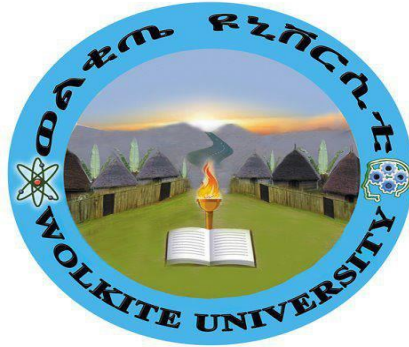


**ASSESSING THE CONTRIBUTION OF
PARTICIPATORY DECISION MAKING FOR JOB
SATISFACTION; IN CASE OF WOLKITE TOWN
YOUTH AND SPORT OFFICE STAFF**



**WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

**A RESEARCH SUBMITTED TO DEPARTMENT OF MANAGEMENT IN PARTIAL
FULFILLMENT FOR REQUIREMENT OF BACHELORS OF ART IN MANAGEMENT**

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Abstract

The study would to assess the contribution of participatory decision making for job satisfaction (in case of Wolkite town youth and sport office staff. Participatory decision making offered valuable opportunities to focus on job 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 would to enhanced. Participatory decision making and job satisfaction is very crucial in the office, because it gives new skill needed to perform their job effectively and develop a quality job force. This study about participatory decision making and job satisfaction on job performance also discuss about benefit, approaches and methods of decision. The study would to conduct by gathering information though reviewing related books and documents in addition to the main primary sources questionnaire both, open and closed ended questions and interview that would to distribute to employees selected by simple random sampling technique. The sample size is about 56% of the total population of 36 employees of Office which are job administration area. These employees subject to the study are employees of Wolkite Town youth and sport office who are managerial staffs.

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CHAPTER ONE

1. INTRODUCTION

1.1 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. (Robbin, P. 1999: pp 138)

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 job. Among the most measurement of attitude towards job either satisfaction or job satisfaction in organizations sustainability are highly inters related because any organization can be sustainable if it 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 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; participative 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 successfulness continuous normally. However, most of the time employees are not satisfied with their job. One of the most complain everywhere is manager's decision making style such as more centralized and autocratic type therefore participatory decision making should provide an uninterrupted job for employees to Wolkite Town youth and sport office staff without incurring additional cost. (Wolkite Town youth and sport office 2018 annual report)

1.2 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 organizations sustainability are highly inter related because and organization can be sustainable if it employee give effective response to their job. (Gray/Strick 2000)

Decision making is mainly use administrative to motivate the employee, to creativities 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 might 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 would attempt to show contribution of participatory decision making in handling these problems that affect employee job satisfaction. (Gray/Strick (2000)

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

- What are the factors that affect the participatory decision making?
- What are the factors that affect the participatory of job satisfaction?
- How much contribution participative decision making has to job satisfaction in the organization?
- What the decisions making process the managers are following?
- What the possible significances of participating employees in decision making are?

1.3 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:-

1.3.1 General Objective

The general objective of the study was to assess the contributions of participatory decision making for job satisfaction in Wolkite Town Sport office and to give some suggestions on findings.

1.3.2 Specific Objective

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

1.4 Significance of the Study

Important of the study is offer a valuable opportunities to focus on job 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 benefiter bodies such as:

1. **For organizations:-** After conducting this research the organization would to benefices that the manager see identified problems and recommended solution of the study and he/she would take the corrective action in the way and function of the decision making. Increase the effectiveness of the workers.
2. **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. Increase research making ability.
3. **For other researcher:** - He/she can take this study as a reference for conducting other similar assessment.

1.5 Scope and Limitation of the Study

Wolkite town lies on 1895m above sea level In Wolkite, the climate is warm and temperate. In winter, there is much less rainfall in Wolkite than in summer. The average annual temperature is 18.6 °C in Wolkite. The rainfall here averages 1244 mm. Wolkite is a Small city found in the Southern Addis Ababa 158 KM. The city is under southern Nation and nationality state. The

people lives there are the Gurage People. You would to lucky if you arrive there during Meskel. On September 27 as the Gurage are the best in the country to celebrate the Holly day.

