

**ASSESSMENT OF EMPLOYEES PARTICIPATION IN DECISION MAKING ( IN  
CASE OF ETHIO- TELECOM WOLKITE BRANCH )**



**A RESEARCH PAPER SUBMITTED TO THE DEPARTMENT OF  
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## ABSTRACT

*The study was designed to assess employees' participation in decision-making at the Ethio-Telecommunication Corporation in the Wolkite branch. At Ethio-Telecom, there are some problems, such as inadequate employee participation in decision-making, a lack of culture, low motivation, and minimal participation in goal setting.*

*The main objective of the study was to assess employees' participation in decision-making. To collect the data, the researcher used questionnaires and employed a census method.*

*The researcher utilized a descriptive method of analysis. Based on the respondents' feedback, management initiated efforts to involve employees in decision-making, and they expressed satisfaction with the working conditions at Ethio-Telecom. Generally, management should devise different mechanisms to increase employees' participation in decision-making areas.*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

Employees 'participation in decision making in the organization one of the motivational measure that employees appreciate and influence team positivity in when they are given chance of belonging through involves team in decision making in the organizational productivity (Singh, 2010).

An employee participation decision making or includes employees in decision making contributes for better result of the organization and employees satisfaction (Singh, 2010).

Participation of decision making considered as a way of reducing power difference and therefore it ensure quality in an organization (Singh, 2010).

Decision Making is the study of identifying and choosing alternatives based on the value and preference of decision maker. Making decision implies that , alternative choice to be consider Decision and in such case I want not only identifying as many of alternative as possible but choose the one that best fit with my goal, objective, desire and value (Harris, 2010). In consensus participator decision making style the leader gives up complete control and responsibility of decisions. Everyone must agree and will come to some decision. In sufficient stake holder participation in decision making in turn lead to failure of the organization and stake holder commitment. Lack of commitment and engagement affect stake holder intention to quite, when stake holders believe in and trust their management system it motivates and encourages stakeholder's participation in decision which improve stakeholders' effort and will success the organization (Harris, 2010).

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

Decision making is determining factor in the successful achievement of common organizational goals. All business organization for effective decision need to have knowledgeable, skillful and experienced manager important decision making the decision making style is different from organization to organization therefore, the researcher interested to study the assessment of employees participation in decision making in ethio-telecommunication Corporation of wolkite branch. Not only it, but also there was a great problem in converting the idea in to practice which affect the employees work motivation in the corporation. Therefore the manager plays the leading role in participating the employee in decision making.

## **1.2 statement of the problem**

Employees' 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 ensure high performance by motivating employees. This participative process increases the capacity of employees in problem solving and commitment to the organizations success (Robbins, 2010).

The underlying logic is that by involving employee in those decision making that affect them and by increasing their autonomy and control over their work employees can be made more participated giving employees decision making authority increase their control over the tasks for which they are held responsible for. Participation tends to improve motivation because employees feel more accepted and involved in situation. But employee's participation in management is an important part of human relations, if deemed to be an important tool to boost up their motivation (Bough, 2010).

Ethio-telecom is the first and largest operator in Ethiopia and is expanding every year. Many employees are engaged with this operator, and they contribute greatly to my nation. However, there are a lot of problems within this operator, such as a lack of proper employee participation in decision-making, a low organizational culture, and a lack of motivation. For this problem ethio telecom operator faces a number of difficulties. The past researcher conducted the research

concerned with the employees' participation in decision making of employees in the organization, but no solved yet. at this study the researcher will tries to fill agapes in the present situation that found in the Ethio -telecom in wolkite branch concerned with the employees participation in decision making and committed to the organization more productive and more satisfied with their jobs (Boyh, 2010).

### **1.3 Research question**

1. What are the real practices of employee participation in decision making?
2. What type of decision making style in Ethio-telecom Corporation is practiced?
3. What is the importance of employee's participation in decision making?
4. What are the problem exist in relation with employee's participation in decision making?

### **1.4 Objectives Of the study**

#### **1.4.1 General Objective**

The general objectives of this study is to assess employees' participation in decision making in Ethio -telecom of wolkite branch.

