:

1. First for organizations: After conducting this research the organization will be benefices that the manager sees identified problems and recommended other have fair in their practice of participative decision making and its contributions to productivity, thereby enhancing organizational efficiency. It is expected that this study will be beneficial to the management by giving enough insight into the benefits of employee participation in decision making, make clear to managers what participative management stands for hence, reducing the fear often harbored by these managers.

2, second for other researcher: He/she can take this study as a reference for conducting other similar assessment.

1.5 Scope of the Study

The scope of the study is limited to identifying factors that affect the practice of participatory decision making in the case of Wolliso campus Administration. That means the scope of the study was limit to identify the role of the participatory decision making in the case of Woliso campus administration staff.

1.6 Organization of the paper

This paper will contain five chapter .The first chapter was about background of the study, statement of the problem, research question, and objectives of the study, significance of the study and scope of the study. The second chapter was concerns about review related literature. The third chapter which deal with research design, types of research, target population, sources of data, methods of data collection, sample and sample techniques, sample size and data analysis. The fourth chapter deal about discussion and analysis and, the last chapter which was concern with summary of finding, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Participatory Decision Making

Participatory decision-making is an open, consistent and continuous process that provides the opportunity for all individuals on campus who are affected by a decision to have their suggestions/ideas represented in the decision-making process either through personal or representative participation; this includes both operational and policy decisions (Bhatti, & Qureshi, 2007).

Several management strategies have been developed to enable organizations attain their objectives, one of which is participatory management (Muragizi 2004). defines participation as the active involvement of subordinates of followers in the making of decisions that directly affect them in the work place. Participation in decision making is generally regarded as a sign of enlightened and democratic management. It may be through of the giving and receiving of information, achieve and suggestion and the sharing of experience among members of an organization On the other hand (Nandi, 2003). Focuses on individual influence and defines participation as an organizational process, in which individuals are involved and have influence on relevant decisions that have effect on them. Therefore, participation is an organizational mechanism, giving employees the right to make decisions and the matching amount of responsibility, so that they feel aware of contributing to organizational performance With the participation in hand, their motivation increases, which brings about both individual benefits and organizational effectiveness (Kim, 2002).

Confusion exists about the exact of participatory decision making Gray define participatory decision as the process whereby employees play a direct role in setting goals, making decisions solving problems and making changes in the organization (Chidiebere & Dana, 2015). Without question participation decision making entails much of more than simply asking employees for their ideas or opinionated.

2.2 Management styles in Decision Making

When manager make decisions, they first gather information and then evaluate in terms of information gathering the decision make can contribute on either getting the “big pitcher” or just the details. The former strategy is called control inspector, for example, assesses the overall

pattern of output of a production line to determine of quantity control standards are being met perceptively style (Noah, 2008).

Once the information gathered it can be analyzed either by systematically, or intuitively by decision makers. Intuitive decision makers use a trial and error approach, i.e. they briefly examine many alternatives and have many stops and starts in the process. They are not found to a particular technique or a rigid structure in their analysis of problem. Intuitive decision makers often rely on hunches and they defend their solution basis of whether or not it works (Dixit&Bhatti, 2012).

Systematic decision makers on the other hand stick to a highly structured way of looking at the problem they define specific constraints early in the decision making process and they conduct an orderly search for additional information. They stress the method of solving the problem and defend their solution on the basis of their use of systematic rational procedure for making the decision (Abdulai&Shafiwu, 2014).

2.3 Types of Decision

Managers make many different kinds of decision which can range anywhere from simple to complex, routine to unique. General decision may be classified as either programmed or non-programmed decision (Gangai&Agrawal, 2015).

2.3.1. Programmed Decision

Programmed decision is made in responses to situations that are routines, structured in all types of organization and decisions are routine and repetitive in nature and basically of a routine type for which systematic procedures have been devised so that the problem may not be treated as a unique case each time it crops up (Gangai&Agrawal, 2015)

2.3.2. Non-Programmed Decision

Non-programmed decisions are made in response to situations that are unique, relatively unstructured and/or have major consequences to the organization. For instance, the introduction of a new plant in the organization. If a firm wishes to build a new plant but he/she has never done before this activity is clearly a non-programmed decision. Many decisions will have to be made in areas where management has no precedents to follow. Non-programmed decisions can have a much greater impact on organization than programmed decisions (Gangai&Agrawal, 2015)

2.3.3 Routine and strategic decision-making

Routine decisions are related to the general functioning of the organization. They do not require much evaluation and analysis and can be taken quickly. Ample powers are delegated to lower ranks to take these decisions within the broad policy structure of the organization. Strategic decisions are important which affect objectives, organizational goals and other important policy matters. These decisions usually involve huge investments or funds. These are no repetitive in nature and are taken after careful analysis and evaluation of many alternatives. These decisions are taken at the higher level of management (Gifford, Neathy&Loukas, 2005)

2.3 4. Organizational and personal decisions:

When an individual takes decision as an executive in the official capacity, it is known as organizational decision. If decision is taken by the executive in the personal capacity thereby affecting his personal life), it is known as personal decision. Sometimes these decisions may affect functioning of the organization (Tchapchet, 2013)

2.4 Factors Affecting Decision Making

There are several major elements of the internal and external environment that influenced decision making in all organization. The predictability of decision out comes, individual a decision making models management style in decision making organization decision making modes, and general decision-making strategies which can be used in organization (Sowmya&Panchanatham, 2011).

