**ASSESSMENT OF EFFECTIVENESS OF EMPLOYEE INVOLVEMENT ON ORGANISATIONAL PERFORMANCE**

**ELIZABETH ANNA NGASSA**

**A DISSERTATION SUBMITTED IN PARTIAL FULLFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2017**

## CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation titled; “Assessment of the effectiveness of employee involvement on organisational performance”, in partial fulfilment of the requirements for award of the degree of Master of Human Resources Management of the Open University of Tanzania.

…………………………………….

Dr. Salvio Macha

(Supervisor)

……………………….…..

Date

# COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieved system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or The Open University of Tanzania in that behalf.

# DECLARATION

I, Elizabethanna Ngasa, do hereby declare that this dissertation is my own original work and that it has not been submitted for any award in any other University for a similar or any other degree award.

…………….…………………

Signature

……………..……………

Date

**DEDICATION**

I dedicate this work to Bishop Solomon Swallo and Raija Liuhala.

## ACKNOWLEDGEMENTS

I know that many people have participated in one way or another in facilitating this tedious work. First, I would like to thank Almighty God for His knowledge, strength and wisdom in accomplishing my study. Special thanks must go to my Major Supervisor Dr. Salvio Macha for his valuable support; I really appreciate this support and generosity. Special thanks should also go to all members of my family who allowed me to study and forego some family affairs to accomplish my studies. My Daughters, Ulrica; and Sarahtumaria.

I wish to acknowledge the cooperation and support given to me by the respondents in the study are notably the Mbeya Regional Hospital Executive Director for allowing me to conduct the study in his area of jurisdiction. Lastly, I would like to appreciate every individual whom I could not mention his or her name on this page. I really appreciate their contribution so much.

## ABSTRACT

The purpose of this study was to assess the effectiveness of employee involvement on organizational performance. The specific objectives were: To assess the relationship between employee involvement and organizational performance; to determine how employees are involved in organization decision making; to assess the challenges affecting employee’s participation in decision making. The study deployed a cross-sectional research design with a sample size of 100 respondents obtained by purposive and simple random sampling. Semi-structured interview and self-administered questionnaires were used for collecting data and analyzed using Statistical Package for Social Sciences. The findings of the study indicates that, employees involvement in decision making affects organizational performance and that employees are involved in the organizational decision making through joint consultative committees, taskforces and or ad hoc committee, having employee representatives on the hospital board and on total quality management. The study also revealed that absence of willingness of the management to involve employees in decision making was the main challenge to employee involvement in decision making. The study recommends that informal discussions with employees accompanied with formal meetings should be fostered since it is a good form of employee involvement in decision making. The study also recommends that employee involvement should be seen as important not only in business oriented firms but also to the service oriented organizations like hospitals in the country.

**TABLE OF CONTENTS**

[**CERTIFICATION ii**](#_Toc496643780)

[**COPYRIGHT iii**](#_Toc496643781)

[**DECLARATION iv**](#_Toc496643782)

[**DEDICATION v**](#_Toc496643783)

[**ACKNOWLEDGEMENTS vi**](#_Toc496643784)

[**ABSTRACT vii**](#_Toc496643785)

[**TABLE OF CONTENTS viii**](#_Toc496643786)

[**LIST OF TABLES xii**](#_Toc496643787)

[**LIST OF FIGURE xiv**](#_Toc496643788)

[**CHAPTER ONE 1**](#_Toc496643789)

[**1.0 INTRODUCTION 1**](#_Toc496643790)

[1.1 Introduction 1](#_Toc496643791)

[1.2 Background to the Study 2](#_Toc496643792)

[1.3 Statement of The Problem 5](#_Toc496643793)

[1.4 Research Objectives 8](#_Toc496643794)

[1.4.1 General Objective of the Study 8](#_Toc496643795)

[1.4.2 Specific Objectives 9](#_Toc496643796)

[1.5 Research Questions 9](#_Toc496643798)

[1.5.1 Research General Questions 9](#_Toc496643799)

[1.5.2 Research Specific Questions 9](#_Toc496643800)

[1.6 Relevance of the Research 9](#_Toc496643801)

[1.7 Organization of the Report 10](#_Toc496643802)

[**CHAPTER TWO 11**](#_Toc496643803)

[**2.0 LITERATURE REVIEW 11**](#_Toc496643804)

[2.1 Overview 11](#_Toc496643805)

[2.2 Conceptual Definitions 11](#_Toc496643806)

[2.2.1 Defining Involvement 11](#_Toc496643807)

[2.3 Theoretical Analysis 12](#_Toc496643808)

[2.3.1 Theory X and Theory Y 12](#_Toc496643809)

[2.4 Empirical Analysis of Relevant Studies 21](#_Toc496643810)

[2.4.1 Employee Engagement 22](#_Toc496643811)

[2.4.2 Organization Performance 25](#_Toc496643812)

[2.4.3 Factors Enhancing Employees’ Motivation 29](#_Toc496643815)

[2.4.2 Empowerment and Organizational Performance 31](#_Toc496643816)

[2.5 Research Gap Identified 33](#_Toc496643817)

[**CHAPTER THREE 34**](#_Toc496643819)

[**3.0 RESEARCH METHODOLOGY 34**](#_Toc496643820)

[3.1 Overview 34](#_Toc496643821)

[3.2 Research Strategies 34](#_Toc496643822)

[3.2.1 Area Of The Research 35](#_Toc496643823)

[3.2.2 Survey Population 35](#_Toc496643824)

[3.3 Sampling Design And Procedures 35](#_Toc496643825)

[3.3.1 Sample Size 36](#_Toc496643826)

[3.4 Sources Of Data 37](#_Toc496643828)

[3.4.1 Primary sources 37](#_Toc496643829)

[3.4.2 Secondary Sources 37](#_Toc496643830)

[3.5 Methods of Data Collection 37](#_Toc496643831)

[3.6 Data Processing and Analysis 38](#_Toc496643832)

[3.7 Validity and Reliability of Instruments 39](#_Toc496643833)

[3.7.1 Validity 39](#_Toc496643834)

[3.7.2 Reliability 39](#_Toc496643835)

[**CHAPTER FOUR 40**](#_Toc496643836)

[**4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION 40**](#_Toc496643837)

[4.1 Introduction 40](#_Toc496643838)

[4.2 Demographic Characteristics of the Respondents: 40](#_Toc496643839)

[4.3 Study Findings 42](#_Toc496643843)

[4.3.1 The Relationship Between Employees’ Involvement and Organisational Performance 42](#_Toc496643844)

[4.3.3 The Challenges Effecting Employees’ Involvement In Decision Making 47](#_Toc496643854)

[4.3.4 Benefits of Employee Involvement in Decision Making 50](#_Toc496643859)

[**CHAPTER FIVE 57**](#_Toc496643873)

[**5.0 DISCUSSION OF FINDINGS 57**](#_Toc496643874)

[5.1 Introduction 57](#_Toc496643875)

[5.2 Discussion of Findings 57](#_Toc496643876)

[5.2.1 The Relationship Between Employees’ Involvement and Organisational Performance 57](#_Toc496643877)

[5.2.2 The Challenges Effecting Employees’ Involvement in Decision Making 61](#_Toc496643878)

[5.2.3 Assessing Benefits of Employee Involvement in Decision Making Towards Organisational Performance 62](#_Toc496643879)

[**CHAPTER SIX 66**](#_Toc496643880)

[**6.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS 66**](#_Toc496643881)

[6.1 Introduction 66](#_Toc496643882)

[6.2 Summary 66](#_Toc496643883)

[6.2.1 The Relationship Between Employees’ Involvement and Organisational Performance 66](#_Toc496643884)

[6.2.2 To Assess the Challenges Effecting Employees Participation in Decision Making 67](#_Toc496643885)

[6.2.3 Assessing Benefits of Employee Involvement in Decision Making Towards Organisational Performance 67](#_Toc496643886)

[6.3 Conclusion 68](#_Toc496643887)

[6.3 Recommendations 68](#_Toc496643888)

[6.3.1 Areas for Further Research 68](#_Toc496643889)

[6.2.3 Recommendation 69](#_Toc496643890)

[**REFERENCES 70**](#_Toc496643891)

[**APPENDECES 75**](#_Toc496643892)

**LIST OF TABLES**

[Table 3.1: Composition of Sample Size 36](#_Toc496643827)

[Table 4.1: Respondents Profile According to Sex 40](#_Toc496643840)

[Table 4.2: Respondents Profile According to Age 41](#_Toc496643841)

[Table 4.3: Respondents Profile According to Education 41](#_Toc496643842)

[Table 4.4: Joint Consultative Committees 43](#_Toc496643845)

