WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

The effects of participatory decision making on employee job Satisfaction (in case of gurage zone Administration Office)

The research project submitted to department of Management for Partial F

fulfillment of BA degree in management

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Certification

This is to certify that the senior essay prepared by TAREKEGN HAILU. Entitled the effects of participatory decision making on employee's job satisfaction (in case of Gurage zone administration office)and submitted in partial fulfillment of the requirement for BA Degree in Management compiles with regulation of the college and meets the accepted standard with respect to originality and quality.

Advisor Name**:** Miss, WUBYE M. Signature ----------

Date ----------

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Above all thanks to God for his priceless help during the entire period of my study. next my greatest thank goes to my respectful adviser Miss, WUBYE M. for her guidance, advice and critical comments to the successful accomplishment of this study. I would like to thanks to my families for their financial and non-financial support in my academic life from starting up to completion.

Abstract

The study was to assess the effects of participatory decision making on employee's Job satisfaction in Gurage Zone Administration office. 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 effect of Participatory decision making on employee job satisfaction is very crucial in the organization, because it gives new skill needed to perform their job effectively and develop a quality work force. This study about participatory decision making to job satisfaction on workers performance also discussed about benefit, approaches and methods of decision. The study was conducted by gathering information though reviewing related books and documents in addition to the main primary source's questionnaire closed ended questions and interview, that were distributed to employees by census method. These employees subjected to the study were employees of Gurage Zone Administration office who were managerial and non-managerial staffs. After the desired information was 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 awaking employees about the objective of taking part in the decision making the respective body's and give invaluable time aware hem

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CHAPTER ONE

1.1 INTRODUCTION

1.2 Background of the Study

In any organization, either it is large or small for profit or nonprofit; governmental or non-governmental engage in a matter of human resources. These resources are the vast resource of people in external environment from which organizations obtain its employees people are perhaps organization most precious internal resources because they are organization life blood. They provide skills, knowledge and driver that create, maintain and advance organizations. (Dessler, G.(2020). HRM(16th ed.)

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 inter related because any organization can be sustainable if its employees give effective response to their job. To get job satisfies employees, effect of participatory decision making on employee job satisfaction is high due to greater Poole of knowledge, different perspectives greater comprehension and increased acceptance and so on. (Clifford 2000: pp.384) Participatory decision making is a type of decision making, in involves participating employees in various form of decision-making activities. Due to the increased complexity of many problems in decision making it requires specialized knowledge in numerous fields, usually not possessed by one person; participatory decision making is very important. To insure sustainable organization many managers, spend eighty percent of their working time in committee meetings when employees are satisfied an organizational sustainability and successful continuous normally. However, most of the time employees are not satisfied with their work. One of the most complain everywhere is manager's decision-making style such as more centralized and autocratic type.(Yukl, G. 2013) Leadership in organization (8^{th} ed)) & (Robbins, s. p.,&Judge, T.A(2019)). therefore participatory decision making should provide an uninterrupted work for employees to Administration office of Gurage Zone without incurring additional cost. (respondent)

1.3 Statement of the Problem

Participatory decision making is a type of decision making, it involves participating employees in various form of decision-making activities. Due to the complexity of many problems in decision making, Job satisfaction in the organization's sustainability is highly inter related because an organization can be sustainable if its employee give effective response to their job.

Decision making is mainly use administrative to motivate the employee, to creatives and to share or shift risk of different level. It is the basis for the organization objectives achievements: - increased acceptance, greater pool of knowledge and skill. But different factors they might affect the organization negatively that in participatory decision making such as unwillingness of employees to participate, rigid, avoiding management style during decision making activities and increase customer compliant. Therefore, this study will attempt to show effect of participatory decision making in handling these problems that affect employee job satisfaction. (cotton, J.L.), & Jennings,K.R.(1988)

