



WOLKITE UNIVERSITY

COLLAGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

ASSESSMENT OF EMPLOYEES PARTICIPATION IN

**DECISION MAKING (IN THE CASE OF WOLKITE
UNIVERSITY (MAIN CAMPUS))**

A RESEARCH SUBMITTED TO THE DEPARTMENT

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ABSTRACT

This study focused on assessment of employee's participation in decision making in case of Wolkite University (Main Campus), with specific objectives to assess the practice of employees' participation in decision making and to identify practice of the decision-making style in the Wolkite University (Main Campus), the researcher was used descriptive research to assess employee's participation in decision making, in Wolkite University (Main Campus). The total population of administrative and academic staff are 3,436 but the researcher was used 250 employees as a sample. For this study, the researcher was used random sampling was employed to select 250 sample respondents. The researcher was used both qualitative and quantitative research approach likewise both primary & secondary sources of data were used. Primary data were collected from employees using questionnaire and manager interviews and the secondary data were collected from different books, web site. After collected the data, the researcher was processed, analysed and presented effectively, by using simple descriptive tools Such as percentage and table. after the data analysis the result of the study showed that about 82.4% of Wolkite University (Main Campus) employees haven't the chance to participate in the decision making of the organization due to communication problem and lack of knowledge, lack of harmonies relationship between the employees, lack of transparency of the decision maker and the employees does not clearly the idea with others.

Key Word: Decision making, Participation, Wolkite University

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In any organization, either it is large or small for profit or non-profit; governmental or non-governmental engage in a matter of human resources. These resources are the vast resource of people in external environment versus internal resources because they are organization life blood. They provide skills, knowledge and driver that create, maintain, and advance organization. Employees play an important role in the success of organizations. To be successful, an organization must attract and keep the individuals it needs to achieve its objectives and thrive. To do this it must assess their attitudes towards the work. Among the most measurement of attitude towards work either satisfaction or job satisfaction in organizations sustainability are highly inters related because any organization can be sustainable if its employees give effective response to their job. To get job satisfies employees, contribution of participatory decision making is high due to greater Poole of knowledge, different perspectives greater comprehension and increased acceptance and so on. (Cliffered 2020)

Participation in decision making can satisfy employees self-actualization needs and by doing so, increase employees' motivation, job satisfaction and job performance. The best way to improve productivity is by striving for the shared goals of employees and managers. By allowing worker input into developing the mission statement, establishing policies and procedures, determining perks you can enhance communication and increase morale and satisfaction (Namusonge, 2016)

Today many decisions in organizations are made by groups, teams or committees. The benefits of group decision making include more knowledge and expertise is available to solve problem, aggregate number of alternatives are examined, the final decision is better understood and accepted by all group members and there is more commitment among all group members to make final decision work (Singh,2010)

Decision making is determining factor in the successful achievement of common organizational goals. All business organization for effective decision need to have knowledgeable, Skillful and experienced manager important decision making the

decision-making style is different from organization to organization therefore, the researcher interested to study the assessment of employees' participation in decision making in Wolkite University (Main Campus).

1.2 Statement of the problem

Employee participation in decision making is very critical to the survival of every organization and therefore needs serious attention to be able to amend this attitude and ensure harmony in employer and employee relationship. The participation of employees in decision-making allows them to feel as a body of the organization to ensure the accomplishment of organizational goals. The absence of employees involved in decision- making process could result in job dissatisfaction which probably could lead to confrontation which would adversely affect productivity and eventually the gross domestic product of the country at large (Kuye & Sulaimon, 2016)

The occurrence of strike actions within organizations have contributed to low productivity. Employee dissatisfaction is sometimes attributed to the absence of employee participation in decision making, leading to the lack of inspiration on the part of workers in implementing management decisions. In view of this, several works have been conducted to argue for or against employees' participation in decision making process in the establishments (Agyeman, 2012).

The non-participation of employee in organizational decision making may central to low performance in an organization. Non-participation of employee in decision making might demoralize employees, also may result to clash between management and employees and possibly lead to indifference to the decision making stretched by the organizational efficiency (Okechukwu, 2019). Wolkite University is one of the largest University in Ethiopia and is expanding ever year. Many employees are engaged to provide different services and they are contributing and will contribute great serves to our community and our nation. But there are different problems in their job like lack of proper employee participation in decision making, lack of motivation and resistance to change by management.

Previous studies not concern in this topic. therefore, this study will try to fill the gaps in the presented situation that found in the Wolkite University Main Campus

concerned with the employee's participation in decision making.

Furthermore, the success of Wolkite University highly affected by the quality of decisions. To make sound decision, all employees need to participate in decision-making process. Since workers are at the center in implementation of plans or decisions, it is difficult to attain the desired result without their contribution and willingness. This study was aims to assess employee's participation in decision making in the Wolkite University Main Campus.