#### **1.4.2 Specific objective**

- To assess the practice of employees participation in decision making.
- To identify the decision-making style practiced in the Ethio-Telecom Corporation.
- To identify the importance of employee participation in decision making.
- To identify problems that exist in relation to employee participation in decision-making.

### **1.5 Significance of the study**

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

### **1.6 Scope of the study**

The study would be limited on geographical, conceptual and methodological delimitation.

The geographical delimitation of the study would be conducted only in wolkite Telecommunication Corporation, wolkite town. Since it was very difficult to conduct the study in all parts of the country due to financial and other problem, the study would only be conducted in this organization.

Conceptual delimitation of the study, it would only conducted on employee participation in decision making in the case of wolkite telecommunication branch. That was to assess the practice of employees participation in decision making, identify the decision making style in the Ethio-telecom corporation is practiced, identify the importance of employee participation in decision making and To identify problem exist in relation with employee participation in decision making.

Methodological delimitation of the study was that the study would use descriptive method to analysis and intemperate the data. The researcher used both qualitative and quantitative approach because the researcher would gather data by preparing both questionnaire and structured interview. Additionally the researcher used census technique because small number of population. The study also would use both primary and secondary source of data. The source of researcher design would be cross - sectional because the study was conducted once. The researcher used descriptive research design because this study design helped to briefly describe the nature of employee participation in decision making in wolkite telecommunication branch

### **1.7 limitation of the study**

The study was faced a number of limitations that was beyond the researcher control. The following limitation where the researcher faced during data gathering, Shortage of reference books and sufficient written materials, Involuntary of respondents to fill questionnaires, Lack of sufficient time was also other difficulty to collect the desired data, Lack of finance.

### **1.8 Organization of study**

The study is organized in five chapter's, the first chapter deals with the introduction, which involves the back ground of the study, back ground of the organization, statement of the problem, objective of the study, scope of the study, and limitation of the study. Chapter two covers the related to literature review. Chapter three is all about research methodology of the study. In fourth chapter covers data analysis and interpretation and chapter five deal with conclusion and recommendation.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1 Definition

Decision making is the process of identifying, selecting a course of action to value specific problem but other criticize decision making is not managing rather its making a choice of action (Gilbert, 2010).

Decision making is defined as decision making refers to effect act or general process. It is alternatives the person making the decision must recognize and defining the nature of situation, identifying alternatives and putting into practice (Frank, 2010).

Participative decision making is extent to which employees encourage employees to share or participate in organization decision making (Frank, 2010). Employees participation is a very importance component of operating for the future enterprise. Participation is helping management to decide in selecting the source of action in enterprises. It gives the employee an opportunity to express their view points about action participation in goal setting; the employees can play a vital role in achieving business target. Employees 'participation has a positive effect on performance and motivation (Invenvich, 2010).

#### 2.2 Features f decision making

According to Gupta, Sharma and Bhalla (2010), there are different feature of decision making. There are;-

- It is a continuous process because a manner is required to take decision for different activities.
- Decision making is the goal oriented process. It aims achieving certain specified goal of organization.
- Decision making is a selection which best alternative of action chosen from among alternative cause of action.
- It is responsibility of managers at different level of management.
- Decision making involves deep and carefull thinking and hence it is a mental process.

- Decision are made for future course of action based on the past experiences and present condition.

### **2.3 Classification of decision making**

In any organization there is decision area that only involves manager and decision area that participate both employees and manager together. Hersey and John son divides this decision in to four. This classifications shows decision show participate employer and manager and only participate managers (John son, 2010).

1. **Authoritative decision making:-**Authoritative decision makes style apples institution where managers have necessary experience and information to reach on decision and conclusion. Employees assume they don't possess the ability, willingness and confidence to help managers (John son, 2010).
2. **Consultant decision making**

This kind of decision making style is valuable strategy when the managers recognize that the followers also process. The experience or knowledge of subject matter is noticeable to help. In consultative decision making managers selected and ask assistance the employees who can work to reach on sound decision (Harleys, 2010).

3. **Delegate decision making**

This decision making style applied is solution whose employees are high in their readiness who have the experience and information need to make the proper decision and recommendation (John son, 2010).