Participation has an important influence in decision making for organization effectiveness. Employees are committed to the desire in decision making and goal setting by exercising their self-control activities, so the involvement of employees in decision making process has been considered as important in increase productivity of the organization (Mitchell, 2010). In Broad, participation in decision making ensures high performance by motivating employees. This participation process increases the capacity of employees in problem solving and commitment to the organization's success (Robbins, 2010)

The underlying idea that increased employee participation and autonomy are associated with higher job satisfaction and motivation. Paul E. Spector (1986) participatory decision-making mediates the relationship between inspirational leadership and happiness at work, suggesting that involving employees in decisions contributes to their overall well-being and motivation. Salas-Vallina and Fernandez (2017.)These studies collectively suggest that employee participation in decision-making fosters a sense of autonomy and control, leading to increased motivation and engagement within the organization.

1.4 Research questions

The major questions to be addressed in this study are:-

- What are the factors that affect the participatory decision making and job satisfaction?
- How much the effects of participatory decision making on the employee job satisfaction in the organization?
- What the decisions making process the managers are following?
- What the possible significance's of participating employees in decision making are?

1.5 Objective of the Study

In consideration in the above problem and magnitude of their impact employees moral and satisfaction, the study has the following objective:-

1.5.1 General objective

The general objective of the study would be to assess the effect of participatory decision making on employee job satisfaction in Gurage Zone Administration office and to give some suggestions on findings.

1.5.2 specific objective

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

1.6 Significance of the Study

Important of the study will 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. (From book organizational behaviors 1998 by Stephen Robbins: P. 381) In conducting this study, there are benefited bodies such as:

- ***For organizations***:- After conducting this research the organization will be benefices that the manager see identified problems and recommended solution of the study and he/she will take the corrective action in the way and function of the decision making.
- ***For researcher***:- Beneficiary on getting knowledge about the study and experience on conducting such assessment to get satisfaction that when the study was the solution for problem to practice the theoretical part with in addition practice in the real world.
- ***For other researcher***: - He/she can take this study as a reference for conducting other similar assessment.

1.7 Scope and Limitation of the Study

The scope of the study has been encompassed participatory decision-making style in Gurage Zone Administration office i.e. the scope of the study would be limited to identifying factors that affect the practice of participatory decision making in the case of Gurage Zone Administration office. Since this practice applied all over the organization but the researcher was not able to fulfill because of lack of finance conduct a very large research and lack of secondary data regarding to the organization participatory decision-making process.

When we see the limitations of the study the researcher has faced some problems, the respondents were not involuntary to fill the questionnaires due to intensity of work load. But the researcher takes measurement by arranging free time that suitable to respondents to give correct answer freely. Moreover, the respondent's fairness to explain over all problems that are realized in decision making organization.

1.8. Organization of the study

The study paper has been organized into five successive chapters. The first chapter included the background of the study, statement of the problem, objective of the study, significant of the study, scope of the study and organization of the study. The second chapter included review of related literature. The third chapter deals with research methodology which contents research design, sample technique and sample size, source of data and method of data collection. The fours

chapter deals about discussion and analysis included discussion and interpersonal data issue related to decision making and participatory decision making in the eyes of Gurage zone administrative office. The chapter five includes the summary of finding conclusion and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Concept and definition of Participatory Decision Making

A popular strategy for managing people is to involve them in decision about their work and environment. We know that people are generally more willing to do their jobs and to make an effort to change their performance when they are taken in to account in one very effective way of taking subordinates into account is to talk directly with them about problems and allow them to help make decisions. Direct involvement allows-individuals to agree and to make a public commitment to decision. When that happens, subordinates are more likely to make decision work. (Stephen Robbins 1998 P.365)

Confusion exists about the exact meaning of participatory decision-making Stephan clarified this situation by defining participatory decision as the process whereby employees play a direct role in setting goals, making decisions solving problems and making changes in the organization. Without question participation decision making entails much more than simple asking employees for their ideas or opinions.