When managers make decisions, they find that the quality of information about the alternatives, the payoffs, the risks etc. varies widely. As indicated on the above paragraph the manager's face ranges all the way from complete uncertainty to compete certainty. While there are an infinite number of circumstance in which decision are made, it can be divide the continuum in to three basic Teas are (Wright,& Kim 2004)

2.4.1 Certainty: - At one extreme manager can have very exact information about the relevant aspects of the problem facing them. When certainty exist, the managers known exact is how many alternatives are available, the nature of each alternative the payoff, and likelihood of events. This situation is not very likely to occur often in managerial decision making although

there are certain type of management decisions where virtual certainty exists (Maulabakhsha, 2015)

Generally speaking, the lower organization level, the relater the degree of certainly. At upper level uncertainty exists about which alternatives are available, what their payoffs will be the probabilities of success and so no to sum up, certainty is the condition that exist when decision makers are fully informed about a problem its alternative solution and their respective(Marissa, 2005)

2.4.2 Risk: Under conditions of risk, the managers are able to define the problem clearly of list many but not all of the alternatives, and to make an assessment of the likely hood of payoff given a certain alternative. However, the manager cannot guarantee that a certain pay off will occur once a given alternative is chosen (Laguador, Castro &Portugal, 2014)

Situation of risk require the use of probability analysis in order to use probability in making decision managers must have some basis for assessing the likely hood that given alternative will result in a certain outcome (Aziri, 2011).

2.4.3 Uncertainty: - Uncertain conditions exist when management cannot assign probabilities subjective or objective or chance of occurrence to the alternative that they develop. the problem is the possible alternative solution. This is because the decision maker has virtually no information about the problem or because the problem is one that has never top management decisions particularly those that are among departure from the organization current particles.

The obvious thing to do in conditions of uncertainty is to rather more information. If probabilities are not known, task force might be assigned to assess the experience of other firms who have faced this problem (Han,Chiang&Chang, 2010).

2.5 Decision Making Techniques.

A group can makes decisions simply by working together through the basic process. However, group decision can be enriched when the group uses techniques that stimulation creativities is group process. Among the most widely used techniques are generating alternative through

brainstorming, selecting alternatives with the Delphi method and a process of arriving at group consensus by providing experts with rounds of questioners, as well as the group response before each subsequent round(Marshal, 2004).

2.5.1 Delphi method

This technique named after the ancient orate at Delphi was developed at the Rand Corporation and is mainly used for forecasting future events. In order to use Delphi it is necessary to get a panel of experts to give their opinions (Bhatti,nawab& Akbar 2012)

The Delphi to technique can be used on wide variety of topics of interest to both societies in general and to business firm particular. For business firms, Delphi can because to predict things like technological breakthrough in production process new product types and economic outlook. For the government organizations Delphi can be used to predict political coalition weapons development by foregoing power and the supply of critical natural recourse like oil (Harley,Ramsey&Sholarios, 2012)

2.5.2 Nominal-Grouping Technique

In this technique which is in some respects similar to the Delphi techniques, five to ten individual are assembled in a room and are asked to write their solution to a problem given to the group. A group might be asked things like hoe to improve in their particular organization how they might improve upward communication how to development skills or a host of other problem. The procedure for using the nominal technique is as follows

Individuals write down their solution the problem without disusing them with other member of the group. This is the “listing phase of the process (Ram, 2003)

1. After approximately twenty minutes have passed the “recording” phase begins. The individuals are asked to give the solution that they have written down to the group leader the leader then writes each individual solution to the problem are listed on the flip chart but the solution are not matched with the individual who suggested them.
2. The final stage in this process is the “voting phase” ballots are distributed to member of the group and they are asked to rank order interim of importance the solution that are the flip chart. The ballots are tabulated and alternatives with the highest core is designated as the choice of the group like the Delphi technique, the nominal-grouping techniques is

premised on the notion that allowing group discussion may enhance creativity(Cotton, 1988)

2.5.3 Brain Storming

The brainstorming techniques were developed by Alxosborn The technique was used originally to develop an advertising program but it can be used any time an organization wants to develop creative or freewheeling idea to facilitate this, the following guidelines are used in brain storming. (Gray, 2000)