So the scope of this study is encompasses participatory decision making style in Wolkite Town youth Sport office i.e. the scope of the study is limit to identifying factors that affect the practice of participatory decision making in the case of Wolkite Town youth and sport office in 2012 E.C Since this practice apply all over the organization but the researcher may not able to fulfill because of lack of finance conduct a very large research and lack of secondary data regarding to the organization is participatory decision making process.

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 job 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 into 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 job. (Stephen Robbins 1998 P.365)

Confusion exists about the exact meaning of participative decision making Stephan clarified this situation by defining participative 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 simply asking employees for their ideas or opinions.

Employee involvement also could participative management refers to the degree that employees share information knowledge, rewards and power throughout the organization. Employees 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 integral part of knowledge. Management corporate leaders are realizing that employee knowledge is a critical resource for competitive advantage so they are encouraging employees to share this knowledge.

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

2.2 Management styles in Decision Making

When manager makes decisions, they must first gather information and then evaluate it. Interims 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/Starke: 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 Worley. (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 is 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 complete certainty. While there are an infinite number of circumstance in which decision are 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 are certain type of management decisions where virtual certainty exists.

Generally speaking, the lower the organization level, the relater the degree of certainly. At upper level uncertainty exists about which alternatives are available, what their payoffs would to 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 (Graty; 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 would 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 forcer 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 a accurately of the like hood that a particularly location would to 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 would 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 Starke; 2000: pp 355-356).

2.5 Decision Making Techniques.

A group cans maker decisions simply by job together through the basic process. However, group decision can be enriched when the group uses techniques that stimulation creativities is group process. Among the most widely used techniques are generating alterative 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 wide variety of topics of interest to both society in general and to business firm unparticular. 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 individual are assembled in a room and are asked to write their solution to a problem given to the group. A group might be asked things like hoe to improve in their particular organization how they might improve upward communication how to development skills or a host of other problem. The procedure for using the nominal technique is as follows.

1. Individuals' writ down their solution the problem without disusing them with other member of the group. This is the "listing phase of the process"
2. After approximately twenty minutes have passed the "recording" phase begins. The individuals are asked to give the solution that they have written down to the group leader the leader then writes each individual solution to the problem are listed on the flip chart but the solution are not matched with the individual who suggested them.
3. 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 interims of importance the solution that are an the flip chart. The ballots are tabulated and alternatives with the highest core is designated as the choice of the group like the Delphi technique, the nominal-grouping

techniques is premised on the notion that allowing group discussion may enhance creativity.

2.5.3 Brain Storming

The brainstorming techniques were developed by Alex Osborn 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.

1. Criticism of idea that are developed is not allowed
2. Participants are encouraged to build on the suggestions of other group members.
3. As many 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 morale which is a group response, job satisfaction is strictly an individual's response. (Robbin; 1999: PP. 139)

2.6.1 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 their needs

B. *Discrepancies*

This model propose that satisfaction is a result of met expectations. Met expectation refers to the difference between what an individual's expect to receive 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 would be dissatisfied. In contrast, this model predicts

the individuals would be satisfied when he or she attains outcomes above and beyond expectation.

C. Value Attainment

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

D. Equity

In this model, satisfaction is a function of how "fairly" an individual is treated at job. Satisfaction results from one's perception that job outcomes relative to inputs, compared favorably with a significance of others' outcomes to inputs.

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 differences are thus important in explaining job satisfaction as are characteristics of the job environment. Genetic factors also were found to significantly predict life satisfaction, wellbeing, and general job satisfaction.

2.6.2 Consequence of job Satisfaction

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

Motivation

Measure of satisfaction with supervision also was significantly correlated with motivation. Managers are advised to consider how their behavior affects employees' satisfaction. Managers can potentially enhance employee's motivation through various attempts to increase job satisfaction.