Employee involvement also could participatory management refers to the degree that employment share information knowledge, rewards and power throughout the organization. Employments have some level of activity in making decision that was not previously within their mandate. The higher the level of involvement the more power people have over the decision process and outcomes. Involved employees also receive information and possess the knowledge required to make a meaningful contribution to this decision process. (Stephen Robbins: 1998 P. 367)

One reason is, employee participation has become popular because it is an interval part of knowledge. Management corporate leaders are realizing that employee knowledge is a critical recourse for competitive advantage so the fore encouraging employee to share this knowledge.

Technology has also pushed employed employee involvement more than we could have imagined a decade ago. (Gray/ streak 2000: PP. 353)

2.2 Management styles in Decision Making

When manager make decisions, they must first gather information and then evaluate it. Interim's 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 (perceptive style). The later strategy is called receptive style for example; an auditor or accountant on the other hand, considers detailed information. (Gray/Streak: 2000 PP. 377) Once the information gathered it can be analyzed either by systematically, or intuitively decision makers.

Intuitive decision makers use a trial-and-error approach, i.e. the briefly examine many alternatives and have many stops and starts in the process. They are not found to a particular technique or a rigid stretcher in their analysis of problem. Intuitive decision makes often roles on hunches and they defend their solution basis of whether or not it worries. (Gray Stark: 2000, PP. 358)

Systematic decision makes 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 on orderly search for additional information. They stress the method of solving the problem and defended their solution on the basis of their use of systematic rational procedure for making the decision. (Gray/Stark: 2000, PP. 358)

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.

2.3.1. Programmed Decision

Programmed decision is made in responses to situation that are routines, structured in all types of organization. In bottling plant, for example, that part of quality control dealing with whether the bottle is filled to the proper level follows programmed decision. The credit granting function in banks is another example of programmed decision making. As another example, consider a

stores policy on merchandise returns. If your purchase a shirt that does not fit and you want to return if what happen you will probably be allowed to exchange it for as hit that does fit

2.3.2. Non-Programmed Decision

Non-programmed decisions are made in response to situation that is unique relatively unstructured and/or major consequence to the organization, Example, introduction of new plant in to organization. If a firm wishes to build a new plant but has but has never done so 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 decision can have a much greater impact on organization than programmed decision (Gray, 2000: PP: 350-351)

2.4 Factors Affecting Decision Making

There are several major elements of the internal 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.

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 information environment that manager's face ranges all the way from complete uncertainty to compete certainty. While there are an infinite number of circumstances in which decision is made, we can divide the continuum in to three basic parts.

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 is certain type of management decisions where virtual certainty exits.

General speaking the lower the organization level, the grater 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 out comes (Gray; 2000 PP: 354).

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. Example if a retail chain decides to open a new out, there is no quarantine that this new out let will be economically viable there is no way to know forces train whether the location that has been chosen is better or worse than some other location. However, managers can do various analyses to assess more an accurately of the like hood that a particularly location will be success full.

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.

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 or 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 (Gray/Streak; 2000: pp 355-356).

2.5 Decision Making Techniques.

A group cans maker decisions simply by working together through the basic process. However, group decision can be enriched when the group uses techniques that stimulation creativity is group process. Among the most widely used techniques are generating alternative through brainstorming, selecting alternatives with the Delphi method and nominal group techniques are

mentioned here the Delphi method and nominal group techniques are mentioned here. (Robbin, P. 1999: pp 138

2.5.1 Delphi Technique

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.

The Delphi to technique can be used on a wide variety of topics of interest to both societies in general and to business firm in-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.

2.5.2 Nominal-Grouping Technique

Is restricts discussion or inter personal communication during decision making process or a group decision making method in which individual members meet face to face their judgments in systematic but independent fashion.

In this technique which is in some respects similar to the Delphi techniques, five to ten individuals 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 how 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”
- 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 is not matched with the individual who suggested them.

- 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's 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 nation that allowing group discussion may enhance creativity.