1. Criticism of idea that are developed is not allowed
2. Participants are encouraged to build on the serrations of other group members.
3. As may ideas as possible are encouraged. The greater the probability that a useful one will be found. (Gray, 2000)

2.6. Job Satisfaction

2.6.1. The Concept of Job Satisfaction

Job satisfaction is the most considerable factor in understanding the worker motivation, effectiveness, retention and performance. It's a pleasurable, positive state resulting from one's job and job experiences. In addition to the specific task environment of the employees, this also encircles the individual's affective attitude or orientations for work (Verhofstadt, and Omey 2007)

Enhanced level of job performance, positive work values, high levels of employee motivation, lower rates of absenteeism, turnover and burnout are the positive impacts of job satisfaction (Ngo, 2009). Notwithstanding such constructive outcomes, an unsatisfied employee may cause undesirable job outcomes through low productivity, stealing, moonlighting and demonstrating high rates of absenteeism. These aspects would subsequently insist the employee for a passive withdrawal from the organizational affairs. In managerial perspective, the satisfied workforce translates into higher productivity due to their better psychological well-being and fewer destructive interruptions in the area of performance (Dixit, and,Bhatti, 2012).

The factors affecting employees' job satisfaction are intrinsic and extrinsic factors, personal attributes and work environment. The argument that employee satisfaction improves service quality is grounded on the theory of equity in social exchanges, involving a series of interactions to generate obligations that are unspecified (Van Der Zee, 2009). According to Stipek; Causes of

job satisfaction with his/her job and dissatisfied with one or more aspect.

A. Need Fulfillment

These persons that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs (Turner, 1995)

B. Discrepancies

This model proposes that satisfaction is a result of met expectations. Met expectation refers to the difference between what an individual's expect to from a job such as good pay and promotional opportunities, and what he or her actually receives. When expectations are greater than what is received, a person will be dissatisfied. In contrast, this model predicts the individuals will be satisfied when he or she attains out comes above and beg and expectation (Kim, 2000).

C. Equity

In this model satisfaction is a function of how "fair an individual is treated at work satisfaction result from one's participation that work out comes relative to inputs, compare favorably with a significance others out comes inputs(Prisca, 2011).

2.6.2 Consequence of job Satisfaction

The relationship between job satisfaction and other organizational variables is either positive or negative. The factors affecting employees' job satisfaction are intrinsic and extrinsic factors, personal attributes and work environment. The argument that employee satisfaction improves service quality is grounded on the theory of equity in social exchanges, involving a series of interactions to generate obligations that are unspecified (Alutto, &Acito, 2005)

Motivation

Motivation refers to reasons that underlie behavior that is characterized by willingness and volition. Intrinsic motivation is animated by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies. Motivation involves a constellation of closely related beliefs, perceptions, values, interests, and actions. Motivation within individuals tends to vary across subject areas, and this domain specificity increases with age. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Aziri, 2011).

Job Involvement

Job involvement represents the extent to which an individual is personally involved with his or

her work role. Different studies demonstrated that job involvement was more related with job satisfaction. Managers are thus encouraged to foster satisfying work environments in order to fuel employee's job involvement (Chidiebere & 2015).

Organizational Commitment

Organizational commitment reflects that extend to which an individual identifies with an organization and to in order to management are advised to increase job satisfactions in order to elicit higher levels of commitment. Interns higher commitment and facilitate higher productivity (Marshal, 2004)

Absenteeism and turnover

Studies revealed a weak negative relationship between satisfaction and absenteeism. It is unlikely for those managers will realize any significant decrease in absenteeism by increasing job satisfaction (Nandi, 2003).

2.7. Significance of Participatory Decision Making

Participatory decision making is a creative process of giving ownership of decision making to the whole group, finding effective options that everyone can live with. Then the following three guidelines may be applied to help whether the group makes decision making process (Khan & Akram, 2012).

1. If additional information would increase the quality of decision making, managers should ensure those people can provide the needed information.
2. If acceptance is important, managers need to involve those individuals whose acceptance and commitment are important.
3. If people can be developed through their participation, managers may want to involve those whose development is most important.

2.7.1. Diversity of View Point decision making

The variety of view points and knowledge contributed by group members can enhance the quality of objective established group decisions. They tend to be more accurate than that of average but not the best group members also group solutions are typically more creative. Getting more people involved in decision making also can improve efficiency. If several people search for information and alternatives on for evaluation then the organization can carry out steps more roughly in the same time frame (Abdulai & Shafiwu, 2014)

2.7.2. Risk and Cautious Shifts

Another possible benefit of participatory decision making has to do with decision makers risk aversion. Such as notice that in some situation group members has a whole are willing to accept greater level of risk following a group discussion. The call these tendencies a risk shift. In other situation group discussion leads to a reduction in the level of a risk consider acceptable – a cautious shifts. The direction of shifts may depend on type of decision-making being made. The risk shifts results when the choice is among potential gains and cautious shifts when they chose is among potential loses (Khan & Akram, 2012).