1.3 Research Question

1. What type of employee participation in decision making is mostly practiced in Wolkite University Main Campus?
2. How is the level of employee's participation in decision making in the case of Wolkite University Main Campus?
3. Which type of employee participation is mainly practiced in decision making in the case of Wolkite university Main Campus.
4. What problems do exist in relation with employee's participation in decision making in the Wolkite university Main Campus?

1.4 Objectives of the study

1.4.1 General Objective

The general objectives of this study was to assess employee's participation in decision making in the Wolkite University Main Campus.

1.4.2 Specific objective

- To describe the practice of employees' participation in decision making in the case of Wolkite university Main Campus.
- To analyze the level of employee participation in decision making in the case of Wolkite university Main Campus.
- To identify types of employee participation in decision making in the case of Wolkite university Main Campus.
- To identify problem exist in relation with employee participation in decision making in the case of Wolkite university Main Campus.

1.5 Significance of the study

- For the manager to know problems that affect decision making of the employees and to take corrective action in the organization.
- For organization to identify employee's decision-making style as well as how it achieves its goal.
- The other benefits of participation is to create unity among employees and enhances employee's commitment, their decision and ensures joint responsibility and corporation to optimality utilize the resource available to the organization.

1.6 Scope of the Study

The study was limited on geographical, conceptual delimitation. The geographical delimitation of the study would be conducted only in Wolkite University, Main Campus. Methodologically all literature review was not be reviewed, because of lack of sufficient data like reference books in library and the time and budget allowance for data collection are not sufficient to gather all the relevant data at required level. Given the time and resource limitation and specific scope, this is intends to neither exhaustive nor comprehensive, but a modest step in the direction pin pointing to assess the practice of employees' participation in decision making, identify the decision-making style in the Wolkite University, Main Campus is practice, identify the importance of employee participation in decision making, and to identify problem exist in relation with employee participation in decision making.

1.7 Limitation of the Study

The study would suffer the following limitation like; some respondents did not return on time, Miss understanding of respondents to fill the questionnaires, Absence of some respondents during collection of questionnaires. On the side of researcher there are some limitations such as shortage of reliable data; luck of available resources such as finance, material and in voluntarism of the respondents to fill the questioners all these factors will limits the researcher from detail investigation

1.8 Organization of the study

The study was organized in to five main chapters. The first chapter included introductory parts which contain the background, statement of the problem, objective

of the study, significance of the study, scope of the study and. The second chapter included related review of literature from different books. The third chapter included methodology of the study parts which contain research design, source of data, and method of data collection, sample size determination and method of data presentation. Chapter four were contains analyze and presentation of data. The last Chapter deals with conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Definition of Employee Participation and Decision Making

According to Sofijanovna and Chatleska (2016) Employee Participation is also defined as a direct participation or engagement of employee to help an organization fulfill its mission statement and meet its core objectives values by applying their own innovations, expertise, and efforts towards solving problems and making decisions.

Employee participation in decision making has been acknowledged as a managerial tool for regain organizational performance by striving for the shared goals of employees and employers. This is actualized by allowing workers contribution in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become a important topic in human resource management (HRM), and is regarded as one of the driving tools of employee voice, which many management scholars have observed to be a growing management concept (Westhuizen, D, 2014)

Decision-making in organizations have been the domain of top management but without the participation of those in the lower treads of the ranking of management, yet they are the very ones expected to see to the implementation of these decisions (McGregor cited in Cross,2019)As ascertained by Ojokuku and Sajuyigbe (2014), employee participation in decision making has been recognized as a managerial tool for enhancing organizational performance by endeavoring for the shared goals of employees and managers. This is realized by way of allowing employees" input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become an important topic in human resource management (HRM) and is considered as one of the chief components of employee voice, which many management scholars have observed to be a developing management concept (Brinsfield, 2014).

2.1.2 Employee Participation in Decision Making

According to Elele and Fields (2010), participative decision making (PDM) is the opportunity for an employee to provide input into the decision-making process related to work matters (i.e., work organization, task priority) or organizational issues, for example, when they have a say on promoting new strategy ideas. Participative decision making is a managerial strategy which has been argued to affect the performance, organization commitment, turnover, motivation and satisfaction of the employees, organization productivity (Muindi, 2011; Agwu & Olele, 2014).

Making decisions requires mapping out the possible consequences of actions, determining the importance of human factors, and deciding on the best course of action to pursue (Florence, 2011; as cited by Chukwuemeka, 2020).

Greenberg (2011) argues that both individual and collective decision making are difficult and complex to attain, though the result is dependent on firms, where the stakes are high, and the impact is well-known.

2.1.3 Benefits of Participation in Decision

Making Participation in decision making offers various benefits at all levels of the organization. Muindi (2011) explains that putting decision making power as close as possible to the point of delivery makes that implementation of those decisions not only possible, but also successful. Participation in decision making leads to harmony in the organization and improves staff morale and support (Florence, 2011).