4. **Facilitative decision making**

This style is cooperative effort in which managers and followers work together to reach a hard decision. In highly applicable is solution. Where employees are moderate to high in their willingness of participation and are capable to share the authority to decide what should be done (John son, 2010).

## 2.4. Types of decision making

Managers in the large business organizational government office, hospitals and schools may be separated by back ground life, style and distance; they all later most share the command experience of making decision (Ban tie, 2010).

### 1. Programmed and un-programmed decisions

Programmed decisions are concerned with the problem of repetitive nature or routine type mater. A standard procedure is follow for tackling such problems. These decisions are taken generally by lower level managers. Decision of this type may pertain for example purchase of raw material, granting leave to employee and supply of good and implement to employees etc. non programmed decision relate to difficult situation for which their organ easy solution. There maters are very important for the organization. For example, penning new branch of organization. Large number of employees started absenting themselves from organization and introducing new product in the market etc. this decision normally taken at manager or high level manager(Gupta, Sharma and Bhalla,2010).

### 2. Routine and strategic decision

Routine decisions are related with general function of the organization. They require much evaluation and analysis and can be carried quickly. Strategic decision is important which effect objective, organizational goals and other important matters. These usually involve large investment or founds. These are non-repetitive in nature and are taken after carefully analysis and evaluation of many alternatives. This decision normally taken at manager or high level manager(Gupta, 2010).

### 3. Policy and operative decision

Decision pertaining to various policy mater of the organization is policy decision. These are taken by the top level management and have long term impact on the functioning of concern. For example, decision regarding location of plant, volume of production and distribution policy etc, is policy decision. Operating decision relate to day functioning or operation of business, middle level and low level managers taken these decisions. For example, decision concerning payment

of bonus to employees is policy decisions. On the other hand if bonus is to given to employees, calculation of bonus in respect of each employee is an operating decision (Gupta, 2010).

#### 4. Organizational and personal decision

When an individual takes decision as an executive or an official capacity, it is known as organizational decision. If a decision taken by the executive in personal capacity there are personal affective his personal life, it is known as personal decision. Sometimes this decision may affect the functioning of the organization also; for example if an executive leaves organization, it may affect the organization. The authority of taking organizational decision may be delegated, whereas personal decision are not delegated (Gupta, 2010).

### **2.5. Significance of decision making**

As a manager, I make decision in involving not only myself but the moral and welfare of others. Other decision often more complex and may have a significant impact on many people. Therefore, having decision making, problem solving process can be helpful tool. Such process can help you to solve these different types of solution with in business and military today, managers'' at all levels use some form of a decision making, problem solving process (pal, 2010).

It is beyond doubt that decision making is an essential part of every function of management. Decision making lies deeply embedded in the process of management, spread over or managerial function and cover all the area of the organization. Management and decision making are bound up and go side by side in every activity performed by manager. Weather knowingly, every manager make decisions constantly (pal, 2010).

The most understanding quality of successful manager is his/her ability to make sound and effective decisions. A manager has to make up his/her mind quickly on certain matters. It is not correct to say that he has to make spur of moment decision at the time. For taking many decision he get enough time for careful fact finding, analysis of alternatives and choices of the best alternatives. Decision making is a human process when one besides, he chooses a course alternative which he thinks is the best. Decision making is the proper blind of thinking deciding and action. An important executive decision is only one event in process which requires a succession of activities and routine decision or long the way (pal, 2010).

## 2.6. Value of participation

The value more people in decision making process are related to productivity and moral. Increase encouragement can result from stimulation of idea and encouragement of greater cooperative efforts psychologically involved employees we often responds to shared problem which is innovative suggestions and usually productive efforts open and participative culture are often used to improve employee morale and satisfaction (Robbins, 2010). Specific advantages of participation include the following:

- ❖ Reduce turn over
- ❖ Reduce absenteeism
- ❖ Reduce grievance and complaints
- ❖ Improve attitude toward job

## 2.7. Comparisons on the effectiveness group and individual decision making

Considerable debate has occurred over the relative effectiveness of individuals versus group decision making. A group usually takes more to reach a group than individuals do. Unfortunately, open decision has been found to be negatively influenced by such behavioral factors as the presser to conform the influence of dominant personalities type in the group, status “incongruity” as a result which lower status participants of certain participants to influenced others because this participants perceived to be expert in the problem (Invecerich, 2010). Group participative decision making is efficient than an individual decision making. Example, it takes too long time to individual to greater and analyze information to take sound decision. Group participant will become more confident about their judgment or decision than individual (Reinter, 2010).