In most organization it will rare to find decision being made regularly by individual. The reason for the group decision making in organization are many some of them are business world requires more specialized knowledge than just one person usual possessed. Secondly it is proven than group participation through of the decision-making process helps create acceptance of commitment to the decision and it is smooth implementing decision (Prisca, 2011).

2.8 Factors which Affect Participation

Participatory decision making is not perfect. First it is more time consuming than individual decision making. This is because the group must agree on decision roles, the information processing is more complex and the members of the group must take time to communicate with one another and resolve disagreements (Marshal, 2004)

Various types of group dynamic can interface with effective group decision making one is pressure to confirm. When someone believes everyone else in the group holds a certain opinion or value, that person will be reluctant to voice an opposing view. Group members also tend to hold back from stating view. That opposes those of dominant or highest status group member or one perceived to have expertise (Wright, 2004).

The process of decision making is one of the most complex mechanisms of human thinking, as various factors and courses of action intervene in it, with different results. Reilly Define it as a series of cognitive operations performed consciously, which include the elements from the environment in a specific time and place consider decision making as the interaction between a problem that needs to be solved and a person who wishes to solve it within a specific environment (Khan, 2012)

Similarly groups are likely to be biased in favor of the viewpoints of group member, discounting

the view of outsiders. This can limit a group to consideration of only internally generated solutions (Ibua, 2014).

When group is highly cohesive, members often over emphasize agreement and consensus, becoming unwilling to evaluate member's ideas critically. This condition is called group think when group think exists, the group not only loses benefits of diverse viewpoints, it may actually make decision that none of the group members like just because no one is willing to make negative comments (Ibua, 2014)

The basic way to avoid group think is to actively encourage divergent viewpoints. For example, the group designates someone to act as devilry advocate

Generally participating employees in decision making the following:

- Social pressure unwillingness “rock the boat” and pressure to conform may combine to stifle the creativity of individual contributors.
- Minority domination- sometimes the quality of group action is reduced when the group gives in to those who talk the loudest and longest.
- Logrolling policies wheeling and dealing can displace sound thinking when individuals get project or vested interest is taken.
- Goal displacement some secondary considerations such as winning an argument. Making a point or getting back at arrival displaces the primary task of making a sound decision or solving a problem.
- Group think as discussed above-sometimes cohesive in group think let the desire for unanimity override sound judgment when generating and evaluating alternative courses of action. (Khan, 2012)

CHAPTER THREE

METHODOLOGY

3.1 Study Area and Population

In order to achieve objectives the target groups of the study will be Woliso Campus Administration staff. Located in the South West Shew Zone of the Oromia Region , 114 km southwest of Addis Ababa

3.2. Source of Data

In this study the researcher was use both primary and secondary sources of data. the secondary sources of data has collected from books, magazines , articles , internet and other written materials. Primary data also collect through interview and questionnaire.

3.3. Methods of Data Collection

In the study interview and questionnaire method was used the questionnaire will be propose tool for the primary data collection's in additional sources of primary data, in depth interview(un structured) was conduct with management of the staff and other respondents. The questionnaire includes open ended and close ended questionnaire that may invite them to express their feeling and close ended question was that proved alternative to choose. The researcher was used secondary source of data from books, newspaper magazines.

Each of these methods of data collection is discussed below.

Questionnaire: - The researcher had developed survey questionnaire to examine and evaluate the process and practice of participative decision making by the selected district for the purpose of this study. Questionnaires are the preferred data collection tools mainly for primary data collection, for two focal reasons. The questionnaires include open ended questioner and close ended questioners that may invite them to express their feeling, and closed ended questions that provide alternatives to choose. It helps the researcher to gather information on facts and attitudes from a wide range of sources and more than that it is important tools to guides the respondent.

The Questionnaires are designed to collect information on issues employee participation in decision making and its impact on employees' job satisfaction towards organizational goal. Maximum attempt is exerted to make the questioner comprehensive so as to assess multiple dimension nature and practice of employee's participation in decision making.

Interview; is a conversation for the purpose of to gather descriptions of the interviewee. In similar manner interview is an extendable conversation between more than two peoples that aims at having in-depth information about a certain topic or subject, and through which a phenomena could be interpreted in terms of the meanings interviews bring to it. For the purpose of this study will be used in-depth (unstructured) interview is used because, it is low cost, rapid method of gathering information from individual.

3.4. Sampling Techniques and Sample Size

3.4.1 Sampling Techniques

A sample is made up of some of the members of the campus .systematic random sampling was chosen for taking the sample on the grounds that every single observation of the sample was non-zero chance of being actually include in the sample, and so that bias was eliminate at the outset. And the selection of any unit did not affect the selection of any other.