By creating a sense of ownership in the company, participation in decision making instills a sense of pride and motivates employees to increase productivity to achieve their goals. Employees who participate in the decisions of the company feel like they are a part of a team with a common goal and find their sense of self-esteem and creative fulfillment heightened (Helms, 2006).

As Kuye and Abdul-Hameed (2017) stated, managers who use a participative style find that employees are more receptive to change than in situations in which they have no voice. Changes are implemented more effectively when employees have input and make contributions to decisions. Participation keeps employees informed of upcoming events so they will be aware of potential changes. The organization can then place itself in a proactive mode instead of a reactive one, as managers are able to quickly identify areas of concern and turn to employees for solutions (Christensen & Jonsson, 2017).

2.1.4 Levels of Employee Participation in Decision Making

Having known the objectives of employee participation in decision making the question then is to what extent workers can participate in decision-making process. In other words, it is important to know the extents/levels of co-determination in an organization. Viewed from this angle, Gamji (2014) has suggested five levels of workers' participation ranging from the minimum to the maximum. Since these levels of workers' influence the process and quality of decision making in an organization. These levels briefly ranking them from the minimum to the maximum level of participation.

2.1.4.1 Informative Participation Level

As stated by Gamji (2014) information participation ensures that employees are in the position of giving and receiving information. They have the right to have a say and express their ideas and viewpoints, especially in the case of the matters concerning them. The management depends upon the joint committee for informing the workers in terms of the business conditions.

Furthermore, Kapur (2020) elaborated that in this level of participation, employees are informed in terms of the changes that are to take place in the functioning of the organization. In other words, when any changes are to take place in the functioning of the organization, it is vital to inform the employees. In case, they have ideas and suggestions, they should be allowed to express. This is termed as the information participation level of the employees.

2.1.4.2 Consultative Participation Level

As stated by Davis (2015), in this type of participation, workers are consulted in those matters which relate to them. Here, the role of workers is restricted to give their views only. However, the acceptance and non- acceptance of these views depends on management. Nonetheless, it provides an opportunity to the workers to express their views on matters involving their interest. Mhetras (2016) also stated that consultative participation involves a higher degree of sharing of views of workers and giving them a chance to express their views on various issues concerning work, workplace, working conditions, market standing, financial status etc.

According to Gamji (2014), In this level of participation, the joint council of workers and management works as an advisory body only. Management may or may not accept the suggestions.

2.1.4.3 Associative Participation Level

According to Gamji (2014), in associative participation level, the role of the workers' council is not just advisory unlike consultative participation. In a way, this is an advanced and improved form of consultative participation. Now, the management is under a moral obligation to acknowledge, accept and implement the unanimous decision of the council. The workers have the right to receive information and discuss important matters like change in the methods of production, expansion of business or closing of a particular unit. The workers not only receive information and discuss the issues but when suggestions are made it is binding on the management.

2.1.4.4 Administrative Participation Level

According to Gamji (2014), in the administrative participation, decisions already taken are implemented by the workers. Compared to the former three levels of participation, the degree of sharing authority and responsibility by the workers is more in this participation. Here, the decisions are taken jointly by the management and the workers of an organization. In fact, this is the ultimate level of workers' participation in management. As stated by Mhetras (2016), in administrative participation, there is greater degree of sharing authority and responsibility of managerial work, allowing workers a little more autonomy in exercising 18 administrative and supervisory powers in respect of welfare, safety, benefits, rewards etc. He further explained that, in the case of administrative participation, management consults committees as to the mode of implementation. Thus, members have a greater role in implementing a decision. For example, safety practices, disciplinary action, grievance procedure, purchase of equipment, etc.

2.1.4.5 Decisive Participation Level

According to Kapur (2020), Decisive participation level is level, where the employees are to participate in the decision-making processes. The decisions need to be made jointly in various matters, such as, production, welfare, economic, financial, and administrative concerns. The delegation of authority and responsibility of managerial functions to the employees is regarded as maximum at this level of participation. When the participation of the employees is encouraged in the decision-making processes, it also renders a significant contribution in the reinforcement of pleasant and trustworthy terms and relationships between the 19 management and workforce. Therefore, it can be stated employees should be consulted and be allowed to express their viewpoints, particularly when major decisions have to be made concerning the functioning of the organization.

2.1.5 Type of Participation in Decision Making

Different authors classified the types of employee participation in decision making within an organization. In this study, formal and informal participation, representative participation, and participative decision making are identified and discussed as follow.