Job Involvement

Job involvement represents the extent to which an individual is personally involved with his or her job role. Different studies demonstrated that job involvement was moderately related with job satisfaction. Managers are thus encouraged to foster satisfying job 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 that managers would 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)

1. If additional information would increases the quality of decision managers should those people how can provide the needed information.
2. If acceptance is important manages need to involve those individual acceptance and commitment are important.
3. If people can be develop 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 noticed that in some situations group members as a whole are willing to accept a greater level of risk following a group discussion. They call these tendencies a risk shift. In other situations group discussion leads to a reduction in the level of a risk considered acceptable – a cautious shift. The direction of shifts may depend on the type of decision making being made. The risk shift results when the choice is among potential gains and cautious shifts when the choice is among potential losses.

In most organizations it would be rare to find decisions being made regularly by individuals. The reason for the group decision making in organizations are many; some of them are that the business world requires more specialized knowledge than just one person usually possesses.

Secondly, it is proven that group participation through the decision making process helps create acceptance of commitment to the decision and it is smooth implementation of the decision.

2.8 Factors which Affect Participation

Of course, participative 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 outcomes found no relationship to productivity.

Various types of group dynamics can interfere with effective group decision making. One is pressure to conform. When someone believes everyone else in the group holds a certain opinion or value, that person would be reluctant to voice an opposing view. Group members also tend to hold back from stating views that oppose those of dominant or highest status group members or one perceived to have expertise.

Similarly, groups are likely to be biased in favor of the viewpoints of group members, discounting the view of outsiders. This can limit a group to consideration of only internally generated solutions (Stephen 1998: pp: 374).

Group think

When group is highly cohesive, members often over emphasize agreement and consensus, becoming unwilling to evaluate member's ideas critically. This condition is called group think when group think exists, the group not only loses benefits of diverse view points, 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 is reduced when the group gives in to those who talk the loudest and longest.
- Logrolling policies wheeling and dealing can displace sound thinking when individuals get project or vested interest is taken.
- Goal displacement some secondary considerations such as winning an argument. Making a point or getting back at arrival displace the primary task of making a sound decision or solving a problem.
- Group think as discussed above-sometimes cohesive in group think let the desire for unanimity override sound judgment when generating and evaluating alternative courses of action. (Stephen/Robbin; 1998: pp 382-386).

CHAPTER THREE

4. METHODOLOGY

The methodology was the core of scientific research as it is the way through which findings are to be achieved. This is an essential prerequisite for the validity and reliability of the result to be found out. Since the main purpose of this study was to make an assessing the contribution of participatory decision making for job satisfaction; in case of wolkite town youth and sport office staff, the researcher used descriptive way of research designed and followed by qualitative and quantitative approach.

3.1 Study Area and Population

In order to achieve aim or desired objective the target groups of the study was Wolkite Town Administration. It is situated 158km south west of the capital, Addis Ababa.

3.2. Source of Data

Primary Sources

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

Secondary Sources

The secondary sources of data were gathered and recorded by the organization and other experts prior to the current need of the researcher. Therefore, the researcher utilizes the organizations, 2012 E.C report and 3E.C annual Plan of the organization.

3.3. Methods of Data Collection

In the study both primary and secondary data collection methods would use principally, self-administer questionnaires were proposed tool for the primary data collection. Because the time given to conduct this study is short, the researcher uses this technique to get more data within a short period. As an additional source of primary data, phone interview, personal interview and focus group interview would conduct with management and employees of the office. 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 uses secondary

data from books, newspaper, magazines, and employee's handouts of the organization to get accurate data.

3.4. Sampling Techniques and Sample Size

3.4.1 Sampling Techniques

A sample was made up of some of the members of the company. Selecting a sample is a fundamental element of the study. Simple random sampling is choose for taking the sample on the grounds that every single observation of the sample has non-zero chance of being actually included in the sample, and so that bias is eliminate at the outset. And the selections of any unit do not affect the selection of any other. (Sampling Techniques (3th Edition) William G. Cochran)

3.4.2 Sampling Size

In order to come across manageable size of population, the researcher is select employees of Sort office which are work administration areas. The sample size would to about 56% of the total population 36 employees.