2.5.3 Brain Storming

The brainstorming techniques were developed by Alxosborn a partner in an advertising agency. 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. Criticism of idea that are developed is not allowed Participants are encouraged to build on the serrations of other group members. As may ideas as possible are encouraged. The greater the probability that a useful one will be found. (Gray/ Stark: 2000, PP. 379)

2.6. Job Satisfaction

2.6.1. The Concept of Job Satisfaction

Like any feelings of satisfaction job satisfaction is an emotional effective response. Affect refers to feelings of like or dislike the reform job stratification is the issue in which a person derives pleasure from a job.

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Unlike moral which is a group response, job satisfaction is strictly an individual’s response. (Robbin; 1999: PP. 139)

2.6.2 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

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 recessive from a job such as good pay and promotional opportunities, and what he or she 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.

C. ***Value Attainment***

The idea underlying value attainment is that satisfaction result from the perception that job allows for fulfillment of an individual important work values.

D. ***Equity***

In this model satisfaction is a function of how "fairy" 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 outcome input.

E. ***Trait/genetic Components***

This model of satisfaction attempts to explain the benefit that job satisfaction is partly a function of both personal traits and genetic traits. As such this model implies that stable individual difference is thus important in explaining job satisfaction as are characteristics of the work environment. Genetic factors also were found to significantly predict life satisfaction well-being and general job satisfaction.

2.6.3 Consequence of job Satisfaction

The relationship between job satisfaction and other organizational variables is either positive or negative. The strength of the relationship ranges as from weak to strong.

Motivation

Measure satisfaction with supervision also was significantly correlated with motivation managers are advised to consider how their behavior affects employee's satisfaction manager can potentially enhanced employee's motivation through various attempt to increase job satisfaction.

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 moderately related with job satisfaction. Managers are thus encouraged to faster satisfying work environments in order to fuel employees' job involvement.

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.

Absenteeism and turnover

Studies reviled a wake negative relationship between satisfaction and absenteeism. It is unlikely there for that managers will realize any significant decrease in absenteeism by increasing job satisfaction.

2.7. Significant of Participatory Decision Making

In doing so, managers need to determine the extent to which the advantages and disadvantages apply to the decision situation. Then the following three guidelines may be applied to help whether the group makes decision making process (Gray: 2000: pp 381)

- If additional information would increase the quality of decision managers should those people how can provide the needed information.
- If acceptance is important manages need to involve those individual acceptance and commitment are important.
- If people can be developed through their participation manages may want involve through whose development is most important.

2.7.1. Diversity of View Points

The variety of view point and knowledge contributed by group member can enhance the quality of objective established group decision 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 them the origination can carry out steps more roughly in the same time frame.

2.7.2. Motivation

Efforts to a chive consensus can result not only more reasoned decisions, but been wider acceptance and understanding of alternative choice.

2.7.3. Risk and Cautious Shifts

Another possible benefit of participatory decision making has to do with decision makers risk aversion. Researchers have 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 shift. 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.

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.

2.8 Factors which Affect Participation

Of course, 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. Nevertheless, over half the studies

investigating a link between employee's participation in decision making and out comes found no relationship to productivity.

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.

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 (Stephen 1998: pp: 374).

Group thinks

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 lasses benefit 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.

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

Generally participating employees in decision making the following demerits:

- 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 in reduced when the group gives in to those who talk the loudest and dingiest.
- Logrolling policies wheeling and dealing can displace sound thinking when individuals get project or vested interest is taking.

- Goal displacement some secondary considerations such as winning an argument. Making a point or getting back at arrival displaces the primary the task of making a sound decision or solving a problem.
- Group think as discourse used above-sometimes cohesive in group think let the desire for UN animate override sound judgment when generating and evaluating alternative courses of action. (Stephen/Robbin; 1998: pp 382-386).