3.4.2 Sampling Size

In order to come across manageable size of population, the researcher was select employees of woliso campus which are administrative staff. The sample sizes will 87 of the total population 675 employees. The researcher calculate the sample size recording the following formula that taken from solvent formula it is random sampling techniques using to estimate sample size= $N/1+N(e)^2$

- ✓ N= total population
- ✓ e=error of ditermined10%
- ✓ n=sample size

$$n= N/1+N(e)^2$$

$$675/675(10\%)^2=675/7.75=87 \text{ respondent's.}$$

3.5. Data Analysis

A both quantitative and qualitative data analysis technique was use in this study. The researcher has analysis the qualitative data that obtain from the higher administrative staff in woliso campus through interview in the narrative form, words, sentences, paragraphs. The quantitative data also analysis in the form of tabulating, interpreting and summarizing empirical numerical data for the purpose of describing the data obtaining from the samples respondents.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This section is concerned with interpretation of data and analysis that we gather the data mainly analyzed and interpreted in the form of table computation and summary format.

Primary and secondary data: or the studies were collected mainly using questionnaire. The 87 questionnaire were distributed for employees and managers of the Ambo university woliso campus of these only 62 of them were responding in appropriate manners. So, data analysis and interpretation were depending on respondents of 62. Hence results are presented as follows.

4.1(a) DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Table; 4.1 Demographic variables of respondents

		N	%
Sex	Male	38	61.3
	Female	24	38.7
	Total	62	100
Age	31-40	20	32.5
	41-50	24	38.7
	51-60	16	25.8
	Above 60	2	3.2
	Total	62	100
Education level	High school	2	3.2
	Diploma	16	25.8
	First degree	12	19.6
	Master degree & above	32	51.
	Total	62	100
Year of service	1-5	12	19.5
	6-10	26	41.9
	11-15	14	22.5
	Above 15	10	16.2
	Total	62	100
Maternal status	Married	23	37.1
	Single	35	56.5
	Divorced	3	4.8
	Widow	1	1.6
	Total	62	100
Average monthly income	600-1400	15	24.2
	1500-2300	11	17.7
	2400-3200	8	12.9
	Above 3200	28	45.2
	Total	62	100

Source: - Own Survey 2011

As indicated in the table 1: 38(61.3%) of the respondents were participated in the study were male and the remaining 24(28%) of the respondents were female.so the gathered data points out that there is less involvement of women in the organization, 32% of the respondents age ranges of 31-40 years old, 38.7% of respondent between the age range of 41-50 years old, 25.8% of the respondents between the age range of 51-60 years old, only 3% of the respondents between the age range of above 60 years old. So the majority of respondents were above the age of 41-50

years old. And 3.2% of the respondents were above 60 years, 32(51.62%) of the respondents are master holders, and 16 (25.8%) of the respondents are diploma holders, were as 12(19.35%) of the respondents are BA degree and 2(%) 3.23 percent of involvement is for the respondents of high school graduates or below. Therefore, the figure shows that the majority of employees are master degree holders, 41.9% of the respondents years of services from 6-10 and 22.5% of respondents years of 11-15 and 22.6% of the respondents year of service from 6-11 and 16.19% of respondents above 15 years of service. So as we refer from the table, the organization employees are not well experienced, it is because clear that experience is acquired through long practice of work, 35(56.5%) of respondents were single, 23(37.1%) of respondent were married, 3(4.8%) of respondents was divorced and were as 1(1.6%) of respondent are widow. This implies most of the employees are single, 15(24.19%) of respondent 600-1400 monthly income and, 11 (17.74%) of respondent was 1500-3200 monthly income and ,8(12.9%) of respondents was 2400-3200 monthly income and,28(45.16%)of the respondents above 3200 income as we conclude majority of the employees are low monthly income respectively.

4.2. Issues Related to job satisfaction

Table 4:2(a) Employees participation in decision making

	Response	No of response	In percent
Are you satisfied in your job?	Yes	19	30.6%
	No	43	69.4%
	Total	62	100%

Source: own survey 2011

As table 4.2.1: 43(69.35%) of respondents response is that” dissatisfied” their job satisfaction. And 19(30.64%) of the respondents response is that “satisfied” .Thus, the majority of respondents are unsatisfied, those, respondents said different suggestion for their job unsatisfied such includes: un proportional payment and political situation but also not only those things but also lack of social service and cultural and religion influence and also expensive human basic needs and wants and other things most of respondents said that “satisfied.”

And, also based on interview conducted *the managers express* “job satisfaction refers to the represents one of the most complex areas facing today’s managers when it comes to manage their

employees but not most of employees are not satisfied their job because of different factor like low payment, payment not equal with their job and some of them said that they have more the nature of work, and some said that they have not gate safety need, so the managers they have not satisfied their job. So, we understand the above analyses all most of the employees are not satisfied their job”.