[Table 4.5: Task Forces or Adhoc Joint Committees 43](#_Toc496643846)

[Table 4.6: Employee Representatives on Boards 44](#_Toc496643847)

[Table 4.7: Team Building 44](#_Toc496643848)

[Table 4.8: Total Quality Management 45](#_Toc496643849)

[Table 4.9: Semi or Fully Autonomous Work Groups 45](#_Toc496643850)

[Table 4.10: Informal Discussion with Employees 46](#_Toc496643851)

[Table 4.11: Formal Meetings with Employees 46](#_Toc496643852)

[Table 4.12: Discussion with Union Delegates 47](#_Toc496643853)

[Table 4.13: Absence of Willingness of the Management 48](#_Toc496643855)

[Table 4.14: Absence of Labour Union Activities 48](#_Toc496643856)

[Table 4.15: Lack of Workforce Diversity 49](#_Toc496643857)

[Table 4.16: Political Groupings 49](#_Toc496643858)

[Table 4.17: Communication of Information about the Organisation 50](#_Toc496643860)

[Table 4.18: Participation and Input into Assessment Tools 50](#_Toc496643861)

[Table 4.19: Involvement in Service Development 51](#_Toc496643862)

[Table 4.20: Having Feedback on Actions Taken 51](#_Toc496643863)

[Table 4.21: Commitment to Organisational Goals 52](#_Toc496643864)

[Table 4.22: Increased Productivity 52](#_Toc496643865)

[Table 4.23: Improved Performance 53](#_Toc496643866)

[Table 4.24: Job Satisfaction 53](#_Toc496643867)

[Table 4.25: Better Communication 54](#_Toc496643868)

[Table 4.26: Low Turnover 54](#_Toc496643869)

[Table 4.27: Knowledge Development and Training 55](#_Toc496643870)

[Table 4.28: Power Sharing, Particularly in Decision Making 55](#_Toc496643871)

[Table 4.29: At This Hospital, are Employees Involved in Decision Making? 56](#_Toc496643872)

**LIST OF FIGURES**

[Figure 2.1: Conceptual Framework 33](#_Toc496643818)

## 

## CHAPTER ONE

## 1.0 INTRODUCTION

**1.1 Introduction**

Organizational performance stimulation has always been a priority in private as well as in public sectors, since it is directly associated with the value creation of the entity. Organizations are constantly striving for better results, influence and competitive advantage. However, most organizations are struggling to get it right. Management is not always aware of the adequate assessment of their organizational performance. Plethora of models, frameworks or methods for conducting entities valuation creates unnecessary stress for management to select the path that is congruent with organizations beliefs and cultural philosophy (Richard, 2009).

Common measures of the organizational performance are effectiveness and efficiency (Bounds at all, 2005; Robbins, 2000). For managers, suppliers and investors these two terms might look synonymous, yet, according to Mouzas (2006), each of these terms have their own distinct meaning. Most organizations assess their performance in terms of effectiveness. Their main focus is to achieve their mission, goals and vision. At the same time, there is plethora of organizations, which value their performance in terms of their efficiency, which relates to the optimal use of resources to achieve the desired output (Chavan, 2009).

The question is, whether there is a difference if the organization is effective yet inefficient and visas versa.

## 1.2 Background to the Study

Participation is the mental and emotional involvement of people in group situations that encourages them to contribute to group goals and share responsibility for them. There are three important ideas regarding participation in decision making-involvement, contribution and responsibility. Firstly, participation means meaningful involvement - rather than mere muscular activity. A second concept in participation is that it motivates people to contribute. They are empowered to release their own resources and creativity to achieve the objectives of the organization. Participation especially improves motivation by helping employees understand their paths towards goals. Finally, participation encourages people to accept responsibility for their group activities. It is social processes by which people become self-involved in an organization and want to see it work successfully (Newstrom & Davis, 2004).

Participation can have statistically significant effects on performance and motivation (Wagner, 2004). Participate practices may provide power opportunities earlier to minority workers in an increasingly diverse workforce, since such workers need not wait until reaching higher organizational levels. It also helps to satisfy the awakening employee need for meaning and fulfilment at work. Participation typically brings higher output and a better quality of output. It tends to improve motivation because employees feel more accepted and involved in the situation.

Turnover and absences may be reduced if the employees feel that they have a better place to work (Newstrom & Davis, 2004). Employee motivation is the level of energy, communication and creativity that a company’s workers bring to their jobs. One approach to employee motivation has been to view, add-ins to an individual’s job as the primary factors in improving performance. Endless mixes of employee benefits such as - health care, life insurance, profit sharing, employee stock ownership plans, child care, company cars and more - have been used by companies in their efforts to maintain happy employees in the belief that happy employees are motivated employees.

The best employee motivation efforts focus on what the employees deem to be important. It may happen that employees within the same department of the same organization with better job design and reward systems show increased longevity with the company, improved productivity and better morale. Empowerment, creativity and innovation, learning facility, quality of life and various monetary incentives are popular methods of motivation (Encyclopedia, 2008).

Employee participation is a very important component of operating for the future enterprise. Participation is helping management to decide in selecting the courses of action in enterprise. It gives the employee an opportunity to express their viewpoints about action. Participating in goal setting, the employees can play a vital role in achieving business target. Workers can select their work schedules which ensure workforce diversity in organization. If the enterprise selects payment and overtime system according to the employees’ opinion, it increases productivity of them. So, employee participation has a positive effect on performance and motivation.

In the world of work, it has been found that many organizations performance fluctuate due to different styles of management and leadership setup. In the current world, most organizations are facing severe competitive pressures and the rapid changing markets. Majority of these changes involve new trends of technologies among other factors that make organizations seek ways to become more flexible, adaptive, and competitive (Singh, 2009). Robinson et al. (2004) contend that concepts like employee commitment and organizational performance started to appear on the ground that efficiency and productivity lie within the employees’ ability and commitment. Management eye is on how to keep employees engaged in their job.

Employers now realize that by focusing on employee involvement, they can create more efficient and productive workforce and that any initiatives of improvement which are taken by management cannot be fruitful without wilful involvement and engagement of employees. Therefore employee involvement as a concept is vast. Institute of Employment Studies gives a clear insight that employee involvement is the result of relationship between management and employees pointing out that there are things to be done by both sides. Additionally, Fernandez (2007) shows the distinction between job satisfaction, the famous build in management, and engagement challenging that employee satisfaction to help retain the best and the brightest, employee involvement becomes a critical concept.

Participation approach in organizational management emerged in the 1970’s with the focus on people as creators of own experiences. In the early 1970’s various organizations began promoting and advocating for people oriented approaches within an organization. Without employee’s involvement and participation in decision making, planning, monitoring and evaluation, the management could experience difficulties to meet the diverse organization goals (Singh, 2009).

Recent researches indicate that employee participation are important part that conceptualized as positive attachment to exert energy for success of the organization, feeling proud of being a member of that organization and identifying oneself with it. (Rafferty, Maben, West and Robinson, 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007) However, World Banks (1999) suggested that, participation in decision making promotes ownership, brings long term attention to improve and sustain development programmes in the organization. It continues to emphasize and note that decentralization builds confidence, readiness to share views (A., 2000). Many researchers have tried to identify challenges leading to employee involvement in organization performance and develop models to draw implications for management level. According to Penna research report (2007) state that at work it is potential to be valuable way of bringing employers and employees closer to the benefit of organizational performance. Those employees want to work in the organizations in which they find meaning at work to have opportunity to make a contribution towards organization performance.

## 1.3 Statement of The Problem

Employee involvement has been perceived as a motivational factor towards organization’s objectives achievement. The good environment that is offered to the worker enables him to offer the best that the organization needs for its achievement of goals and objectives (Macleod and Clarke, 2012). Studies indicate that there is no single description regarding involvement of an employee. There is no general accepted approach to describe the terminology of employee involvement (Markos and Sridevi, 2010). Employee engagement is characterized by the presence of workers at work place, fulfilment of its responsibility, leadership relationship with workers and leadership consideration of workers as focal point for organizational performance. Lumina (2014) argued that employees were engaging in complex transactions that were structured in such a manner in order to misrepresent the financial performance of the organization. There are many aspects of life and not only services that characterize employee involvement.

Diversity of organizations intensifies problems of work place that hinder organization performance. Studies show that individual employee’s problems can be of personal ability to work, supervision issues of leadership and personal trauma to cope with the workload. Organizations tended to consider financial aspects of employee to achieve organizational goals. There is potential and opportunity for organization that consider both financial and non-financial factor for their performance (Questica, 2015). Regardless the size of the organization and its type, objectives from no financial factors could be benefit to the organizational performance. In addition, the report indicated that measuring employee engagement could help the organization understand what it needs to build organization performance.