## 2.8. Methods of participation of employees in decision making of organization process

1. Participative decision making One way of participating employees in decision making is a method for mandating this challenge through increase employee’s motivation and their job satisfaction which are a great impact on their performance. Participative management is defined as process was by employees play direct role in setting goal and making decision. Employees’ participation increases their job (Reinter, 2020).

2. Quality circles

Quality circles are also a way of extending participate decision making in to team. Quality circles are small group form; the same work area which volume fail together identifies, analyzes and recommends solution for problem related to quality service and cost reduction (Reinter, 2010).

### 3. Management by Objective

Management by objective is a philosophy of management that emphasis the setting of grade on objective by superior and employees using this objective as a primary basis for motivation, evaluation and self-control. It becomes an important method of organizational development (Reinter, 2010).

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1 Study area**

The studies were conducted in Ethiopia Telecommunication Corporation of southern nation in wolkite branch. It is about 158 km far from Addis Ababa. It is found in Gurage Zone, wolkite town. When it started operation, the total employees are 8. Currently telecommunication corporation of Ethiopia in wolkite branch has 30 permanent employees, they are working together in order to achieve the goal of organization through honesty and loyal for government as well as society by giving quality service.

#### **3.2 study design**

Research design refers to a plan, which shows the strategy on inquiry through appropriate to the research (Kothari, 2004). This type of study is descriptive in nature. The reason of researcher to use this descriptive design is to provide description of events or to define a set of attitude, opinions and behavior that would be collected at the study time. Under this research design the research include all existing condition of employee's participation in decision making in Ethio-Telecommunication Corporation of wolkite branch. The source of research design type is cross-sectional because the study would be conducted only once. The researcher used qualitative and quantitative research approach for the purpose of the study and gathered the data by preparing both questionnaires that were closed- ended and open- ended and also prepared structured interview for top manager of the organization.

#### **3.3 sampling method**

##### **3.3.1 Population of the study**

This paper would be aimed to assess employee participation in decision making Ethio-telecommunication Corporation of southern nation in wolkite branch. The population of the study would be the total employees in corporation which are about 30 employees.

##### **3.3.2 Sample size determination**

When the researcher determined the sample size the first thing was to identifying the exact population than it was necessary to determine whether to use sampling or census Therefore, due to small size of the population, 30 the researcher used the census method.

### **3.3.3 Sample selection technique**

The researcher would be collected the required data through census method. The reason that the number of population in the organization where small.

### **3.4 Sources of data**

A researcher would be used both primary and secondary data source, primary data would be obtained from manager and employees through the interview and questionnaires. Secondary would be collected from books, magazines, newspaper and annual report of the telecommunication.

### **3.5 Method of data collection**

In investigating the employee's participation in decision making, both primary and secondary data would be collected. The primary data would be collected through questionnaires by using closed ended questionnaires because of it can be answered by a simple yes or no question, it takes less time and it easier for the respondent to answer, and interview by using structured interview because of it is direct communication where interview in face to face situation ask respondent question. Questionnaires are prepared using related literature regarding the various aspect of the topic of the study interview conducted with the managers of the telecommunication corporation.

### **3.6 Data Analysis, Presentation, and Interpretation**

The researcher would apply qualitative and quantitative data analysis, and representation, the data collected through interview to analyze and represent qualitatively by using describing each data systematically and data that collected through close ended questionnaires analyzed quantitatively by using tables and percentage distribution. Than descriptive statistics was used in order to present, analyze, and interpret the collected data. Then, from analyzed data researcher would put conclusion and recommendation by summarization the main point's about the study.

## CHAPTER FOUR

### 4. DATA ANALYSIS AND INTERPRETATION

The study is intended to assess employee's participation in decision making a case of Ethio-telecommunication Corporation in wolkite branch. The researcher has collected primary data through questionnaires. By using census method the questionnaires were distributed to 30 employees of the telecommunication corporation. All distributed questionnaire is responded correctly. The result of questionnaire is presented and analyzed one by one using tabulation and percentage forms.