2.1.5.1 Formal and Informal Participation

According to Nigusu (2018), participation is formal when there are official and recognized channels to put it into practice, there are certain norms or rules that impose or guarantee employee participation. Formal employee involvement, according to Gamji (2014), is a set of regulations that are imposed on or granted to an organization. He went on to say that it is when a supervisor lets his or her employees to make decisions regarding how their work is done on a casual basis. Informal participation occurs as a result of top-down and bottom-up management relationships. Job satisfaction is directly influenced by the strength of the relationship between subordinates and supervisor, according to Stringer (2016). His research reveals a link between high-quality supervisor-employee interactions and job happiness, resulting in increased organizational efficiency. Even though informal participation is not technically organized, it produces positive results and can successfully impact participation due to the level of trust that exists between supervisor and subordinate.

2.1.5.2 Representative Participation

Representative participation is where workers elect execute or some members to represent their interest in management meetings. With representative participation workers participate in decision through their selected executives. With this form of participation employees input and grievances are made known through their representation. This is indirect form of participation because not all workers involve directly in the decision making. Unions are the most used types of representative participation (Dede, 2019).

2.1.5.3 Participative Decision Making

Participative decision making is an employee involvement method described as the extent to which employers engage employees in making key decisions for the organization (Ambani, 2016). The goal of participative decision-making is to enable the organization engage employees through involvement and consequently achieve higher job performance (Latham, 2010)

2.2 Empirical Studies

Cross (2019) examined the impact of employee's participation on decision making in Nigerian banking sector. The research design was descriptive in nature. Primary data method was used for the study and the instrument used was a questionnaire survey designed using the Likert scale questionnaire format. The sample size of 102 respondents was drawn from population of 120 staffs in Nigeria banks. The method of data analysis was Chi-square statistical method. Findings in the study showed that employee's participation in decision making impacts on the performance of organizations in Nigeria. The study recommended that there is need for banking sector to demonstrate high level of commitment to employee involvement in decision making for performance enhancement.

A study Conducted by Dr. Sampada Bhave (2023) on employees' participation on decision making and employees' productivity was elicited to determine the extent to which employee participation in developing the mission statement, employee participate in policies and procedure formulation, and employees' participation in the bonus/benefit determination enhance employees' productivity. Descriptive statistics and Simple linear regression model were used and the findings show that there is a significant positive relationship between employees' participation in decision making and employees' productivity.

Irawanto (2015), examined employee participation in decision-making: evidence from a state-owned enterprise in Indonesia. The researcher employed descriptive statistics which data source was through primary with the aid of questionnaire. The study was subjected into multi regression analysis using SPSS software. The result from the research showed that there is a positive significant relationship between participation

in decision making and motivation in state owned enterprise in Indonesia.

A study Conducted by Verplanken and Holland (2002) on Indonesian Public Sector Employee Decision making practice employees' participation in the decision-making process and his/her contributions, are appreciated, with the minor contributions being highly appreciated, as well This is expected to increase work motivation. Employees who enjoy decision making participation also feel secure in their jobs and will indirectly motivated to provide the best possible performance in their job, which reflects their pride and loyalty towards the organization.

Owolabi and Abdul-Hameed (2011) study on employees' involvement in decision making and firms' performance in the manufacturing sector in Nigeria. The study made use of descriptive statistics, product moment correlation, regression analysis and Z-test. The study found out that there is a significant different between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee in decision making are shallow.

Also Tchapche(2013) investigated the impact of employee participation in decision making on faculty productivity at a university of technology in the Western Cape, South Africa. The research found out that employee participation has a positive impact on the faculty's effectiveness, efficiency and productivity. A study by Isichel and Damachi (2015) on employees' participation in decision making in the hospitality industry in Nigeria, the study made use of linear correlation and regression analysis. The study concludes that employee's participation in decision making impacts the performance of hostels in Nigeria positively.

Wood and de Menezes (2011) conclude that high involvement management program contributes to the employees' well-being. The findings from the study prove that when any type of participation program introduced in decision making, employees feel that by being involved in this participation program, their motivation increases as well.

2.3 Conceptual Frame Work

Employee participation is considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction this, in turn, increases the commitment of the employee as Well as

their motivation. Furthermore, Higgins (1982) argues that participation is a mental and emotional reflection that will lead to the fulfillment of individual and organizational goals, especially if supported by the organization's climate.