Managers and other financial workers put their emphasis on financial factors to achieve organization performance dealing with earnings and accounting returns, calculating financial benefits from project operations (Akter, 2011). They put little emphasis on employee involvement and satisfaction, which are no financial factors that are important to bring long-term organization performance. Hromei, (2014)indicated that the human related issues were neglected, while it is now a well-known aspect that employees’ satisfaction translate into a higher financial performance, through creativity and dedication to the organization’s goals. However, the study concluded that managers faced problems to enhance organization performance due to lack of knowledge and ability to consider non-financial factors that were based on human capital which was the balance for work environment, organization performance for long run goals.

Employee involvement (Bwire et al., 2014), (Marie, A.A., Ibrahim et al., 2014) has benefit effect on quality services and its employment contentment. It is very challenging to choose organization performance measures. Employee participation in workplace decision making is essential to motivate the employees. Broad participation in decision making ensures high performance by motivated employees. This participative process increases capacity of employees in problem solving and commitment to the organization’s success. The underlying logic is that by involving workers in those decisions that affect them and by increasing their autonomy and control over their work, employees can be made more motivated and more committed to the organization, more productive and more satisfied with their jobs (Ford and Fottler, 2005).

Giving employees’ decision making authority increases 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 the situation. Their self-esteem, job satisfaction and co-operation with management also may improve. So employee participation in management, important part of human relations, is deemed to be an important tool to boost up their motivation. Many researches have tried to identify factors leading to employee engagement and developed models to draw implications for managers. Their diagnosis aims to determine the drivers that increase employee engagement level.

According to Penna research report (2007) meaning at work has the potential to be valuable way of bringing employers and employees closer together to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to make a contribution, they find meaning. Employees want to work in the organizations in which they find meaning at work. The health services are critical to any country’s development as it depends on health human capital of which this can be provided through quality health services in the hospitals. But there are a lot of problems in this sector. Lack of proper employee participation in decision making and motivation is one of them. For this problem quality health services delivery faces a number of difficulties. A good number of research works have been done in different fields but unfortunately, few studies have been conducted to find out about the correlation among employee participation and organisation performance which informs the need for the current study.

## 1.4 Research Objectives

## 1.4.1 General Objective of the Study

The general objective of this study is to assess the effectiveness of employee involvement on organisational performance.

## 1.4.2 Specific Objectives

Specifically the research was centred at achieving the following objectives;

1. To analyze the relationship between employee’s involvement and organizational performance
2. To determine how employees are involved in organization decision making

# To assess the challenges affecting employee’s participation in decision making

## 1.5 Research Questions

## 1.5.1 Research General Questions

What is the effectiveness of employee involvement on organisational performance?

## Research Specific Questions

1. What is the relationship between employee involvement and organisational performance?
2. To determine how employees are involved in organization performance.
3. What are the challenges effecting employees’ involvement in decision making?

## 1.6 Relevance of the Research

This study is of value to the following groups of people:

**Scholars:** They have gained knowledge on the relationship between employee involvement and organisational performance. They have to acquire an insight into what factors affect involvement in decision making in health facilities’ environments. They also are able to use the findings of this study to prove various theories and to use the study as a basis for further research on other variables not included in this study.

**Human Resource Specialists:** They can now be able to understand how the variables used in the study interact with each other and to use the information from the study to design better jobs so as to ensure job satisfaction.

**Health Facilities:** the study can be useful to the Hospital administration to understand the impact of employee involvement on organisational performance and hence improve job satisfaction among staff. The outcome of this study should encourage further studies in other areas.

## 1.7 Organization of the Report

This study is organized into three chapters. Chapter one presents the introduction, which focuses mainly on the background, problem statement, objectives and significance of the study. In chapter two, literature review was discussed, where in literature review there are theoretical literature review and empirical literature review. In chapter three we discussed on research methodology that was used to conduct the research.

## 

## CHAPTER TWO

## 2.0 LITERATURE REVIEW

## 2.1 Overview

This chapter on literature reviews discussed on conceptual definitions that were very crucial in this study. This is followed by the empirical review of literature related to the topic under study and the critique of this literature. Finally, the chapter investigated on the gaps that arose from this literature and then the summary.

## 2.2 Conceptual Definitions

## 2.2.1 Defining Involvement

One of the first challenges presented by the literature is the lack of a universal definition of employee involvement. Kahn (1990:694) defines employee involvement as “the harnessing of organization members’ selves to their work roles; in involvement, people employ and express themselves physically, cognitively, and emotionally during role performances”. The cognitive aspect of employee involvement concerns employees’ beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders.

The physical aspect of employee involvement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), involvement means to be psychologically as well as physically present when occupying and performing an organisational role. Most often employee involvement has been defined as emotional and intellectual commitment to the organisation (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Although it is acknowledged and accepted that employee involvement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss et al (2006) define employee involvement simply as ‘passion for work’, a psychological state which is seen to encompass the three dimensions of involvement discussed by Kahn (1990), and captures the common theme running through all these definitions.

The existence of different definitions makes the state of knowledge of employee involvement difficult to determine as each study examines employee involvement under a different protocol. In addition, unless employee involvement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson 2007). This highlights the problems of comparability caused by differences in definition. Furthermore, whilst it is acknowledged that employee involvement has been defined in many different ways, it is also argued the definitions often sound similar to other better known and established constructs such as ‘organisational commitment’ and ‘organisational citizenship behaviour’ (OCB) (Robinson et al 2004). Thus Robinson et al (2004) defined involvement as ‘one step up from commitment’. As a result, employee involvement has the appearance of being yet another trend, or what some might call “old wine in a new bottle”.

## 2.3 Theoretical Analysis

## 2.3.1 Theory X and Theory Y

According to McGregor, a traditional organization, which has a centralized decision-making process and a hierarchical pyramid, is based on several assumptions about human nature and motivation. These assumptions are called Theory X by McGregor and consider that most people want to be directed, they do not want to assume responsibility and value safety above all. Moreover, this philosophy assumes that people are motivated by financial means and by the threat of punishment. Managers who embrace this theory are likely to supervise and control their employees, as they feel that external control is needed when dealing with irresponsible people.

Nevertheless, McGregor started to question the validity of Theory X, especially in the context of the contemporary and democratic society. Using Maslow’s hierarchy of needs, McGregor concluded that Theory X is not universally applicable, as its assumptions about human nature are in many cases inaccurate. In addition, most of the management practices developed from these assumptions failed to motivate individuals to work for attaining the organizational goals. McGregor highlighted that these methods are not applicable to people whose physiological and safety needs are satisfied, while social esteem and self-actualization needs are becoming more important.

Moreover, he considers work very similar to play, as both are physical and mental activities. Nevertheless, under Theory X management, there is a clear distinction between them, as on the one hand play is controlled by the individual, while on the other hand work is controlled by others. Therefore, people look for any excuse not to go to work, in order to satisfy social and self-actualization needs, especially if they have enough money for the basic needs. Under these circumstances, people do not find work challenging at all and consider it more like a necessary evil.

On the other hand, Theory Y practices focus on creating a pleasant work environment and aligning the individuals’ goals with the organizational goals. In these organizations, the productivity levels are high and people come to work gladly, as the works satisfy their superior needs. This theory considers that people are not lazy and unreliable. On the contrary, it assumes that people can be self-directed and very creative, if they are motivated properly. Subsequently, one of the main tasks and challenges for management is to exploit thefull potential of each employee. Motivated people will achieve their own goals by focusing on attaining the organizational goals.

Nevertheless, we cannot draw the conclusion that Theory X is bad and Theory Y is good. On the contrary, these theories are attitudes towards employees. Although, generally speaking, a manager should base his/her assumptions on Theory Y, there are cases in which a directive and controlling behaviour is required, as to help some people develop, until they become creative and self-directed. One employee may be motivated in his work with higher commissions, whereas other employees may be interested in a better working environment (Tietjen & Myers, 1998).

**Pattern A and Pattern B:** Chris Argyris has identified and discussed behaviour patterns A and B, in addition to Theory X and Y. On the one hand, Pattern A reflects the interpersonal behaviour, group dynamics and organizational norms that are associated with Theory X, while on the other hand, Pattern B represents the same phenomena but associated with Theory Y. Pattern A individuals are not open, reject experimenting and do not perform properly in teams. In contrast, Pattern B employees are open, enjoy experimenting and also encourage others to act similarly. Even if Theory X is usually associated with Pattern A individuals and Theory Y with Pattern B individuals, some managers could be XB or YA. XB managers have negative assumptions about employees, but they usually are supportive and encourage individuals to be creative, as they have learned from experience that in this way they increase productivity.