Table 4.2(b): evaluate the participatory in decision making

Item	Alternative	N	%
How do you evaluate the participatory decision making in your organization?	Very effective	9	14.5
	Effective	21	33.8
	Moderate	18	29
	Less effective	13	21
	In effective	1	1.6
	Total	62	100

Source: Own survey2011

As table 4.2.2: (33.8%) of the respondents said that the issue of participative decision making is effective, 18(29%) of said that the issue is moderate, the remaining 13(21%) of respondents were said less effective, 9(14.5%)of respondents said very effective and one (1.6%) respondents of said their organization during the decision making process ineffective. This implies equal number who said “Yes” and “No”. So this is difficult to judge the issue of participative decision making is effective and moderate in the Ambo University woliso campus administrative staff.

Table 4.2(c): Condition for participatory decision making

Question	Alternative	N	%
Is there a suitable environment for employees’ participation in decision making in your organization?	Yes ,there is	23	37.1
	No, there is not	39	62.9%
	Total	62	100%

Source: Own survey 2011

As is shown in table 4.2.3: 23(37.1%) of the respondents said that Yes, there is and 39(62.9%) of respondents said that No, there is not. Generally we understand above the table, majority of the

respondents respond No, there is not. And also based on open ended questionnaires, the respondent complained that, such includes, Weak management policy and low employees incentive, absence of communication with to low level management, the administrative bodies did not give any time to discuss such kind of issues and they have not confidence the transparence of the decision which is made and most of the time the decision is conducted in some bodies only.

Table 4.2(d): factors that affect employees job satisfaction

Question	Alternative	No of response	In percent
Do you believe there are factors that affect employee job satisfaction in your organization?	Yes	42	67.74(%)
	No	20	32.25(%)
	Total	62	100(%)

Source: Own survey2011

According to table 10: 42(67.74%) of employees were responded that they have participated in all the decision made in their organization. But 20 (32.25%) of the employees implied that did not take part in all the decisions. And based on open ended question the respondent did not participate in all the decisions making they raised reasons like, organization (administrative staff) don't participate employees in decision making at all, Decision making in group is time consuming tedious and difficult in our organization., Most of the managerial level believes that the decision making respects the managers only, Unequal distribution in the work area, Lack of materials and services, Lack of relationship between higher official and employee, Poor work motivation and Unstable environment such as, conflict between students and cleavage among teachers and students and etc.

4.3 Participatory Decision making from the perspective of the manager Ambo University woliso campus

Table 4.3(a) Advantages of participatory decision making

Question	Alternative	<u>N0</u> <u>respondents</u>	Percent
Do you believe that participatory decision making is advantageous to your organization	Strongly Agree	35	56.5%
	Agree	27	43.5%
	Strongly Disagree	--	-
	Disagree	-	-
	Total	62	100%
What are the advantages of participatory decision making?	Increased employees acceptance of responsibility	20	32%
	Increased employees efficiency	18	29%
	It makes employee more creative thinking	16	26%
	Improve of productive	8	13%
	Total	62	100

Source; own survey 2011

As shown above the table 4.3.1., 35(56.45%) of the respondents response that is strongly agree and 27(43.54%) of respondents response that Agree. Generally the table majority respondents respond that believe the advantage of participatory decision making.

It is depicted in the table 4.4.1: 20(32%) of the respondents in the campus believed that increased employee acceptance of responsibility is an advantage accrued to then as a result of participation, and 18(29%) agreed that the advantage is increased employees efficiency as 16(26%) agreed that it is more creative thinking in employees while 8(13%)of respondents said that improved productivity

Based on the manager interview participatory decision making have important for employees job satisfaction to encourage the experience of employee, to ensure the demand to employee in job and to show the common interest of the employee and also to increase the satisfaction of employees in organization

Table 4.3(b): Managers responses on the type of employ participation that is allowed.

	Alternative	No of respondents	Present (%)
What type of employees participation decision do you allow in you organization	Suggestion boxes	13	21%
	Individual participation	34	54.8%
	Work design	15	24.2%
	Total	62	100%

Source: own survey 2011

As table show 4.3.2: that out of the managers that responded up 34(54.8%) said is individual participation, 15 also representing 24.2% ascertained that it is work design while participation 13(21 %) constituting opinions that the type of participation that is allowed is through suggestion boxes, Therefore, from the table we seen majority respondents said that individual participation is allowed

Table 4.4(a): the levels at which employees are allowed to Participate in decision making.

	Alternative	<u>N</u>	%
At what level of management are you usually allowed to participate in any decision making?	Top management level	31	50%
	Middle management level	10	16.1%
	Lower management level	9	14.5%
	All of the above	9	14.5%
	None of the above	3	4.8%
		62	100%

Source: own survey 2011

The table 4.4.2: indicates that 31(50%) respondents being employees participate in decision making at the top management level, 10(16.1%) of them said is at the middle management level as 9(14.51%) agreed is lower management level while 9(14.51% believe that the participation is at all levels and 3(4.8%) of the respondents believe that there is no any participation at all.