CHAPTER THREE

3. METHODOLOGY

3.1 Research design

The study would be conducted through descriptive type of research design. The reason why the researcher used this type of method is because it helps to describe the existing condition as it is and it is mostly preferable for studies conducted in the area of business and economics**.**

3.2 Population and sampling

3.2.1Target population

The target population of the study was the total employees working in Gurage zone administration office. There were 34 target populations in the Gurage zone administration office. The researcher was used census method because the total number of the population is small.

3.3. Source of Data

3.3.1. Primary Sources

The primary data would be collected through distributing both questionnaire and interview method of data collection. The interview would be used to collect data from managers and the questionnaire would be used to collect data from employees.

3.3.2. Secondary Sources

The secondary source of data gathered from the published documents of the organization. Therefore, the researcher utilized the employees and newspaper of the organization.

3.4. Methods of Data Collection

In the study both primary and secondary data collection methods were used principally, self-administered questionnaires were proposed tool for the primary data collection. As an additional source of primary data, interview would be conducted with management of the company. The questionnaires include open ended questions that may invite them to express their feeling, and closed ended questions that provide alternatives to choose. The researcher also used secondary data from books, newspaper, magazines, and employees' handouts of the organization to get accurate data.

3.5. Data analysis and presentation

The analysis of the data began in the study descriptive method of data analysis to be important for transforming of the raw data in to forms that makes easy to understand and interpret. Tables and percentage will be used for presentation of data based on their appropriateness. Then, interpretation will be making under each table by explaining the result in detail and theoretical explanation used to make clear evidence. Based on the analysis and interpretations the researcher made conclusion and recommendation.

CHAPTER FOUR

4. DISCUSSION AND ANALYSIS

4.1. Discussion and Interpretation of Data

Primary and secondary data were used as a source of information for the study. The data were collected mainly using questionnaire considering 30 actual respondents out of the predefined 34 respondents. Hence results are presented as follows:

Table 4.1: Profile of the Respondent

No		respondent	
		In number	In %
1	Sex		
	Male	20	66.6%
	Female	10	33.4%
	Total	30	100%
2	Age		
	18-40	20	66.6%
	41 and above	10	33.4%
	Total	30	100%

Source;From:- questioners,2025

The researcher could-saw in item 1 of table 4.1, among the respondents 20(66.6%) have to be male and 10 (33.4%) were females. If we see the age distribution of the sample employee in item

two, 66.6% (20) and 33.4% (10) of respondents were in the age interval of (18-40) and remaining of 10 are whose age is above 41 years so. It implies that most of employees in the organizations are male and that the organization mostly use young human power.

4.2. Issues Related to Decision Making

In order to analyze the current situation with regard to decision making, the student has designed different questions and the results are participation in decision making.

Table 4.2: Employees participation in decision making

Item	Response	No of response	In %
1.Do you agree with the idea of participatory decision making?	Yes	30	100%
	No	-	-
	Total	30	100%

Source;From:- questioners,2025

The researcher can see from table 4.2 30(100%) of the employees or respondents were agreed with the idea of participatory decision making. This may be indicated that the all of concerned respondents well understood about the benefits and advantages of participatory decision making in their organization. Based on the interview conducted with the manager he believed that the idea of participatory decision making is so interesting which as it to create a good atmosphere to the employees and the organization in different ways. He also explained that unless there is participatory decision making accomplishing the organizational objective becomes difficult. From the response above it is possible to understand that a large percentage of the employees know the idea of participatory decision making.

Table 4.3: Timing and Length of Participatory Decision Making:

Item	Alternative	No of response	In %
2.Do you think that the issue of participatory decision making is too lengthy and time consuming in your organization?	Yes	11	36.7%
	No	13	43.3%
	Neither	6	20%
	Total	30	100%

Source;From:- questioners,2025

As is shown in table 4.3, 11 (36.7%) of the respondents said that the issue of participatory decision making is too length and consuming. But 13(43.3%) of said that the issue is not too lengthy and time consuming. The remaining 6 (20%) of respondents were keep silent about the time consumption of their organization during the decision-making process. But through the local analysis and interpretation almost equal number who said “Yes” and “No”. So, this is difficult to judge the issue of participatory decision making is too lengthy and time consuming in the Gurage Zone administrative office.