In addition, XB managers engage in supportive behaviours, as they want to integrate in the organizational environment. On the other hand, YA managers control and supervise people, although they generally assume people are independent and self-motivated. These managers use pattern A behaviour as they are trying to help individuals develop the skills and competencies needed for creating an environment where they can act as YB managers (Hersey et al, 2001).

**Informal work groups:** Generally speaking, informal work groups have the power to control the behaviour of their members and therefore, influence the level of productivity. George Homans developed a model of social systems to explain from where their power comes to influence individuals’ behaviour. Homans identified the three elements that compose a social system: activities, interactions and sentiments. Activities are the usual tasks employees perform, interactions are the behaviours between people while performing the tasks and the sentiments are the attitudes that occur between individuals. Although these concepts are distinct, there is a strong and mutual dependency between them. As a result, any change that happens in one of these elements influences the other two.

In any organization, certain activities, interactions and sentiments are required from its members otherwise they would have to leave. Therefore, certain activities should be done by people that work together and be satisfying for people to continue working within the organization. As people work together they develop sentiments, therefore it is essential to create the premises for developing positive sentiments. Moreover, if the sentiments are becoming more positive, people enhance the interactions between them. If this process continues, people will develop similar sentiments and behaviours. Once the cohesion of the group increases, the group also develops expectations and norms that highlight the accepted behaviour of the people in specific circumstances.

Therefore, if the group is significantly cohesive, the members would not want to leave and they embrace the norms quickly. If there are situation when people deviate from the norms, they are either sanctioned or forced to leave the organization. A strong informal group should not be seen as an issue for the organization, as it can help improve the overall performance. Therefore, it is essential to help them integrate and align their own goals with the ones of the organization.

**Increasing interpersonal competence:** Management based on Theory X assumptions is still widely practiced, although McGregor and others consider it as being out-dated. Therefore, there are many companies that still use it today, although it considers people as being immature and lazy at the workplace. Argyris considers that bureaucratic-pyramidal values lead to poor and superficial relationships between the members of an organization. Moreover, these relationships are not authentic and lead to low interpersonal competence, as they do not allow the natural expression of feelings. Further on, Argyris points out that an environment that is not psychologically safe is a proper ground for conflict, rigidity and low performance.

On the other hand, if management emphasizes on humanistic and democratic values, authentic relationships developed on trust will develop among people, leading to higher interpersonal competence and organizational competence. In such an environment, people are given the opportunity to develop to their full potential and management strives to create an exciting and challenging environment. The members of the organizations are treated as persons with a complex set of needs and are given the chance to influence the way in which they relate to work and environment.

The bureaucratic-pyramidal values that dominate most organizations have lead to many issues. Therefore, individuals have to change in order to make the transition toward mature people. First, they need to move from a passive attitude to a state of activity. Next, they should develop to a state of relative independence and start behaving in many ways. Moreover, the members should develop deeper and stronger interest, while having a long-term perspective. While in traditional organizations members are subordinate to everyone, they should move to equal or superior positions as adults.

Last but not least, the individuals should not only become aware of themselves but also be able to control themselves. Although these changes are only broad tendencies, they provide insightful information regarding the matter of maturity. The norms developed inside the groups limit the expression and the growth of individuals, but the natural tendency is to move towards maturity with age. Nevertheless, there are a handful of persons that are able to develop to full maturity.

In most of the cases, employees do not develop to maturity due to management practices that give them minimal control and independence, rather than because they are lazy or lack self-awareness. Usually, organizations are created to achieve certain objectives, so employees are fitted to the job. Moreover, the management of these organizations tries to increase organizational and administrative efficiency by transforming the workers into interchangeable parts. Decision-making is held by several persons from top management and the rest of the members are strictly controlled through budgets, incentive systems or standard operating procedures. The jobs are designed in such a way that makes work unchallenging and repetitive. As I have already pointed out, needs such as esteem and self-actualization are more important for people as they develop.

Herzberg (1964) identified two different categories of needs: hygiene factors and motivators, which are independent and influence behaviour in different ways. People that are dissatisfied with their jobs are concerned about the work environment, while satisfied individuals feel comfortable with their jobs. The first category (hygiene factors) refers to organizational policies, supervision, working conditions, money security or interpersonal relations. Although these factors are not an intrinsic part of the job and they do not influence the worker’s output capacity, but they prevent low performance due to work restrictions. On the other hand, the second category is represented by factors that involve feelings of achievement, professional growth and recognition. These factors do not only have a positive effect on job satisfaction, but they also increase one’s total output capacity. When hygiene factors are satisfied, they eliminate dissatisfaction and work restrictions, but they have no impact on achieving superior performance.

On the other hand, enhancing the motivators will help an individual to grow and develop. Therefore, hygiene factors influence an individual’s willingness and motivators affect an individual’s ability. If one knows the high-strength needs of the individuals, it is possible to set the goals that will create the environment to motivate those persons. Similarly, if one knows the goals of those individuals, one can predict their high-strength needs. These predictions are possible as it has been demonstrated that money and benefits satisfy needs at the physiological and security levels, interpersonal relations and supervision are hygiene factors that satisfy social needs, while increased responsibility, challenging work and growth are motives that satisfy needs at the esteem and self-actualization levels.

In addition, people with high achievement motivation tend to be interested in the motivators. People who are motivated with achievements want to know how well are performing their tasks. Oppositely, people with low achievement motivation are concerned about the work environment and want to know how others perceive them rather than their job efficiency. Taking into account overspecialization leads to repetitiveness and low levels of motivation, researchers have researched ways to enhance the job satisfaction. Therefore, workers could gain more satisfaction at work if the managers enlarge their jobs (job enrichment).

In other words, the number or the variety of tasks should be increased for the employees, as this also increases their level of performance. In order to achieve these results, the tasks should be redesigned and the workers should be given more responsibility (horizontal and vertical job expansion). In order to foster growth and maturing, both horizontal and vertical job expansion are required. If people are involved in the planning, organizing, motivating and controlling of their own tasks, they satisfy their esteem and self- actualization needs, and increase their performance.

Managers should be aware of the differences between motivation and satisfaction. On the one hand, motivation is influenced by forward looking perceptions about the relationship between performance and rewards, while on the other hand, satisfaction is the result of past events and refers to people’s feelings about rewards they have received. Therefore, this distinction is important when trying to improve the organizational performance, as they need to focus on all the possible means to enhance motivation. In order to sustain their competitive advantage, nowadays organizations have to adapt to the latest technologies and to face globalization. As Ford (2005) noticed, the inevitable challenges that organizations face are the economic, social, political and technological changes, all of them taking place in the external environment.

Nevertheless, adapting to these changes can be an opportunity and a source of motivation for sustaining the competitive advantage. All these changes have a direct and significant impact on the employee motivation, as the organizations need to invest into getting the most intelligent and committed workers. However, managers are reluctant to redesigning the work place, as they either distrust the employees, have financial issues or the levels of ambiguity are high. The most used strategies to reduce costs are the implementation of new technologies, cutting down the number of employees and outsourcing. These changes in the internal environment might have a negative impact on employee motivation, as they might feel that the organization is becoming less loyal and dependable to them (Boldman et al, 2003).

## 2.4 Empirical Analysis of Relevant Studies

James, Debra and Laurie (2006) reported that while participation in workplace decision making may have positive effects on employees’ attitudes toward their work, it may have less impact on employee performance. In addition, the cost of implementing participatory management systems may far exceed the actual return. However, the commentators provide numerous professional examples to suggest that participation in workplace decision making in government setting not only improves employees’ attitudes toward work, but also increases their performance.

Changes in the nature of organization and task environments, employees’ desires to participate in workplace decision making, as well as rapid advances in technology facilitating such exchanges, may make participation an even more important determinant of performance in the future Mariam (Jamila et al., 2006) reported that both the unskilled and semi-skilled women workers have an opportunity to be employed in the garments industry in Bangladesh. This paper found that women in the garments sectors of Bangladesh are not discriminated because they are women.

**2.4.1. Employee Engagement**

Markos and Sridevi, (2010) stated that the beginning of an employee involvement is at the first of his appointment to the organization’s services. It is a responsibility of leaders to motivate workers commitment and engagement for job performance (Truss et al., 2013). In contrast, other authors (Metha and Metha, 2013)stated that involvement is for both managers and workers and are responsible to achieve organizational goals and objectives. “Involvement with the Organization measures how involved employees are with the organization as a whole, and by extension, how they feel about senior management. This factor has to do with confidence in organizational leadership as well as trust, fairness, values, and respect-i.e. how people like to be treated by others, both at work and outside of work” (Custom Insight 2016).