Table 4.4(b): Negative consequence of participatory decision making

Question	Alternative	N	%
Do you participatory decision making has negative consequences for the organization?	Yes, it has	26	41.9%
	No, it hasn't	28	45.2%
	I am not sure	8	12.9%
		62	100%

SOURCE: own survey 2011/2019

As shown from the table 4.4.3 26(41.9%) of respondents replied that they consider negatively, 28(45.16%) of respondents replied is that they consider positively and some respondents respond is that I am not sure.

Such as, decreased productivity is the direct outcome of participative management, increased wastage of time and money weakness of the management effectiveness and Add burden to the employee.

Based on interview data “the economic, social and psychological facts of life have dictated the unassuming factors that influence the practice of participative management in different organizational setting. It also requires a great deal of commitment from management and the employees. Employees un willingness to involvement in decision making and the unwillingness of the organization to invest their time and money; these are the major factors that influence participation. So, the managers said that it is possible to as changing from an old style of management to a new way that involves employee opinion takes time and money”.

Table 4.4(c): Contribution of decision making to employees

Item	Alternative	No of response	In percent
Do you think that the existing participatory decision making helps to you in your organization?	Yes	61	98.39%
	No	1	1.61%
	Total	62	100%

Source: own survey 2011

As table show 4.4.4: - 61 (98.4%) of the respondents answered that the existing participative decision-making style in their organization has helped them, the data gathered from respondents

indicated that the existing participatory decision making in the organization (Ambo University woliso campus administrative staff) have significance in helping the employees. Respondents who said “yes” to the table stated the reasons this data obtained from:

- The existing participative decision making helps employees to know how problems are solved within groups rather than individually.
- Group generates the greater pool of knowledge and the existing problem of my organization is easily and immediately resolved.
- They are motivated to do their job this interims made them continuing with satisfaction with their job and this leads to creating a sustained Working in their organization.
- Management style must be change i.e. make the employees participate to decision making because it can be help to get good decision.
- To create a good atmosphere of working conditions participatory to decision.

Therefore, one can perceive from this that by participating employees in decision making it is possible to create a normal sustaining working condition. This in turn leads to creating satisfaction by one’s job. Finally if one gets satisfaction by his job he stands for helping himself and his organization. If this decisions are effectively implemented a great effect (positive) impact on the accomplishment of organizational goals and objectives.

4.4 Discussion

Based on specific objective, first to assess the factors that affect job satisfaction of employees and related issue quotations in woliso administration staff most of respondents response that no suitable environment and condition to participate in any decision making, affect employees job satisfaction, as respondents mention different reason such includes, law payment and salaries, lack of relationship, unequal distribution of in work area and poor work motivation. As, review literature mention deferent factor affect for instance the managers have unable risk taking and

low level of uncertainty affect employee job satisfaction. Therefore, the result is not different. To assess the advantage and disadvantage of participatory decision making, the respondents' response that participatory decision making is advantageous and according to close ended questions mention some advantage such includes it encourages employee to accept responsibility for an activity, increase employees' efficiency and improve productivity. And as the literature review, is important to involve those individual acceptance and commitment are important. Generally, both are argue the advantage of participatory decision making. To evaluate the types of participatory decision making and related issue questions our finding most of the respondents response that top level management the main level of management style, and moderate effective evaluate participatory in decision making and individual participation type used. when we see other research conducted by prisca(2011) indicated that 1 out of 5 managers making up 20% agreed that their participation is individually, and then 60% of them said is through work design and 2 constituting 22% opinions that the type of participation that allowed through suggestion boxes.

When we compare other research conducted by Prisca (2011) on Employee participation in decision making opposed to our findings. The study revealed that among its 28 respondents 10.7% of them responded that the participation is at the top level, 39.3% believe participation is at the middle, 39.3% said it is at the lower level and 10.7% of them agreed that there is participation at all levels.

From the total respondent of 62 only 24 were confidently that they have satisfied their job because of participatory decision making.

The finding of the study indicate that among the total respondent 78% of them are believe that there is no participatory decision making when we compare with other research the research by Prisca(2011) indicated that out of managers in 22% said its is more creative thinking in employee that is the advantageous as 40% of them agreed is improved efficiency while another 40% believe that all the listed advantageous in the table are accrued to them as a results of participative management. Based on the manager interview participatory decision making have important for employee job satisfaction to encourage the experience of employee, to ensure the demand to employee in job and to show the common interest of the employee and also to increase the satisfaction of employees in organization.