Still based on the result finding on the above table a little bit difference researcher can expect that or consider that the issue of participatory decision making may not be time consuming and too lengthy since the more percentage of the respondents were said.

Table 4.4: Effort of Administrative bodies to aware employee

Item	Alternative	No of response	In %
3.Have you ever noticed a situation where administrative bodies have attempted to show objective of participatory decision making?	Yes	12	40%
	No	18	60%
	Total	30	100%

Source;From:- questioners,2025

Table 4.4, was designed to assess effort of administrators to aware the objective of participatory decision making. Hence out of the total sample size of 40 percent of the respondents notice situation where administrative bodies have made an attempt to show the objective of participatory decision making to their employees. However, 60 percent of among the total sample size answered they have never noticed administrative bodies show the participatory decision making to them.

Although decision making is mainly used for administrative purposes such as to motivate the employees, to increase creativity decision making and to share or shift risks among different levels most of the employees have never noticed any attempt to show the objective by the respective body.

Table 4.5: Effects of Participatory decision making

Item	Alternative	No of response	In %
4.How much the positive effect of participatory decision making to your job satisfaction?	High	15	50%
	Medium	13	43.3%
	Low	2	6.7%
	Total	30	100%

Source;From:- questioners,2025

According to table 4.5 15 (50%) of the respondents gave their answer that the positive effect of participatory decision making on their job satisfaction is high 13 (43.3%) of medium and the remaining 2 (6.7%) of the respondent was low effect.

Even among most of the respondents implied there a positive relationship between participating in decision making and satisfying with the job, but some respondents complained that of this.

- The administrative bodies did not give any time to discuss such kind of issues.

- They have not confidence the transparency of the decision which is made.
- Most of the time the decision is conducted in some administrative bodies only etc.
- The respondents who said "low" was not gave only other (s) which contribute to her job satisfaction.

Table 4.6: Employees Involvement in decision makers

Item	Alternative	No response	In %
5.Do you participate in all the decision made in your organization?	Yes	4	13.3%
	No	26	86.7%
	Total	30	100%

Source;From:- questioners,2025

According to table 4.6 4 (13.3%) of employees were responded that they have participate in all the decision made in their organization. But 26 (86.7%) of the employees indicated that did not take part in all the decisions. Those who did not participate in all the decisions they raised reasons like;

- My 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 etc.

4.3: Participatory Decision making in the eyes of Manager of Gurage Zone administrative office

To cross check respondent response, an interview was made with the manager. He said "most of the organization participate employees in the final decision. However, in cases like there is no enough time to participate not only enough time but also absence of comfort favor situation to

participate the employees when the decision type is not allowed to participate all workers and some related issues employees may not take part in the decision. The overall response indicates that there are situations where employees are not participated in all decision. This could create/effect negatively on the employee's job situations.

Table 4.7 Employee motivation

Item	Alternative	No of response	In %
6.How much are you satisfied with your current job?	Very satisfied	2	6.7%
	Somehow satisfied	10	33.3%
	Not satisfied	11	36.7%
	Somehow dissatisfied	4	13.3%
	Very dissatisfied	3	10%
	Total	30	100%

Source;From:- questioners,2025

As indicated table 4.7 majority of respondents were dissatisfied with their current job (as expressed by 36.7% as not satisfied, 13.3% somehow dissatisfied and 10% very dissatisfied). Their causes of dissatisfaction were attributed to low salaries, lack of promotion, lack of conducive environment, conflict with supervisors, lack of incentives, lack educational improvement, job overload, absence of the participation in decision making.

Table 4.8 Perception of employees about their jobs

Item	Alternative	No of response	In %
7.How do see your skill with the job?	Excellent	12	40%
	Good	15	50%
	Fair	2	6.6%
	Poor	1	3.3%
	Total	30	100%

Source;From:- questioners,2025

From Table 4.8 majority of the respondents were perceived their skill as excellent (40%), good (50%), and only 3.3% of them were perceived their skill as "poor". This implies that the poor training and skill development program in the organization.