Two factors were distinguished for employee involvement: “Employee Satisfaction (which is the level of contentment or happiness a person assigns to: a) attributes of their job/position, b) their organization, and c) the general or overall way they feel about their employment) and Employee Commitment (that implies how the pride people feel for their organization as well as the degree to which they: a) intend to remain with the organization, b) desire to serve or to perform at high levels, c) positively recommend their organization to others, and d) strive to improve the organization’s results)(Schmidt and Marson, 2012).

It was (Kular et al., 2008) who reported that the good time to identify the best-involved employees is at the time of their recruitment. Employee attitude and enthusiasm to work hard are positive experience that longer for their good performance. For some (Shamila, 2013) employees are affected by different factors, which need special attention from the leadership such as employee turnover than focusing only on organization benefits.

Openness behaviour has been proved as one of the important elements that motivate employee involvement regardless of their skills and knowledge. Thus management needs to pay more attention on this factor while designing jobs and services for their workers (Kular et al., 2008). While for some authors (Nawaz et al., 2014)reveal that preparation for responsible employees help organizations to create positive background to advance employee abilities and aptitude to gain competitive advantage for organizational goals involvement.

Albrecht, (2012) recommended that organizations should encourage and keep employees well‐being, which is one of the factors that contribute to their performance and commitment to achieve organizational goals. He argued that when employee provided with open and supportive clear autonomy to his background and career development ensuresinvolvement to his jobs clearly aligned with organizational goals. Others indicated, “The various drivers of work involvementand the incremental benefits accrued to organizations due to effective commitment practices are clearly interpreted” (Bwire et al., (2014).

It was proved that “workplace well-being (WWB) has been defined as “a holistic approach to creating high performance organizations through establishing the right conditions to generate high levels of employee involvement. This approach assumes that achieving high levels of organizational performance depends on employees who are strongly committed to achieving the goals of the organization, and who show this through their actions. This behavioural objective is influenced in turn by levels of employee satisfaction, and by supportive, respectful and healthy work environments. WWB is connected to physical health and wellness but primarily emphasizes the social and psychological dimensions of three inter-related elements – workplace, workforce, and the work people do (Schmidtand Marson 2012).

Providing positive response to employees is another factor that is important to motivate employee involvement and commitment in organization. However, it was revealed in the same study “appropriate rewards and incentives to reinforce employees’ desired behaviour are other promising job resources and that “employee growth and opportunity for advancement is another significant job resource (Siddiqi, 2015).

“Employers can set themselves up for continued success by focusing on the key Involvement Drivers that make a positive impact on their workforce and thus keep their employees engaged. The companies that have a highly involved workforce have risen to the challenge. They proactively respond to the environment, competition, and changing workforce needs. They evolve, but stay true to the values that made them successful and arewell positioned for continued success (Hewitt, 2011). Andrew & Sofian (2012) emphasized that “involvement should be a win-win state of affairs, where vastly engaged employees resiliently identify with the success of their organization and win fulfilment from their contributions. And that knowledge of employee engagement is one of the pioneering work in advocating that employee involvement should be examined by distinguishing between job engagement and organization involvement”.

**2.4.2 Organization Performance**

Kular et al., (2008) contend that solution to employee involvement for enterprises performance is to provide employee with opening to share their ideas and feelings. Also that managers and leaders are to accommodate employees concerns to maintain organization performance (Business & Talenet Aligned, 2012).Employee attitude is a positive factor for their involvement to organization performance. The recognition of employee attitude is an important element for competition to contribute to organization profitability (Shamila, 2013). Others reported that employee involvement and organization performance, there is a need to share with them and demonstrate ideas for strategic plan of the organization (Business & Talenet Aligned, 2012).

The concept of employee attitude described by authors (Dalal et al., (2012) indicated that employee involvement engagement involves task performance that is based on activity approaches and dispositional of the worker himself. “You can measure a lot of things that have nothing to do with performance and that don’t help a company implement a system that allows managers to create change”. “It’s great when companies try to improve employee involvement and even better when they measure it. Measurement is the first step companies must take before they can implement meaningful actions to improve involvement. But if they don’t measure the right things in the right way, those actions won’t matter and they won’t have a measurable impact on business outcomes or the bottom line. Concentrating on employee involvement can help companies withstand, and possibly even thrive, in tough economic times”.

Others considered that well performing employees are considered with high motivation and values to ensure positive outcome in their organization(Abrahma, 2012). In addition (Ram and Prabhakar, 2011), (Purcell,2012)consideration of well-being of employees is an acknowledgement to his contribution for organization performance. Markos and Sridevi, (2010), also confirm that engagement is a double side of sharing information between managers and employees and find out the weaknesses of employee that needs attention. Consideration of top management to employees’ satisfaction is a lead towards organization performance.

Evidences show that there is relation between employee engagement and organization performance, whereby, the better the employee is engaged and committed, the better and the performance of the organization. Employee engagement influence positively the non-attendance, continuation, advancement, facilitate client’s services and encouragement to staff towards organization performance (Macleod and Clarke 2012). Managers and other financial put their emphasis on financial factors to achieve organization performance dealing with earnings and accounting returns, calculating financial benefits from project operations. They put little emphasis on employee engagement and satisfaction, which are nonfinancial factors that are important to bring long-term organization performance(Akter, 2011).

Hromei, (2014)indicated that the human related issues were neglected, while it is now a well-known aspect that employees’ satisfaction translate into a higher financial performance, through their creativity and dedication the organization’s goals. However, the study concluded that managers face problems to enhance organization performance due to lack of knowledge and ability to consider non-financial factors that are based on human capital which is the balance for work environment, organization performance for long run goals. Researchers reveal that there is no particular best way of organization performance appropriate to all employee situations.

In order to be efficient, the implementation of internal organization decisions should connect with the demands of external environment and people needs(Soylu, (2008). “The good news is that many organizations are making a start through a variety of innovative management approaches. Staffing and benefits solutions are being used to address employee attraction and retention. Better knowledge management systems are being created to stem the exodus of information. Training and development is gearing up to build new skills and knowledge. Marketing and branding are being used to build a positive image, and so on. All of this is needed.

But none of this is going to be enough if employees do not see public organizations as good, satisfying places that they want to join, stay with, and contribute to in ways that help achieve organizational goals (Schmidt and Marson, 2012). On the other hand others argued that there have been “a growing recognition of the role that employees actively play in shaping and influencing their environment and with a proactive personalities that are most likely to craft their own jobs, by mobilizing their own resources and setting their own challenges to work on their own engagement in turn to predict other ratings of organization’s performance” (Bakker et al., 2012).

Giving workers a fair degree of responsibility enhance their senses of creativity to organizational problems; that could result from formal recognition programs put in place to reward top performers with considerable amount of autonomy, where many decisions could be made on the individual team level versus at headquarters (Review, 2013). Many studies reveal that mediation between employee and manager is one of the key factors to improve organization performance. Par example, in the UK, (Wood et al., 2012) say that“both mutual gains (positive mediation) and counteracting (inconsistent mediation) theses are relevant for understanding the impact of involvement-centered Human Resource Management on job satisfaction and organizational performance” (Tak, 2014).

Employee engagement is another factor proved to be attached to organizational performance outcomes. With dedication and happiness, employees at their workplace ensure that their organization attain a remarkable and visible competitive advantage. Workers with higher engagement to their organizations increase their retention and reduce staff turnover and absenteeism. Further, organization results are accountable on productivity, customer satisfaction, saving costs, and profitability level increase (Nawaz et al., 2014).

## However, it was found that “measuring employee satisfaction and making changes to increase employee satisfaction does not necessarily lead to increased performance. In fact, the conditions that make many employees "satisfied" with their jobs are likely to frustrate high performing employees. Top performers want to be challenged and to challenge the status quo. They embrace change, seek out ways to improve, and want all employees to be held accountable for delivering results. By contrast, low performing employees often cling to the status quo, resist change, and avoid accountability whenever possible (Custom Insight, 2016), (Markos and Sridevi, 2010).

## “The organizations that improve engagement during challenging times focus on a number of factors that differentiate them in the marketplace. These factors include focusing on long-term strategies, demanding measurable actions, involving all stakeholders, understanding key employee segments, and broadening the range of assessment tools and analytics. Employee expectations and company responsiveness to internal and external environmental changes have a lot to do with showing improvements, even when the market overall is showing a decline (Hewitt, 2011).