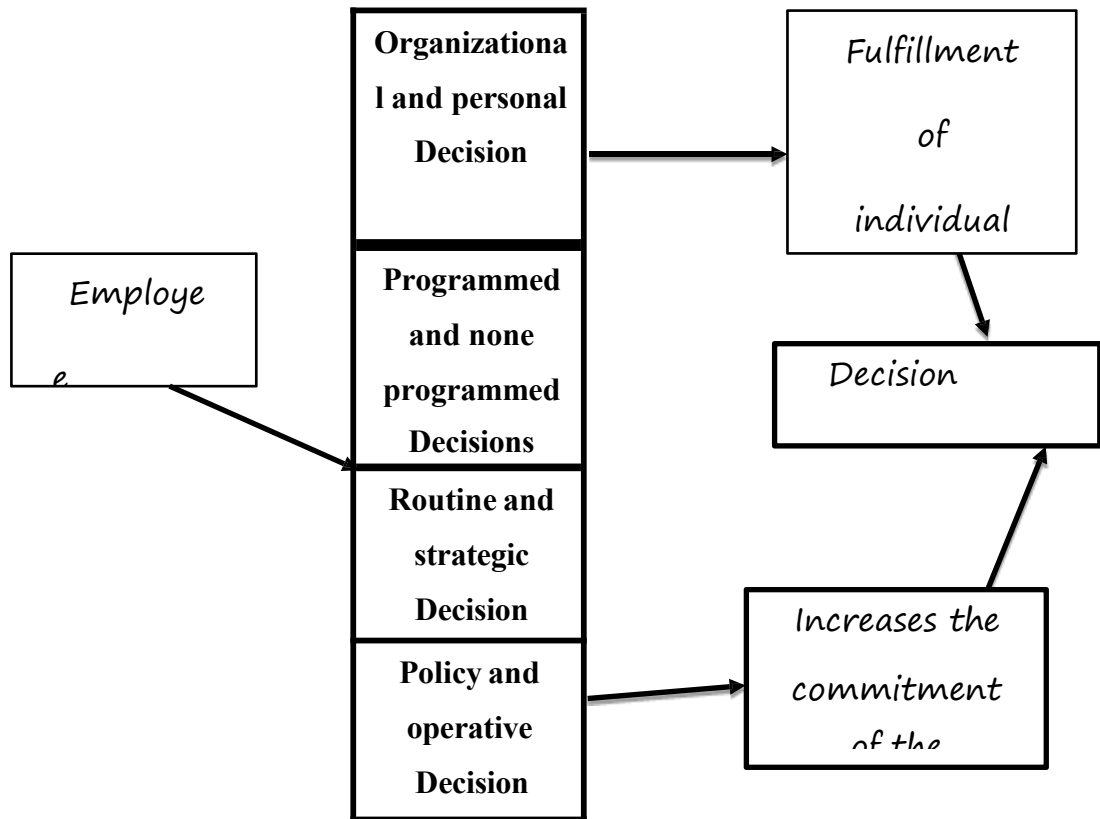


Figure 1. Conceptual Framework

In the figure above explains how the independent variables which are variables which is programmed and non-programmed decisions Organizational and personal decision, Routine and strategic decision, Policy and operative decision independent variables employee participation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of Study Area

The study was conducted in Wolkite University, Main Campus which was found in Gubre. This study was aims to target employee and manager in Wolkite University, Main Campus. Wolkite University, Main Campus was selected due to its geographical location and the exist factors that employees were encountered in attain their job. Therefore, this study was expected to get more useful information for the subject matter to pave a way for the management on how to overcome those challenges so that to enhance employee participation in decision making.

3.2 Research approach

This research paper used research approach in such way that enables the researcher to study problem more easily and clearly using quantitative and qualitative method. it is structure to provide relevant information both quantitative and qualitative, to sufficient level that will essential for further processing.

3.3 Study Design

Research design would provide the guideline for data collection. The research design was involved in the selection of the Research approach. Descriptive research design was employed in this study. Descriptive research describes data and characteristics about the population or phenomena being studied. Under this research design the research include all existing condition of employee's participation in decision making in the wolkite University, Main Camps. The source of research design type is cross-sectional because the study would be conducted only once.

3.4 Sampling Method

3.4.1 The Study Population and Sampling Technique

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005).

This research was aimed to assess employee participation in decision making in case of Wolkite University Main Campus. The population of the study would be the total employees in corporation which are about 3,436 employees including the manager.

3.4.2 Sample size determination

According to Yamane (1967) sampling refers to drawing a sample or selecting a sub-set of elements from a population. Accordingly, the researcher adopted Yamane's (1967) formula to determine the sample size.

$$n = \frac{N}{1 + (N)(e)^2}$$

Where,

N = is the total population

n = sample size

e = is the error term which is 10% (i.e. 90% confident level)

$3,436 / 1 + (3,436) (0.1)^2 = 97$, But to increase Certainty of study researcher was decided to used **250** employees as a sample.

3.4.3 Sampling technique

In this study random sampling technique would be used in selecting sample. Creswell, (2005) defined random sampling as a subset of individuals that are randomly selected from a population. The goal is to obtain a sample that will representative of the larger population. Random sampling technique is adapt in getting the respondents to answer the questionnaires. Kothari, (2004) says that sampling technique was used because it guarantees desired

representation of the relevant sub groups.