CHAPETR FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

- For analysis in the previous chapter the following conclusion are given based on my findings. Most of the employees have good knowledge about the idea of participative decision as indicated in their responses.
- More than half of the employees (about 51%) did not take part in the process of decision making. As a result this becomes a ground for employee's dissatisfaction.
- Even if participation of employees in decisions may delay the decision process. Time is not a major problem of participating employees in decision making process.
- Although employees about the objective of taking part in the decision making the respective bodies and give invaluable time aware them.
- Even though satisfaction by one's job is person, most of the time respondents explained that there is a positive relationship between employee's participation in decision making and job satisfaction.
- There is a great deal of information gap between the managerial employees and subordinate employees with regard to how the decisions is made, then it is made and what the decisions agenda is about, this made employees complained and dissatisfaction and cooperation with in employees of Ambo University administrative bodies regarding decision making process. As a result it becomes a major problem to continuing a normal working condition.

5.2 Recommendations

- The respective body should work towards on the take participating employees in decision to solve the increasing rate of dissatisfaction of employees in their work.
- The decision must be done in transparent and participate manner.
- An administrative body should make efforts to show the aim and objective of each decision.
- Since participative decision making in the organization increase responsibility, commitment, creativity and moral of the employees. The administrative body should give great value to this issue.

- The respective body of Ambo University Woliso campus administrative staff must fill the information gap by a warring everything about the decision made in the organization, and there must be cooperation of employees in each levels of the organization. Moreover, the organization should give opportunities to its employees to complain in cases their participation is helpful to them.
- The university administrative staff must implement the business processing reengineering principle sufficiently and adequately.
- Managers should give a chance for the employees to direct the decision place of him because it increases motivation and satisfaction to job. This in turn increases sustainability and accomplishing organizational goals.
- Managers should put more effort in encouraging their employees to came up with suggestion and useful decision and endeavor to incorporate them into the originations decision and policy.
- Considering the importance and benefit of the participative management especially in the growth and stability of an organization, time and money investment on it should be more properly to avoid regrets.

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6. What is your average monthly income? A. 600-1400 B. 1500-230
C. 2400-3200 D. Above 3200

Part two: Data on job satisfaction

7. Are you satisfied in your job? A. Yes B. No
8. If your answer is 'No' for question number 7 what are the reasons for your dissatisfaction in your job _____
_____.

9. How do you evaluate the participatory decision making in your organization?
A. Very Effective B. Effective C. Moderate D. Less effective E. Ineffective
10. Is there a suitable environment for employees' participation in decision making in your organization?
A. Yes, there is B. No there is not
11. Do you believe there are factors that affect employees' job satisfaction in your organization?
A. Yes B. No

12. If your answer is 'yes' for question number 11 please explain the factors

- 13 Do you believe that participatory decision making is advantageous to your organization?
A) Strongly Agree B) Agree
C) Strongly Disagree D) Disagree

14. If you believe it's advantageous what are the advantages of employee participation are?
A) It encourages employee to accept responsibility for an activity
B) It increases employees' efficiency
C) It makes employee more creative in thinking
D) It improves productivity

15. In your organization, do employee gives recommendation about participatory decision making to increase job satisfaction? A. Yes B. No

16. In your organization staff manager gives a chance to employees to suggest possible solution about decision making? A. Strongly Agree B. Agree C. I don't known
D. Disagree
E. Strongly Disagree

17. At what level of management are you usually allowed to participate in any decision making?

- A) Top Management Level
- B) Middle Management Level
- C) Lower Management Level
- D) All of the Above
- E) None of the above

18) What type of employee participation do you allow in your organization?

- A) Suggestion Boxes
- B) Individual Participation
- C) Work Design
- D) If other please specify

19. Do you think participatory decision making has negative consequences for the organization?

- A) Yes, it has
- B) No, it hasn't
- C) I am not sure

20. If your answer is 'yes' for question number 19 what are the negative consequences' of employee participation in decision making?

- A) Decreased productivity
- B) Increased wastage of time and money
- C) Weakens the Management Effectiveness
- D) Add burden to the employee
- E) If other please specify

APPENDIX II

WOLKITE UNIVERSITY



COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT

Dear respondent, the purpose of this interview is to collect data regarding the impact of participatory decision making on job satisfaction in Ambo University Wolisso campus for the partial fulfillment of the requirements for BA Degree in Governance and Development Studies in Wolkite University. Your genuine response for the following questions is extremely important for the successful completion of this work. The information you provide is used only for academic purpose and will be kept highly confidential. We would like to thank you in advance for your cooperation and for scarifying your precious time

Interview Guide

1. How do you express your idea about job satisfaction?
2. Do you think participation in decision making enhance employees' job satisfaction? How
3. What are the factors that affect employees' participation in decision making in your organization?
4. Can you explain the environment in your organization for employees' participation in decision making?
5. What do you think about the advantages of participatory decision making