## 2.4.3 Factors Enhancing Employees’ Motivation

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004). Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees’ diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002). Moreover, focusing only on this aspect might deteriorate employees’ attitude, as they might pursue only financial gains. Fortunately, there are other non-financial factors that have a positive influence on motivation, such as rewards, social recognition and performance feedbacks.

Numerous researches have also pointed out that rewards lead to job satisfaction, which in turn influence directive and positively the performance of the employees. Moreover, rewards are one of the most efficient tools of management when trying to influence individual or group behaviour, as to improve organization’s effectiveness. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their performance. In order to use salary as a motivator, managers have to develop salary structures, according to the importance of each job, individual performance and special allowances.

Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees’ trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2005). The leaders and the employees help one another to attain high levels of morality and motivation.

Trust represents the perception of one individual about others and his willingness to act based on a speech or to comply with a decision. Therefore, trust is an important factor for an organization that wants to be successful, as it has the ability to enhance employees’ motivation and foster interpersonal communication. Irrespective of the degree of technical automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff. Therefore, developing and implementing employee training programs is a necessary strategy to motivate workers. In addition, a good communication between the managers and the workforce can instigate motivation, as the degree of ambiguity decreases.

## 2.4.2 Empowerment and Organizational Performance

Empowerment is defined according to Bennis (1989) as an approach to leadership that empowers subordinates as a main constituent of managerial and organizational effectiveness. Moreover, employees are given authority and the freedom to make decisions, which encourages them to discover and use their full potential. Having more control over their own jobs is the main driving force of empowerment that encourages growth and better productivity. Therefore, the empowerment process focuses on solving the problems of the organizations by people. Furthermore, empowering makes workforce fell appreciated and that their feedback on performance is valuable for the organization. The contribution of the employees and their participation in designing the organization are essential for the well-being of the organization, as individuals should do efforts in the environment where they are responsible for their actions.

Empowerment gives people responsibility and authority to act as if they are in control of their own destinies. It is essential for an organization to recognize the quality and the results of the employees’ work, as next time they are even more efficient to get more recognition. Employee participation and empowerment is about the contributions of the employees in administration and decision-making regarding the policies, objectives and the strategies of the organization. Studies have shown that employees’ perception of the goals and the norms of the organization are positively related to employee motivation. Taking into account that high levels of motivation can be achieved through empowerment, this process also leads to organizational growth.

Customer satisfaction can also be achieved through empowerment, as employees can make quick decisions to solve the problems without having to ask the manager what to do. Moreover, increased autonomy increases the productivity and enhances their capabilities and motivation to accept new challenges and solve them. Proper remuneration and empowerment combined are imperative if an organization wants to obtain greater dedication and trust from its members. If the employees are loyal to the organization and highly motivated, superior levels of effectiveness and growth can be achieved by the organization. Employee involvement and empowerment are two aspects that should not be overlooked as it increases commitment and understanding. Therefore, employees are less likely to be resistant to changes and not only feel valued by the organization, but also come up with important information, as they are in direct contact with the customers or with the operational processes.

On the one hand, autocratic leadership and top-down decision-making create a rigid work environment where employees are given orders to achieve certain tasks. In these organizations, innovation is suppressed and motivation decreases, which has in turn a negative impact on performance. On the other hand, satisfied and motivated employees contribute to enhanced organizational productivity, which leads to better profits.

## 2.5 Research Gap Identified

Many studies have dealt with employee participation in the organisation like James, Debra and Laurie (2006) reported that while participation in workplace decision making may have positive effects on employees’ attitudes toward their work, it may have less impact on employee performance. In addition, the cost of implementing participatory management systems may far exceed the actual return. As well, a study by (Newstrom & Davis, 2004) pointed out that the use of participative practices is noteworthy.

Dependent Variable

Independent Variables

(Employee Involvement)

* Planning
* Monitoring
* Rewarding
* Assessment

ORGANIZATIONAL PERFORMANCE

## Figure 2.1: Conceptual Framework

The educational level of the workforce often provides workers with unique capacities that can be applied creatively to work problems. These employees also acquire a greater desire for influencing work- related decisions and an expectation that they are allowed to participate in these decisions (Newstrom & Davis, 2004). None of the studies however, talks about organisational performance as most of them focus on motivation aspect of involving employees. In the same line, all the consulted literature seem to base on the business settings where this current study focuses on the hospital setting as a services provision entity.

## CHAPTER THREE

## 3.0 RESEARCH METHODOLOGY

## 3.1 Overview

This chapter presents the methodology that was used to conduct research. This includes Research design, rational for selecting survey design, population of the study, sampling techniques, data collection instruments such as questionnaires, interviews or observations and statistical techniques for organizing and interpreting unstructured data (Bryman 2008). It seeks to establish sound reasoning in linking the steps employed to answer the research questions and to achieve the objectives of the research. Sampling methods, data analysis are discussed. Issues of confidentiality and the validity and reliability of the study are stated.

## 3.2 Research Strategies

Research design is the conceptual structure within which a research is conducted. It is the logical sequence in which the study is to be carried out, and it constitutes the blueprint for the collection, measuring and analysis of data (Kothari, 2004). The research employed a cross-sectional design. The sample survey was chosen since it would allow for the collection of a large amount of data in a relatively short period of time hence cost effective. An analysis of the patterns and themes that were generated from this survey were used to formulate generalizations. Essentially, from certain generalizations (in terms of theories, general laws or observations) by examining a set of particular observations which would lead to some conclusion (Muganda, 2010)

## 3.2.1 Area Of The Research

The study was conducted in Mbeya City. The selection of Mbeya City was based on the fact that it has hospitals from which the study expects to obtain appropriate data on the study at hand. This place is selected because of simplicity to reach and to collect data at time and presence of needs of the intention in research.

## 3.2.2 Survey Population

A target population is a precisely specified group of cases from which a researcher studies a sample and to which the results from the sample are generalized (Neumann, 2006). Creswell (2005) defines the term population as a group of people having common characteristics. In this study the target population was hospital employees at all levels who amount to 256.

## 3.3 Sampling Design And Procedures

According Mlyuka, (2011) maintain that simple random sampling is a type of sampling which provides equal chance to every member in the population to be included in the study. In order to select a research sample general characteristics of this population was studied and it was the opinion of the researcher that the characteristics can be divided into two broad environments, namely external and internal environment in which medical personnel operate. While the internal environment means the capabilities of the hospitals and medical personnel, financial and human resources. This procedure was employed to select respondents from medical personnel and hospital leadership in Mbeya City. According to Fraenkel and Wallen (2000), purposive sampling is an occasion based on previous knowledge of a population and specific purpose of the research investigators for use in personal judgments to select a sample. In this study, the purposive sampling technique and simple random sampling were employed to select hospital leadership and hospital employees at all levels.

**3.3.1 Sample Size**

A sample is a small proportion of the population that is selected for observation and analysis. A sample represents the actual characteristics of the whole population; its size depends upon the nature of the population of interest for the study (Best & Khan, 2006, P.13). With respect to this study, the selection of the sample considered a number of factors such as the information required, purpose of the study and time. Under this ground, a total of 100 participants were involved. However, Gay (1981) recommends the minimum of 10% of the population to be a reasonable sample size to ensure significance level of 0.05 or 95% respondents were involved. Also Orodho, (2012) further argues that the sample size depends on what one wants to know, the purpose of inquiry, what is at stake, what was useful, what had credibility and what can be done with time and resources. The samples for this study was 8 hospital management personnel, and 92 workers at all levels making a sample of 100 respondents.

**Table 3.1: Composition of Sample Size**

|  |  |
| --- | --- |
| **Sample Frame** | **Respondents** |
| Hospital leadership | 8 |
| Health personnel at all levels | 92 |
| **Total** | **100** |

**Source:** researcher, 2017

## 3.4 Sources Of Data

The study employed both primary data and secondary data to accomplish the intended objectives under the study. Mlyuka (2011) noted that the central focus any research activity is the gathering of information for the production of knowledge.

## 3.4.1 Primary sources

These are original sources from which the researcher directly collects information that had not previously been collected. Primary data refers to first-hand information collected through questionnaires, interviews and observations, (Kothari, 2004). The study thus collected primary data, through questionnaires and interviews.

## 3.4.2 Secondary Sources

Theseare sources which contain data which have been collected and compiled for other purposes such as readily available and already compiled documents and reports. (Kothari, 2004) Here the data was collected from different journals, books, newspapers, magazines, reports, internet and any other written materials which initially were not prepared for the study at hand.

## 3.5 Methods of Data Collection

The researcher collected data through, document search, interview, as well as questionnaire.

**Documentary search:** In this study, data was obtained through various records on previous official meetings. The information collected through this technique enabled the study to cross- check the reliability of the information to be collected through the questionnaires and interviews.