**Table 4.1 characteristics of respondents**

No	Item	Alternatives	Respondents	Percentage
1	Sex	Male	22	72%
		Female	8	28%
		Total	30	100%
2	Age	Below 20	-	0
		21-30	20	71%
		31-40	6	19%
		Above 41	4	10%
		Total	30	100%

Source: own questionnaires, 2024

As it is shown in the table 4.1 above out of the total respondents the majority of the respondents 22(72%) are male and the remaining 8(28%) are female. This implies that the majority of respondents are male employees. The second item of the table 4.1 shows the age distribution in Ethio-telecommunication Corporation. Out of the total respondents, majority respondents 20(71%) are found between the age interval of 21-30 years, 6(19%) respondents found between 31-40 years, 4(10 %) are found between the age interval of above 41 year. So, this implies that the majority of the respondents Ethio-telecom are working age group.

**Table 4.2 Educational back ground of respondents**

NO	Item	Alternatives	Respondents	Percentages
3	Educational back ground	Certificate	6	19 %
		Diploma	10	33 %
		First degree	12	43 %
		Master degree	2	5 %
		Total	30	100%

**Source: own questionnaires, 2024**

As shown in Table 4.2, the educational background is presented. Out of the total respondents, most, 12(43%), are first-degree holders; 10(33%) have diplomas; 6 (19%) have certificates; and 2(5%) has a master's degree. This implies that most of Ethio-telecom's employees are degree holders.

**Table 4.3 work experience of respondents**

No	Item	Alternative	Respondents	Percentage
1	Work experience	Less than 5 years	12	40%
		5-10 years	14	46 %
		Above 10 years	4	14 %
		Total	30	100%

**Source: own questionnaires, 2024**

**As shown in table 4.3, majority with 5-10 years of experience: the largest group of respondent 14(46%), and above 10 years only 4(14%), of respondents, and less than 5 years 12(40%) relatively significant portion of early-career individuals.**

**.Table 4.4 Chance of employee's participation in decision making**

N o	i t e m	Frequency	Percentage
-----	---------	-----------	------------

1	Have you get the chance of Participation in decision Making in your organization		100%
A	A. Yes	8	27%
B	B. NO	22	73%
T o t a l		30	

**Source: own questionnaires, 2024**

The above table 4.4 shows employees response regarding to their chance of participation in decision making to get chance, 8(27%) of respondents have get the chance to participate in decision making, 22(73 %) of respondents have no chance to participate in decision making. This shows that most of the organization employees do not get a chance to participate in decision making practice.

**Table 4.5 Interest of employee's participation in decision making**

No	Item	Frequency	Percentage
	Do you have an interest in participating in decision-making activities in the organization		
	A. yes	22	74%
	B. no	8	26%
	Total	30	100%

**Source: own questionnaires, 2024**

The above table 4.5 shows employees response regarding to their interest participating in decision making, 22(74%) of employees were responded that they have interest to participate in

decision making activity of organization, while 8(26%) were responded that they have no interest to participate in decision making activity of organization.

From this data, most employees are interested in participating in the decision-making activities of the organization. This implies that the employees have a strong interest in being involved in decision-making within the organization.

**Table 4.6 responsible agent of decision making**

No	Item	Frequency	Percentage
	Who is responsible agent for decision Making in the organization		
	A. Manager	12	40%
	B. Team	8	27%
	C. Individual	8	27%
	D. Other	2	6%
	Total	30	100%

**Source: own questionnaires, 2024**

As indicated in the above table 4.6 regarding responsible agent of decision making, 12(40%) respondents replied that the manager are the most responsible agent for decision making in the organization, 8(27%) of respondents responded that the team are the most responsible agents for decision making in the organization, 8(27%) of respondent replied that the individual are the most responsible agent for decision making in the organization, the remaining to 2(6%) of respondents replied that are responsible agent for decision making in the organization. From this the data in the organization managers are the most responsible agent in the organization decision making. This implies that the employees have little chance to participate in decision making process in the organization.