3.5 Data Analysis Methods

After all the require data were collected and processed data was analyzed and interpreted according to their nature. Data analysis implies that further transformation of the process of data to look for patterns and relations among the data groups. Data is analyzed using descriptive data analysis methods. Descriptive techniques often include constructing tables of means and quintiles, measures of dispersion such as variance or standard deviation, and cross-tabulations or "crosstabs" that can be used to examine many disparate hypotheses. It refers to understand and interpret. This method helps to describe, summarize and present quantitative and qualitative data that presented in graph, table and etc.

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 20 actual respondents out of the predefined 36 respondents. Hence results are presented as follows:

Table 4.1: Profile of the Respondent

No	Item	Respondents	
		In number	In percentage
1	Sex		
	Male	14	70%
	Female	6	30%
	Total	20	100%
2	Age		
	18-40	13	65%
	41 and above	7	35%
	Total	20	100%
3	Below diploma	1	5%
	Diploma	2	10%
	Degree	15	75%
	Above degree	2	10%
	Total	20	100%

Source: Wolkite town youth and sport office

The researcher can see in item 1 of table 4.1, among the respondents fourteen (70%) have to be male and six (30%) were females. If we were seen the age distribution of the sample employee in item 2, 65% (thirteen) and 35 % (seven) of respondents were in the age interval of 18 and 40 remaining of were above 41 age. In other way the respondents education level 5% (one) were below diploma, 10%(two) were diploma, 75%(fifteen) were degree and 10%(two) above degree. From this data anybody can understand that respondents to the questionnaire are the correct response.

4.2. Issues Related to Decision Making

In order to analyze the current situation with regard to decision making, the employees have 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 percent
Do you agree with the idea of participatory decision making?	Yes	20	100%
	No	--	--
	Total	20	100%

The researcher can see from table 4.2 20(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 she 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. She 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 Participative Decision Making:

Item	Alternative	No of response	In percent
Do you think that the issue of participative decision making is too lengthy and time consuming in your office?	Yes	8	40%
	No	9	45%
	Silent	3	15%
	Total	20	100%

As is shown in table 4.3, Eight (40%) of the respondents said that the issue of participative decision making is too length and consuming. But nine (45%) of said that the issue is not too lengthy and time consuming. The remaining three (15%) 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 participative decision making is too lengthy and time consuming in the Wolkite Town sport and youth office.

Still based on the result finding on the above table a little bit difference we 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 percent
Have you ever noticed a situation where administrative bodies have attempted to show objective of participatory decision making?	Yes	8	40%
	No	12	60%
	Total	20	100%

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 participative decision making to their employees. However 60 percent of among the total sample size answered they have never noticed administrative bodies show the decision participative decision making to them.

Although decision making is mainly sued for administrative purposes such as to motivate the employees, to increase creativity I 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: Contribution of Participative decision making to

Item	Alternative	No of response	In percent
How much contribute participative decision making to your job satisfaction?	High	10	50%
	Medium	9	45%
	Low	1	5%
	Total	20	100%

According to table 4.5 (50%) of the respondents gave their answer that participative decision making contribution to their job satisfactory satisfaction, nine (45%) of them medium and the remaining one (5%) of the respondent was low contribution.

- ❖ 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 transparence 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 of response	In percent
Do you participate in all the decision made in your office?	Yes	2	10%
	No	18	90%
	Total	20	100%

According to table 4.6 two (10%) of employees were responded that they have participate in all the decision made in their organization. But eighteen (90%) of the employees implied that did not take part in all the decisions. Those who did not participate in all the decisions they raised reasons like;

My office (administrative staff) don't participate employees in decision making at all.

Decision making in group is time consuming tedious and difficult in our office.

Most of the managerial level believes that the decision making respects the managers only etc.

4.2.4: Participatory Decision Making in the eyes of Managers of Wolkite Town sport and youth office

To cross check respondent response, an interview was made with the managers. They said “most of our office 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 employees' job situations.