3.5 Sources of data and Method of Data Collection

A researcher used both primary and secondary data source, primary would be obtained from manager and employees through the interview and questionnaires. Secondary data sources were collected from books, magazines, newspaper and annual report of the Wolkite University. In investigating the employee's participation in decision making, both primary and secondary data were collected. The primary data was collected through questionnaires use closed ended questionnaires because of it can be answer a simple yes or no question, it takes less time and it easier for the respondent to answer, and interview used structured interview because of it is direct communication where interview in face-to-face situation ask respondent question. Questionnaires were prepared using related literature regarding the various aspect of the topic of the study. Interviews were conducted with the managers of the Wolkite University Main Campus.

3.6 method of data analysis

The researcher applied qualitative and quantitative data analysis and representation, the data collected through interview to analyze and represente qualitatively using to describe each data systematically and data that collected through closed ended questionnaires analyzed quantitatively using tables and percentage distribution. Then descriptive statistics would be used in order to present, analyze, and interpret the collect data.

3.7. Ethical Considerations

In this study, ethical issue was taken into consideration. The respondents were assured that the response they give as used with complete confidentiality of the research and the participants was informed about the purpose of the questioner by the researcher. The researcher was also took individual responsibility for the conduct of the research by adhering to the time schedule agreed upon with the supervisor and management. The researcher would be open and honest when communicating with the respondent.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The study was intended to assess employee's participation in decision making a case of Wolkite University, Main campus. The researcher has collected primary data through questionnaires and interview. By using random sampling techniques, the questionnaires were distributed to 250 employees of the Wolkite University, Main campus. From 250 questionnaire distributed to employee 238(95.2%) were returned.

4.1 Demographic analysis

Table 1 Demographic Characteristics of respondents

No	Item	Alternatives	Respondents	Percentage
1	Sex	Male	180	75.6%
		Female	58	24.4%
		Total	238	100%
2	Age	Below 20	-	0
		21-30	118	49.5%
		31-40	95	40%
		Above 41	25	10.5%
		Total	238	100%
3	Educational background	Certificate	5	2%
		Diploma	12	5%
		First degree	21	9%
		Master degree	200	84%
		Total	238	100%
4	Work experience	Less than 5 Years	84	35.3%
		5-10 years	127	53.4%
		Above 10 Years	27	11.3%
		Total	238	100%

Source: (Own survey, 2025)

As it is shown in table 1 on the first item above out of the total respondents the majority of the respondents 180(75.6%) are male and the remaining 58(24.4%) are female. This implies that the majority of respondents are male employees. The second item of the table 1 shows the age distribution in Wolkite University, Main Campus. Out of the total respondents, majority respondents 118(49.5%) are found between the age interval of 21-30 years, 95(40%) respondents found between 31-40 years, 25(10.5 %) are found between the age interval of above 41 years. So, this implies that the majority of the respondents Wolkite University, Main campus are working age group.

In the third item of table 1 educational background was presented. Out of the total respondents, most of 200(84%) respondents are master degree, 12(5%) respondents have diploma, 5(2%) have certificate and 21(9%) respondents have first degree. It implies that most of Wolkite University, Main campus employees are master degree holders.

The fourth item of table 1 shows work experience of the employees, out of total respondents 84 (35.3%) have less than 5 years' work experience, 127(53.4%) respondents have 5-10 years' work experience and 27(11.3%) respondents have years' experience above 10 years. From this most employees of the Ethio telecommunication have a year experience 5-10 years. This implies that the organization have good experience employees. So, in these organizations most of employees are the key to solve any problems in the organizations.

Table 2 Chance of employees' participation in decision making

No	Item	Frequency	Percentage
1	Have you got the chance of Participation in decision Making in your organization		
A	Yes	42	17.6%
B	No	196	82.4%
Total		238	100%

Source: (Own survey, 2025)

As indicated the above table 2 regarding to employees' participation in decision making to get chance, 42(17.6%) of respondents have get the chance to participate in decision making, 196(82.4%) of respondents have no chance to participate in decision making. This shows that most of the organization employees do not get a chance to participate in decision making practice.

Table 3 Interest of employees' participation in decision making

No	Item	Frequency	Percentage
	Have you interest to Participate in decision making activities in the Organization		
	A yes	224	94%
	B no	14	6%
	Total	238	100%

Source: (Own survey, 2025)

As indicated the above table 3 regarding to interest of employees in participating decision making, 224(94%) of employees were responded that

they have interest to participate in decision making activity of organization, while 14(6%) were responded that they have no interest to participate in decision making activity of organization.

From this data most employees are interested to participate in decision making activity of organization. This implies that the interest of the employees. In the organization a good attention to participate in decision making.