**Table 4.7 the management in goal achievement**

No	Item	Frequency	Percentage
4	In what extent that the management Participate you in goal setting?		

	A. Great extent	18	60%
	B. More extent	10	33%
	C. Low extent	2	7%
	<b>Total</b>	30	100%

**Source: own questionnaires, 2024**

As shown above table 4.7 out of total respondent great extent 18(60%), and more extent 10(33%) , and low extent 2(7%) response where participants rated.

**Table 4.8 the impact of decision making of employees performance**

N o	Item	Frequency	Percentage
5	Are you allowed by the organization to make Decision by your self		
	A . Y E S	20	66%
	A . N o	10	34%
	T o t a l	30	100%

**Source: own questionnaires, 2024**

As indicated in the above table 4.8 shows that the freedom given to employees to make decision by themselves. From the total respondents 20(66%) said yes, and 10(34%) respondents said no.

the above result shows that the freedom of the employees to make decision by themselves is satisfactory.

**Table 4.9 employees the attitude towards participation in decision making**

No	Item	Frequency	Percentage
	Do you agree the initiation of the management to involve you in decision making		
	A. Very good	12	40%
	B. good	8	26%
	C. Fair	6	20%
	D. Poor	4	14%
	Total	30	100%

**Source: own questionnaires, 2024**

As indicated in the above table 4.9 shows employees response regarding to their attitude towards participation in decision making, accordingly out of the total respondents 12(40%) said very good, 8(26%) said good, 6(20%) fair and 4(14%) respondents said poor. This indicates that the participation of employees in decision making in the Ethio-tele communication is satisfactory.

**Table 4.10 the employees participation in decision making**

No	Items	Frequency	Percentage
7	What is the frequency of your participation in any kind of decision making		
	A. Always	12	40%
	B. Usually	8	27%
	C. Some time	8	27%

	D . n e v e r	2	6 %
	T o t a l	3 0	100%

**Source: own questionnaires, 2024**

Table 4.10 above shows that frequency of employees participation in decision making, out of the total respondents 12(40%) respondents said that the participation in any kind of decision, 8(27%) said sometime, 8(27%) said usually and 2(6%) said never. This implies that the majority of employees are always involved in decision making.

**Table 4.11 the problem faced employee's participation in decision making**

No	Item	Frequency	Percentage
8	Do you have any problem in relation with employees participation in decision making		
	A . Y e s	12	40 %
	B . N O	18	60 %
	Total	30	100%

**Source: own questionnaires, 2024**

As indicated in the above table 4.11, the problem faced is employees' participation in decision-making, 12(40%) respondents answered problems were faced employees participation in decision making and 18(60%) respondents responded that there is no problem which faced employee's participation in decision making. This show that employee face different problem concerning about participate in decision making. The problems they raise include: lack of harmonious relationship between the employees, communication problem and lack of knowledge and etc.

9 if your answer is yes for question number 8 that is the problem

- Communication problem and lack of knowledge
- Lack of harmonious relationship between the employees
- Lack of transparency of decision maker

- The employee does not clearly share with the idea with others.

**Table 4.12 decision making style.**

No	Item	Frequency	Percentage
10	Do you aware decision making style in your organization		
	A. Yes	22	73%
	B. NO	8	27%
	Total	30	100%

**Source: own questionnaires, 2024**

**As indicated in the above table 4.12 regarding decision-making style, 22(73%) of the organization were aware, while 8 (27%) of the respondents did not know the decision-making style of the organization. Therefore, the majority of employees in the organization know the decision-making style.**

**Table 4.13 the types of decisions that the organization uses.**

No	Item	Frequency	Percentage
11	What type decision is made mostly in the organization		
H	Programmed	18	60%
	Un-programmed	4	14%
	Both	8	26%
	Total	30	100%

**Source: own questionnaires, 2024**

As indicated in the above table 4.13, 18(60%) of respondents responded that there is a programmed decision making type uses in their organization whereas 4(14%) of the respondents answered that there was unprogrammed decision making and 8(26%) of respondents said that both form of this data most of the time organization uses programmed decision making type.