Table 4.7: Contribution of decision making to employees

Item	Alternative	No of response	In percent
Do you think that the existing participatory decision making style in your organization has help you in any way?	Yes	6	30%
	No	14	70%
	Total	20	100%

The researcher can see from table 4.7 six (30%) of the respondents answered that the existing participative decision making style in their office has helped them, but fourteen (70%) of employees answered that the existing participative decision making did not help them in any way. The responses gathered indicated that the existing participatory decision making in the organization (Wolkite Town sport and youth 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 participative decision making helps employees to know how problems are solved within groups rather than individually.
- Group generates the greater pool of knowledge and the existing problem of my organization is easily and immediately resolved.
- They are motivated to do their job this interims made them continuing with satisfaction with their job and this leads to creating a sustained. Working in their office.

It, increase, 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 office 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 Wolkite Town sport and youth Office. 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 reengineering process implementing the institution.
- Through implementing BPR in the office 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) participative 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 this decisions are effectively implemented a great effect (positive) impact on the accomplishment of organizational goals and objectives.

Before the researcher gave conclusion and recommendation, the researcher would like mentioned what I gathered (observed problems) and those corresponding suggestions generated by the respondent in Wolkite Town sport and youth office 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 gives invaluable 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.
- Office must support quality circles with technical assistance and training in participative 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 contribution of participator decision making and its impact of job satisfaction in Wolkite Town sport and youth 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 Wolkite Town sport and youth Office. The basic questionnaires in general were:

- What the decision making process in practice of parting employees looks like?
- What the possible significances of participating employees in decision making are?
- What are the overall effects of participative decision making a job satisfaction and on the administration of the office?

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 it major purpose is participating employees in decision making to accomplish such goals and to assure the distain 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 participative decision as indicated in their responses.
- More than half of the employees (about 90%) did not take part in the process of decision making. As a result this becomes a ground for employee's dissatisfaction.
- Even if participation of employees in decisions may delay the decision process. Time is not a major problem of participating employees in decision making process.
- Although 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 employees' 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 Wolkite Town sport and youth Office 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 participative decision making in the organization increase responsibility, commitment, creativity and moral of the employees. The administrative body should give great value to this issue.
- The respective body of Wolkite Town sport and youth Office staff must fill the information gap by awarding everything about the decision made in the office, and there must be cooperation of employees in each levels of the office. Moreover, the office should give opportunities to its employees to complain in cases their participation is helpful to them
- The sport office staff must implement the business processing reengineering (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

Wolkite University College of Business and Economics

Department of Management

A Research Proposal Submitted To Department Of Management In Partial Fulfillment For Requirement Of Bachelors Of Art In Management

the purpose of this questionnaire is about assessing the contribution of participatory decision making for job satisfaction; in case of Wolkite town youth and sport office staff as fulfillment of the requirement for the completion of bachelor degree in business administration. So, I kindly request your sincere cooperation, because your cooperation is very important to accomplish the study. Your information will keep confidentially.

Instructions

1. No need of writing name
2. Put “✓” mark in the given box provided and write in the spaces given.

A. Issues Related to Decision Making

1. Sex: Male ☐ Female ☐
2. Age A. 18-40 ☐ D. Above 41 ☐
3. Education level A. below diplama ☐ B. diploma ☐ C. degree ☐ D. Above degree ☐

B. Employees participation in decision making

1. Do you agree with the idea of participatory decision making?
A. Yes ☐ B. No ☐
2. Do you think that the issue of participative decision making is too lengthy and time consuming in your office?
A. Yes ☐ B No ☐ C. silence ☐
3. Have you ever noticed a situation where administrative bodies have attempted to show objective of participatory decision making?
A. Yes ☐ B. No ☐

4. How much contribute participative decision making to your job satisfaction?
A. High ☐ B. Medium ☐ C. Low ☐
5. Do you participate in all the decision made in your office?
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. Do you want to forward overcome the problems in decision making?-----

8. Is a way of increasing acceptance that those who play an active role in group decision are making and problem solving?
A. Yes ☐ B. No ☐
9. If in N_o 8 your anwser is yes , What type of decision making to solve a proplem ?-----

10. Is there information gap between the managerial employees and subordinate employees with regard to how the decisions are made?
A. Yes ☐ B. No ☐
11. If in N_o 10 your anwser is yes , how much the information gab between them?
A. High ☐ B. Medium ☐ C. Low ☐

Thank you!