**Interview:** In this study a semi-structured interview schedule was administered in order to get rich and in-depth information from respondents. Each interview session lasted for about 25 to 30 minutes.

**Questionnaires:** This study used questionnaires since the technique allows the coverage of a large population within a short period of time. Respondents had adequate time to give well thought responses since respondents who were not easily approached could be reached easily by this method (Best& Khan, 2006). In this study both open and close-ended questions wereused to collect data from students. Open-ended questions allowed the respondents to explain their views on particular issues while close-ended questions permitted the respondents to choose among the given responses only.

**Observation*:*** In this study no-participant observation was used to see if during the research period there happened any consultative meetings between the hospital management and other low level workers.

## 3.6 Data Processing and Analysis

Data analysis is a process that implies editing, coding, classification and tabulation of collected data (Kothari, 2004). Quantitative analysis was used for the data obtained from structured questionnaires. The quantified data was tabulated and calculated in terms of frequencies, and percentages. The final results were summarized and presented in tables. The data was coded and categorized into their respective themes based on the research tasks and questions. After the data have been analysed, the researcher generalized and interpreted the findings.

## 3.7 Validity and Reliability of Instruments

Under this subsection the following will be considered:

## 3.7.1 Validity

Validity is the most important in developing and evaluating measuring instruments. The focus of recent views of validity is not on the instrument itself but on the interpretation and meaning of the score from the instrument. A test that has validity in one situation and for one purpose may not be valid in different situations or for different purposes (Ary, Jacobs & Sorensen, 2010). The study used different instruments such as interviews, questionnaires, documentary review and observation. In that case one instrument may cover the area in which another instrument fails to capture. In this respect, a pilot study was conducted in order to test the validity and reliability of the research instruments in two health centres which are not in the main area of the study. In order to ensure the validity of the instruments, the interview guides and questions were submitted to health workers for comments. The instruments were adjusted in the light of comments from the fellow students and the health professionals.

## 3.7.2 Reliability

Creswell, (2012) comments that reliability in qualitative research is viewed as the fit between what is recorded as a data and what have actually occurred in the setting under study. To cross check the data the study used a triangulation method. De Vos (2005) comments that triangulation is used to designate a conscious combination of more than one method. The main aim of employing triangulation of methods is to increase the reliability of data collected.

## CHAPTER FOUR

## 4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

## 4.1 Introduction

This chapter presents and analyses findings of the study. It is divided into two major sections. The first section presents the demographic characteristics of the respondents such as gender, age, education level, and working experience. The second section is concerned with presentation, analysis and discussion of data collected from study field. The presentation is according to the following four research objectives (questions): To analyse the relationship between employees’ involvement and organisational performance. To determine how employees are involved in organization performance. To assess the challenges effecting employees participation in decision making.

## 4.2: Demographic Characteristics of the Respondents:

The following are profiles of respondents according to gender, age, education and work experience;

### Table 4.1: Respondents Profile According to Sex

| **Gender** | **Frequency** | **Percent** |
| --- | --- | --- |
| Male | 46 | 46.0 |
| Female | 54 | 54.0 |
| **Total** | **100** | **100.0** |

**Source:** Research data, 2016

The study intended to seek opinion from both males and females over issues related problems facing the development of youth economic funded projects, a case of Iringa Municipality. According to table 4.1 shows 46 (46.0%) of the respondents were males, while 54(54.0%) were females. Having a higher percentage of men is reasonably explained by the fact that at the study was done once at a time and the representation was for those available at the time of data collection. However, with such representation, a good proportion of women opinions should be represented in this study.

### Table 4.2: Respondents Profile According to Age

|  |  |  |
| --- | --- | --- |
| **Age** | **Frequency** | **Percent** |
| 20-30 | 16 | 16.0 |
| 31-40 | 42 | 42.0 |
| 41-50 | 29 | 29.0 |
| Above 50 | 13 | 13.0 |
| **Total** | **100** | **100** |

**Source:** Research data, 2016

According to Table 4.2 it shows that majority of respondents 42 ( 42.0% ) were in the age group 31–40 followed by those in 41-50 age group 29 (29.0%), those aged 20-30 were 16 (16.0 %), and those above 50 were 13 (13.0%) of the respondents. Findings indicate that majority were in the age group of 31-40 years.

**Table 4.3: Respondents Profile According to Education**

| **Level** | **Frequency** | **Percent** |
| --- | --- | --- |
| Certificate | 19 | 19.0 |
| Diploma  Bachelor Degree | 25  43 | 25.0  43.0 |
| Masters Degree | 13 | 13.0 |
| **Total** | **100** | **100.0** |

**Source:** Research data, 2016

As for their education credentials in Table 4.3, it shows that majority of respondents 43 (43.0%) had bachelor dgree level of education, followed by those with diploma level of education who were 25 (25.0 %). Also those with cetificate level of education accounted for 13 (13.0 %) whereas those with masters level of education constituted 15(15.0%) of respondents. This level of education possessed by respondents enabled the researcher to get reliable data concerning the the effectiveness of employee involvement on organisational performance, because the person who have this level of education has got good understanding and reasoning so can provide more reliable information.

## 4.3 Study Findings

This section presents the findings from the study objectives of which the study had four specific objectives as follows; to analyse the relationship between employees’ involvement and organisational performance. To determine how employees are involved in organization performance. To assess the challenges effecting employees participation in decision making.

## 4.3.1 The Relationship Between Employees’ Involvement and Organisational Performance

The study under this objective was interested in finding out the nature of the involvement of employees in organisation decisions. Statements such as job consultative committees, task force of ad hoc joint committees, employee representatives on boards, team building, were put forward for respondents to show their agreement with the involvement of such nature and the following section presents the findings in that regard. The study used descriptive analysis and data was presented in tabular form as the follows.

**Table 4.4: Joint Consultative Committees**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percent** |
| SD | 1 | 1.0 |
| D | 6 | 6.0 |
| N | 30 | 30.0 |
| A | 46 | 46.0 |
| SA | 17 | 17.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings as presented in Table 4.4 revealed that 46(46%) of the respondents agreed that they are involved in the organisation decision making by way of joint consultative committees, 17(17%) strongly agreed to be involved in consultative committees however, a big number 30(30%) of respondents were not decided on whether they are involved through consultative committees or not. On the same note, 6(6%) of the respondents disagreed while 1(1%) of the respondents strongly disagreed with the statement. This therefore means that at the Mbeya Regional hospital, employees are involved in decision making by way of consultative committees.

**Table 4.5: Task Forces or Adhoc Joint Committees**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percent** |
| SD | 2 | 2.0 |
| D | 8 | 8.0 |
| N | 29 | 29.0 |
| A | 40 | 40.0 |
| SA | 21 | 21.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The study findings in Table 4.5 shows that majority of respondents agreed that they are involved in decision making through taskforces and or adhoc committees as these were 40(40%) and 21(21%) strongly agreed with the statement. It was also found that 29(29%) of the respondents were neutral whereas 8(8%) disagreed and 2(2%) strongly disagreed with the statement.

**Table 4.6: Employee Representatives on Boards**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percent** |
| SD | 6 | 6.0 |
| D | 3 | 3.0 |
| N | 22 | 22.0 |
| A | 41 | 41.0 |
| SA | 28 | 28.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings in Table 4.6 show that the respondents by majority 41(41%) agreed that they are involved in decision making by having employee representatives on the hospital board and as well, 28(28%) strongly agreed with the assertion. On the other hand though, 22(22%) of the respondents were neutral meaning they were undecided, 6(6%) strongly disagreed whereas 3(3%) disagreed with the assertion that employees at Mbeya regional hospital are involved in decision making through having employee representative on the hospital board.

**Table 4.7: Team Building**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | **Frequency** | **Percent** | |
| SD | 5 | 5.0 | |
| D | 6 | 6.0 | |
| N | 20 | 20.0 | |
| A | 40 | 40.0 |
| SA | 29 | 29.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The study findings in Table 4.7 revealed that employees are involved in decision making through team building in an organisation. This was the response of the majority respondents 40(40%) who agreed with the statement followed by 29(29%) who strongly agreed with the assertion whereas 20(20%) were neutral. On the same note, 6(6%) disagreed while 5(5%) strongly disagreed that they are involved by way of team building.

**Table 4.8: Total Quality Management**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | **Frequency** | **Percent** | |
| SD | 5 | 5.0 |
| D | 3 | 3.0 |
| N | 20 | 20.0 |
| A | 45 | 45.0 |
| SA | 27 | 27.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings in Table 4.8 depict that employees at Mbeya Regional hospital are involved in decision making through total quality management as this was the response of majority respondents 45(45%) who agreed with the assertion and 27(27%) strongly agreed with the assertion as well. A large number of respondents however, 20(20%) were neutral, 5(5%) strongly disagreed and 3(3%) disagreed respectively. this shows that total quality management is a strong way through which employees can be involved in decision making of any organisation.