Table 4.9 Employee participation in decision making

Item	Alternative	No of response	In %
8.does the management allow employee involvement in decision making?	Yes	11	36.7%
	No	19	63.3%
	Total	30	100%

Source;From:- questioners,2025

As indicated in 4.9, the respondents whether the management of the organization allows employees involvement in decision making process. As a result, 36.7%(11) of the respondents said the management allows them to participate in decision making process and the remaining 19 (63.3) replied the management does not allow them to participate in decision making. This

implies that most employees were not allowed to participate in the organization decision making process.

Table 4.10 job satisfaction

Item	Alternative	No of response	In%
9.what is your overall job satisfaction level?	Excellent	1	3.3%
	Good	5	16.7%
	Fair	8	26.7%
	Poor	16	53.3%
	Total	30	100%

Source;From:- questioners,2025

As show above table attempted to know the overall job satisfied level of the employees accordingly 3.3% (1) said excellent, 16.7%(5) said good,26.7%(8) said fair and the remaining 53.3%(16) said poor. From this the researcher understands the overall job satisfaction of majority of the employees is low.

Table 4.11 effect of decision making to employees

Item	Alternative	No of response	In %
10.do you think that existing participatory decision-making style in your organization has help you in any way?	Yes	3	10%
	No	27	90%
	Total	30	100%

Source; From:- questioners,2025

The researcher can see from table 4.7 3 (10%) of the respondents answered that the existing participatory decision-making style in their organization has helped them, but 27 (90%) of employees answered that the existing participatory decision making did not help them in any way. The responses gathered indicated that the existing participatory decision making in the organization (Gurage Zone administrative office) have no significance in helping the employees in any way. Respondents who said "yes" to the above table stated the reasons like:

- The existing participatory 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 interim's made them continuing with satisfaction with their job and this leads to creating a sustained working in their organization. It increases, cooperation of the employees and also the manger this in turn leads to create comfort culture of

helping each other. Whatever all problems do you have the regard to decision making in the organization is/are large numbers of respondents were gave similar ideas. Among the problem raised by the respondents some are the following.

- The organization not yet exercises participatory decision making during the time of decision process in the organization i.e. they not encourage expressing their idea/felling etc.
- Management style in decision making process is rigid and most of the time the employees are receiver of final decision.

Some of the respondents were gave response like our organization (administrative decision making of Gurage Zone administration. Centralization of power and authority at top level this is not expected from the modern world of the management style. What suggestion do you want to forward overcome the problems in decision making?

To this question the respondents were also gave the similar and related suggestions like:

- It may overcome the right person (skilled) seat at the right place and business re-engineering process implementing the institution.
- Through implementing BPR in the zone in short period of time in order to addressed the problems.
- 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 making should be strengthened. Etc.

As indicated in the literature (chapter two) participatory decision making is a training ground that less experienced participants in group action learn how to cope with group dynamic by actually being participated. It also a way of increasing acceptance that those who play an active role in group decision making and problem solving tend to view the outcome as “ours” rather than “theirs”

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 these decisions are effectively implemented a great effect (positive) impact on the accomplishment of organizational goals and objectives.

Before I gave conclusion and recommendation, I would like mentioned what I gathered (observed problems) and those corresponding suggestions generated by the respondent in Gurage Zone administration of employees explained that decision making in their organization not perfect. From the overall problems raised the following are some of them.

- The manger didn't gives time to participate the employees in decision making.
- There is also lack of coordinated way of decision making this is due to lack of transparency.
- Most of the time the manger did not give sense to hear the complaints of the operational level employees.
- The decision is not conducted at a schedule.

Therefore, to overcome the above-mentioned problems, the respondents are asked to give their suggestions. Among set the following.