Table 4 Responsible agent of decision making

No	Item	Frequency	Percentage
	Who is responsible agent for decision Making in the organization		
	A. Manager	238	100%
	B. Team	-	-
	C. Individual	-	-
	D. Other	-	-
	Total	50	100%

Source: (Own survey, 2025)

As indicated in the above table 4 regarding responsible agent of decision making, 238(100%) respondents replied that the manager are the most responsible agent for decision making in the organization,

Table 5 The management in goal achievement

No	Item	Frequency	Percentage
4	In what extent that the management Participate you in goal setting?		
	A. great extent	214	90%
	B. more extent	12	5%
	C. low extent	12	5%
	Total	238	100%

Source: (Own survey, 2025)

As indicated in the above table 5 employees were asked that the management participate you in goal setting. 214(90%) respondents said great extent, 12(5%) more extent and 12(5%) respondent said low extent, this indicates that employee's participation in goals settings activities of the Wolkite University, Main campus is satisfactory.

Table 6 The impact of decision making of employees' performance

No	Item	Frequency	Percentage
5	Are you allowed by the organization to make decision by your self		
	Yes	18	7.6%
	NO	220	92.4%
	Total	238	100%

Source: (Own survey 2025)

As indicated the above table 6 shows that the freedom given to employees to make decision by themselves. From the total respondents 18(7.6%) said yes, and 220(92.4%) respondents said no. the above result shows that the

no freedom of the employees to make decision by themselves.

Table 7 Employees the attitude towards participation in decision making

No	Item	Frequency	Percent age
	Do you agree the initiation of the management to involve you in decision making good		
	Very good	50	21%
	Good	38	16 %
	Fair	68	28.6%
	Poor	82	34.4%
	Total	238	100%

Source: (Own survey, 2025)

as indicated the above table 7 out of the total respondents 50(21%) said very good, 38(16%) said good, 68(28.6%) fair and 82(34.4%) respondents said poor. This indicates that the participation of employees in decision making in the Wolkite University, Main Campus is not satisfactory.

Table 8 the employees' participation in decision making

No	Items	Frequency	Percentage
7	What is the frequency of your participation in any kind of decision Making		
	Always	38	16%
	Usually	158	66.4%
	Some time	32	13.4%
	Never	10	4.2%
	Total	238	100%

Source: (Own survey, 2025)

Table 8 shows that the frequency of employees' participation in decision making, out of the total respondents 38(16%) respondents said always that the participation in any kind of decision, 158(66.4%) said sometime, 32(13.4%) said usually and 10(4.2%) said never this implies that the majority of employees are Usually involved in decision making.

Table 9 Decision making style

No	Item	Frequency	Percentage
10	Do you know decision making style in your organization		
	Yes	214	90%
	No	24	10%
	Total	238	100%

Source: (Own survey, 2025)

As indicated in the above table 9 regarding to decision making style, 214(90%) of the organization, were as 24 (10%) of the respondents age not know the decision-making style of the organization. For this majority employees of the organization are know the decision-making style of the organization.

Table 10 The types of decisions that the organization uses.

No	Item	Frequency	Percentage
11	What type decision is made mostly in Organization		
	Programmed	198	83.2%
	None programmed	32	13.4%
	Both	8	3.4%
	Total	238	100%

Sources: (Own survey, 2025)

As indicated the above table 10, 198(83.2%) of respondents responded that there is a programmed decision-making type uses in their organization whereas 32(13.4%) of the respondents answered that there was none programmed decision making and 8(3.4%) of respondents said that both forms. this data most of the time organization uses programmed decision-making type.

Table 11 The decision-making style is satisfactory

No	Item	Frequency	Percentage
12	Is the decision-making system that exist in the organization satisfactory		
	Yes	164	69%
	No	74	31%
	Total	238	100%

Source: (Own survey, 2025)

As indicated in the above table 11, 164(69%) of respondents said that the existing decision system is satisfied while remaining 74(31%) of respondents said that the existing decision-making system is unsatisfactory. So, most respondents are satisfied with the existing decision making.

13. If your answer for question number 12 „No“ write the reason

- ❖ When the decision is made the employees not use proactive style for the case of satisfactory.
- ❖ Sometimes the decision made without lower-level employees' participation.

- ❖ The decision maker does not use always proactive style to make decision.
- ❖ Some employees do not interest to participate in existing decision-making system.

4.2 INTERVIWE ANALYSIS

The interviewees were asked that whether they had a problem in relation to employee participation in decision-making and they responded that the problems were faced employees' participation in decision making included: -Lack of harmonious relationship between the employees, Lack of transparency of decision maker, The employee does not clearly share with the idea with others.

The interviewees were also asked that how to solve the disagreement between employees and manager during decision making and they responded that Clarify what is the source of conflict, find a safe and private place to talk, Actively and let everyone have their say, Investigate the situation, Listen Determine ways to meet the common goal.

CHAPTER FIVE

KEY FINDINGS, CONCLUSIONS AND RECOMANANTION

Based on data presented and analyzed, this chapter mainly deals with conclusion and recommendation. The conclusion part is about concluding based on findings under previous chapter. In addition to this, based on the conclusion draw in, the researcher would like to state or forward appropriate recommendation.