**Table 4.14 the decision making style is satisfactory**

No	Item	Frequency	Percentage
12	Is the decision making system that exist in the organization satisfactory		
	Yes	12	38%
	No	18	62%
	Total	30	100%

**Source: own questionnaires, 2024**

As indicated in the above table 4.14, 12 (38%) of respondents said that the existing decision system is satisfactory, while the remaining 18 (62%) of respondents said that the existing decision-making system is unsatisfactory. Therefore, most respondents are unsatisfied with the existing decision-making system.

13. If your answer for question number 12 ‘No’ write the reason

- ❖ When the decision is made the employees not use proactive style for the case of satisfactory.
- ❖ Sometimes the decision made without lower level employees participation
- ❖ The decision maker does not use always proactive style to make decision.
- ❖ Some employees do not interest to participate in existing decision making system.

## CHAPTER FIVE

### 5. CONCLUSIONS AND RECOMANANTION

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

#### 5.1 Conclusion

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

The following conclusions is drawn

- ✓ Majority of the organization employees cannot get chance to participate in decision making practice. Majority of the employee's interest to participate in decision making activity of management. Most employees replied that most responsible agent for decision making the organization is the manager. Majority of respondents revealed that the management is great extent to participate employees in goal setting. Majority of respondents replied that allowed to make decision by them. Almost half of respondents a revealed that always participate in decision making. Most the time organization use programmed decision making style.
- ✓ More than half of the employees faced employees' participation in decision making problem in the organization. This show that at the time of employees' participation in decision making process problem exist in the organization. This problem are communication problem and lack of knowledge, lack of harmonies relationship between the employees, lack of transparency of the decision maker and the employees does not clearly the idea with others.

- ✓ More than half of the employees of the organization employees unsatisfactory within the existing, decision making. The reason is ;- sometimes the decision makers does not use always proactive style to make decision and some employees does not interested to participate in existing decision making system.

## 5.2 Recommendation

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

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

- The telecommunication participate their employees in formulating and implementing new working system. This is because working system is guide line for employees.
- The Ethio-telecommunication have to involve it' a great able and achievable goals and also to increase employees commitment to the goal.
- Finally the researcher recommended there to under a further and comprehensive study on this issue, employees participation in decision making is universal function of any organization

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

A question for the employee's participation in decision making to the respondents  
His question is designed to gather relevant information for a research report on employees' participation in decision-making at Ethio-Telecommunication Corporation in the Wolkite branch. The purpose of this research is to fulfill the requirements for a BA degree in management. Therefore, it requests you kindly to respond the question that follows. I would like to thank you in advance for your corporation and willingness to fill the following questionnaire.

**GENERAL INSTRUCTION:**

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

**PART 1. PERSONAL INFORMATION**

1. Sex A. Male                       B. Female
2. Age    A. bellow 20     B. 21-30     C. 31-40     D. Above 41
3. Educational background:    A. Certificate                       B. Diploma                       C First degree  D.  
Master degree and above
4. Work experience:    A. Less than 5 years                       B.5-10 years                       C. above 10 years

**PART 2: GENERAL QUESTIONS**

- 1 Have you got the chance of participate in decision making practice of the organization?  
A.    Yes     B. No

**1** Have you interest to participate in decision making activity in the management

- A. Yes  B. No

**2** If your answer NO for question number ‘2’ what is the reason

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**3** Who is responsible agent for decision making in your organization?

- A. Manager  B. Team  C. Individual  D. Other

**4** In what extent that management participate you in goal setting

- A. Great extent  B. Most extent  C. Poor extent

**5** Are you allowed by the organization to make decision by yourself?

- A. Yes  B. No

**6** If your answer for question number ‘6’ NO

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**8** Do you agree the initiation of the management to involve you in decision making?

- A Very good  B. Good  C. Fair  D. Poor

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

- A. Always  B. Sometimes  C. Usual

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

- A. Yes  B. No

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

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

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

A. Yes  B. No

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

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14 What do you think about the change of your organization if the managers haven't included employees in decision making? \_\_\_\_\_

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### INTERVIEW TO MANAGER

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

A. Yes  B. No

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

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3 How to solve if your organization gets disagreement between employees and manager

ondecisionmaking \_\_\_\_\_