- There must be coordination and cooperation's between each employee and managerial levels.
- The manager must listen the complaints of the employees and give them a chance to take part in decisions.
- Organizations must support quality circles with technical assistance and training in participatory management, problem solving and statistical analysis techniques.
- Leaders (management) and member's employees must have clear sense of the meeting's agenda in the decision made.

CHAPTER FIVE

5.SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATIONS

Presentation and analysis of data in the preceding chapter have provided the researcher perspective on the fact of the study about the effect of participatory decision making on employee job satisfaction in Gurage Zone administration office.

In this chapter a summary and conclusion of the majority findings of the study and recommendations that are expected to be helpful are presented.

5.1. Summary of the Main Findings

The main concern of this study was to collect necessary information about major problems in participating employees in decision making in Gurage Zone administration. The basic questionnaires in general were:

- What the decision-making process in practice of parting employees looks like?
- What the possible significance's of participating employees in decision making are?
- What are the overall effects of participatory decision making a job satisfaction and on the administration of the organization?

Decision making is central to the managerial task of coordinating organization endeavor toward achieving goal. To achieve such organizational goals, participation of every individual effort is essential. Therefore, its major purpose is participating employees in decision making to accomplish such goals and to assure the distant ability of the organization.

5.2. 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 participatory decision as indicated in their responses.
- More than half of the employees (about 87%) 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 my delay the decision process. Time is not a major problem of participating employees in decision making process.
- Although awarding 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 Gurage Zone administrative bodies regarding decision making process. As a result, it becomes a major problem to continuing a normal working condition.

5.3 Recommendations

- The respective body works on the take parting 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 participatory 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 Gurage Zone administrative staff must fill the information gap by awarding everything about the decision made in the organization, and there must be cooperation of employees in each level of the organization. Moreover, the organization should give opportunities to its employees to complain in cases their participation is helpful to them
- The Zone administrative staff must implement the business processing re-engineering (BPR) 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 easily.

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Appendix

Dear respondent,

I am undergraduate student in the department of management, Wolkite University. Currently, I am undertaking a study entitled "**The effects of participatory decision making on employees job satisfaction"** and you are one of the respondents selected to participate on this study. Therefore, to accomplish this study your genuine cooperation is very important. Your participation is entirely voluntary and the questionnaire is completely anonymous.

Finally, I confirm you that the information that you will provide will be kept confidential and only used for the academic purpose only. I will be like to say thank you in advance for your kind cooperation and dedicating your time to fill this questionnaire.

Direction:

1 Please put the right mark in your choice box (√)

2 No need has write your name and address.

Part I: Demographic Information

Gender: male ☐ Female ☐

Age: 18-24 ☐ 25- 35 ☐ 36- 50 ☐ 51- 60 ☐ >60 ☐

Marital status : single ☐ married ☐ separated ☐ widowed ☐

Education level: diploma ☐ degree ☐ Masters ☐ Above ☐

Part II General Questions

1 Do you agree with idea of participatory decision making?

A yes B no

2 Do you think that the issue of participatory decision making is to lengthy and time consuming in your organization?

A yes B no

3 Have you ever noticed a situation where administrative bodies have attempted to show objective of participatory decision making?

A yes B no

4 Do you participate in all the decision made in your organization?

A yes B no

5 Does the management allow employee involvement in decision making?

A yes B no

6 Do you think that the existing participatory decision-making style in your organization has help you in any way?

A yes B no

7 How much contribute participatory decision making to your job satisfaction?

A High B Medium C Low

8 How much are you satisfied with your current job?

A very satisfied B somewhat satisfied C Not satisfied D somewhat dissatisfied E very dissatisfied

9 How does your skill with the job? A Excellent B Good C Fair D poor

10 What is your overall job satisfaction level? A Excellent B Good C Fair D Poor

Interview to manager

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

A Yes B No

2 if your answer in question number 1 is yes, what is the problem?

…….

…….

…….

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

…….

…….

……..

Thank you.