5.1 Summary of Findings

The study found that the majority of Wolkite University, Main Campus activities controlled by degree holders about 84% of employees have master degree, therefore they have the ability to make a better decision. The majority of employees have above 5-year work experience so, they have better understanding about the past problem and also, they can solve any problem easily which comes in the future. About 82.4% of Wolkite University, Main Campus employees haven't the chance to participate in the decision making of the organization which means the decision-making position is controlled by only the managers rather than ordinary employees.

The majority of the organization employees (94%) have interest to participate in the decision-making activity. in addition, the study found the responsibility agent in decision making organization is the manager therefore, the manager cannot control all the activity in the organization which leads to insufficient outcome. About 92.4% of organization employees have no freedom to make decision by themselves. About 66.4% of employees have the attitude towards participation in decision making. The majority or about 90% employees of the organization are knowing the decision-making style

of the organization. so in this study found different decision-making styles like programmed and non-programmed. which are most employees (69%) employees of the organization is satisfied the decision-making system that exist in the organization.

5.2 Conclusion

As stated earlier, participation is the inclusion of employees in decision making.

The following conclusions is drawn

- ✓ Majority of the organization employees cannot get chance to participate in decision making practice. Majority of the employees' interest to participate in decision making activity of management. Most employees replied that most responsible agent for decision making the organization is the manager. Majority of respondents revealed that the management is great extent to participate employees in goal setting. Majority of respondents replied that not allowed to make decision by them. Majority of respondents a revealed that usually participate in decision making. Most the time organization use programmed decision-making style.
- ✓ Most of the employees faced employees' participation in decision making problem in the organization. This show that at the time of employees' participation in decision making process problem exist in the organization. This problem are communication problem and lack of knowledge, lack of harmonies relationship between the employees, lack of transparency of the decision maker and the employees does not clearly the idea with others.
- ✓ Most of the employees of the organization employees unsatisfactory within the existing decision making. The reason is; -sometimes the decision makers do not use always proactive style to make decision and some employees does not interest to participate in existing decision-making system.

5.3 Recommendation

Organizations have different kinds of resources which is important for the achievement of its objectives. Among this resource employees are most important resource because they control other resource. That means beside the method, the management should be put greater attention of employees' participation in decision making that affect its work and this is needed because participation makes employees to have enough performance. Therefore, the following a recommendation or suggestions are forwarded that are believed to reduce problems associate with participation of employees.

- ✓ At most of respondents stated the manager does not give chance for employees to participating in decision making. Therefore, the researcher recommended that the manager should be a chance for the employees to participate in decision making practice because to increase inter personal interest, increase productivity, increase work commitment and improve work quality.
- ✓ Most employees replied that in the organization faced a problem during employees' participation in decision making. This problem is communication problem lack of knowledge, lack of harmonies a relationship between the employees and the employees does not clearly share the ideas with the others. So, the researchers recommended this the manager give enough training of employees and forwarded easy language to understand the employees easily.
- ✓ The Wolkite University, Main Campus participates their employees in formulating and implementing new working system. This is because working system is guiding line for employees.

- ✓ The Wolkite University, Main Campus have to involve it a great able and achievable goals and also to increase employees' commitment to the goal.

Finally, the researcher recommended there to under a further and comprehensive study on this issue, employees' participation in decision making is universal function of any organization.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondent! The aim of this questionnaire is to collect data for the study entitled “Assessment of employee's participation in decision making in Wolkite University Main Campus”. The study is one of the requirements for the partial fulfillment to the completion of the BA Degree in management. Thus, the information provided will only use for the stated academic purpose and thus your genuine response to questions is very important in achieving the goal of the study. Information you will honorably provide me will be kept confidential as you will never be identified. To this end, I ask you to respond to these questions kindly.

With regards!!

GENERAL INSTRUCTION:

- ✓ Read the question carefully and analyze before giving the answer
- ✓ Respond questions
- ✓ Put the mark “X” in the box for multiple choices
- ✓ Please try to use pen
- ✓ Do not write name

PART 1 Personal Information

1. Sex A. Male B. Female
2. Age A. bellow 20 B. 21-30 C. 31-40 D. above 41
3. Educational background:
A. Certificate B. Diploma C First degree
D. Master degree and above

9. What is the frequency of your participation in any kind of decision making?

- A. Always
- B. Sometimes
- C. Usual

10. Do you know decision making style in your organization?

- A. Yes
- B. No

11. What types of decision is made mostly in the organization?

- A. Programmed
- B. Non-programmed
- C. Both

12. Is the decision-making system that exists in the organization satisfactory?

- A. Yes
- B. No

13. If your answer for question number 12 NO writes the reason

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.....

INTERVIEW TO MANAGER

1. Do you have problem in relation with employee participation in decision making?

- Yes
- B. No

2. If your answer yes in question no, 1 is yes what is the problem?

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3. How to solve if your organization gets disagreement between employees and manager on decision making?

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