**Table 4.9: Semi or Fully Autonomous Work Groups**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percent** |
| SD | 3 | 3.0 |
| D | 4 | 4.0 |
| N | 23 | 23.0 |
| A | 44 | 44.0 |
| SA | 26 | 26.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings as presented in Table 4.9 revealed that the semi or fully autonomous work groups are very important in involving employees in decision making. This was seen as the majority of respondents 44(44%) agreed that they are involved in decision making by this means. These were followed by 26(26%) who also strongly agreed with the assertion whereas 23(23%) of respondents were neutral. On the other hand however, 4(4%) of the respondents disagreed with the statement and 3(3%) strongly disagreed with the statement.

**Table 4.10: Informal Discussion with Employees**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percent** |
| SD | 1 | 1.0 |
| D | 6 | 6.0 |
| N | 16 | 16.0 |
| A | 50 | 50.0 |
| SA | 27 | 27.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings in Table 4.10 revealed that the employees are involved in decision making at the Mbeya Regional Hospital through informal discussion with employees as this was the response of the majority 50(50%) who agreed with the statement and 27(27%) who strongly agreed with the statement. However, 16(16%) of the respondents were neutral, 6(6%) disagreed whereas 1(1%) strongly disagreed with the statement that employees are involved in decision making at the Mbeya Regional Hospital.

**Table 4.11: Formal Meetings with Employees**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percent** |
| SD | 3 | 3.0 |
| D | 3 | 3.0 |
| N | 16 | 16.0 |
| A | 48 | 48.0 |
| SA | 30 | 30.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings as presented in Table 4.11 depict that formal meetings with employees is a good form of employee involvement in decision making as this was supported by the majority 48(48%) who agreed with the statement, followed by 30(30%) who strongly agreed with the statement. On the same note, 16(16%) were neutral whereas 3(3%) strongly disagreed and disagreed respectively.

**Table 4.12: Discussion with Union Delegates**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **Percent** |
| SD | 3 | 3.0 |
| D | 4 | 4.0 |
| N | 22 | 22.0 |
| A | 40 | 40.0 |
| SA | 31 | 31.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The results in Table 4.12 revealed that discussion with union delegates is a method of employee involvement in decision making used by the respondents in the study area as this was agree by 40(40%) of the respondents followed by 31(31%) of the respondents who strongly agreed with the statement. On the other hand, 22(22%) of the respondents were not decided, whereas 4(4%) of the respondents disagreed with the statement whi8le 3(3%) strongly disagreed with the assertion.

## 4.3.3 The Challenges Effecting Employees’ Involvement In Decision Making

The study under this objective set out to establish the challenges facing employees’ involvement in decision making and as such, statements were put to respondents to measure their agreement with each option given and the findings are thus presented in the following section.

**Table 4.13: Absence of Willingness of the Management**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 5 | 5.0 |
| D | 11 | 11.0 |
| N | 24 | 24.0 |
| A | 41 | 41.0 |
| SA | 19 | 19.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The absence of willingness of the management to involve employees in decision making was identified as a challenge by 41(41%) of the respondents who agreed with the statement followed by 19(19%) who strongly agreed that the absence of willingness of management to involve employees in decision making is a challenge. However, 24(24%) of the respondents were neutral whereas 11(11%) disagreed and 5(5%) strongly disagreed with the statement.

**Table 4.14: Absence of Labour Union Activities**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 3 | 3.0 |
| D | 12 | 12.0 |
| N | 30 | 30.0 |
| A | 35 | 35.0 |
| SA | 20 | 20.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

Another challenge to employee involvement in decision making was identified to be the absence of labour union activities as this was the response of 35(35%) who agreed with the assertion followed by 20(20%) who strongly agreed with the statement. On the same note though, 30(30%) of the respondents were neutral whereas 12(12%) disagreed and 3(3%) strongly disagreed with the statement.

**Table 4.15: Lack of Workforce Diversity**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 4 | 4.0 |
| D | 22 | 22.0 |
| N | 30 | 30.0 |
| A | 29 | 29.0 |
| SA | 15 | 15.0 |
| Total | 100 | 100.0 |

**Source:** researcher, 2017

The findings in Table 4.21 revealed that majority of respondents were not decided whether lack of workforce diversity is a challenge to employee involvement in decision making followed by 29(29%) who agreed with the statement whereas 22(22%) disagreed with the statement. On the same note, 15(15%) strongly agreed that lack of workforce diversity is a challenge to employee involvement in decision making while 4(4%) strongly disagreed.

**Table 4.16: Political Groupings**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 21 | 21.0 |
| D | 21 | 21.0 |
| N | 10 | 10.0 |
| A | 32 | 32.0 |
| SA | 16 | 16.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings in Table 4.22 depict that the responses were in favour of those who agreed that political groupings are a challenge to employee involvement in decision making as those with dissecting political views are most times isolated by the management. This was the response of 32(32%) of the respondents who agreed, and 16(16%) strongly agreed with the statement. On the same note though, 21(21%) of the respondents disagreed and agreed strongly disagreed respectively while 10(10%) were neutral.

## 4.3.4 Benefits of Employee Involvement in Decision Making

The study through this objective sought to point out the benefits associated with employee involvement in decision making for which organisations benefit from. The statements that required their level of agreement were put forth to respondents and the following section presents the findings in that effect.

**Table 4.17: Communication of Information about the Organisation**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | **Frequency** | **Percent** |
|  | SD | 2 | 2.0 |
| D | 4 | 4.0 |
| N | 18 | 18.0 |
| A | 45 | 45.0 |
| SA | 31 | 31.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The study findings as presented in Table 4.23 revealed that employee involvement in decision making benefits the organisation through communication of information about the organisation as this was the response of majority respondents 45(45%) followed by those who strongly agreed with the assertion 31(31%) while 18(18%) of the respondents were neutral and 4(4%) disagreed whereas 2(2%) strongly disagreed.

**Table 4.18: Participation and Input into Assessment Tools**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 1 | 1.0 |
| D | 4 | 4.0 |
| N | 16 | 16.0 |
| A | 43 | 43.0 |
| SA | 36 | 36.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings show that involvement of employees in decision making helps employees participate and prepare in assessment tools in organisations. This was the response of 43(43%) of the respondents who agreed with the statement followed by 36(36%) who strongly agreed with the statement as 16(16%) were neutral. On the same note, 4(4%) disagreed while 1(1%) strongly disagreed with the statement.

**Table 4.19: Involvement in Service Development**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 3 | 3.0 |
| D | 2 | 2.0 |
| N | 12 | 12.0 |
| A | 41 | 41.0 |
| SA | 42 | 42.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings as presented in Table 4.25 depict that employee involvement in decision making helps in making them being more involved in service development as this was the response of 42(42%) who strongly agreed with the statement followed by 41(41%) of the respondents who agreed that employee involvement improves involvement in service development while 12(12%) were neutral and 3(3%) of the respondents strongly disagreed and 2(2%) disagreed with the statement.

**Table 4.20: Having Feedback on Actions Taken**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 2 | 2.0 |
| D | 3 | 3.0 |
| N | 8 | 8.0 |
| A | 51 | 51.0 |
| SA | 36 | 36.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

Having feedback on actions taken is a benefit associated with employee involvement in decision making as results show in Table 4.26 that 51(51%) agreed with the statement followed by 36(36%) of the respondents who strongly agreed as well. In the same vein, 8(8%) of the respondents were neutral whereas 3(3%) disagreed and 2(2%) strongly disagreed with the statement.

**Table 4.21: Commitment to Organisational Goals**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | D | 3 | 3.0 |
| N | 22 | 22.0 |
| A | 42 | 42.0 |
| SA | 33 | 33.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The study findings as presented in Table 4.27 revealed that employee involvement in decision making is important as it improves commitment to organisational goals as this was agreed by 42(42%) of the respondents followed by 33(33%) of the re3spondets whop strongly agreed with the assertion. On the same note however, 22(22%) were neutral while 3(3%) of the respondents disagreed with the assertion.

**Table 4.22: Increased Productivity**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 1 | 1.0 |
| D | 7 | 7.0 |
| N | 12 | 12.0 |
| A | 43 | 43.0 |
| SA | 37 | 37.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings in Table 4.28 depict that employee involvement in decision making increases organisational productivity as this was the view of majority of respondents 43(43%) who agreed with the assertion followed by 37(37%) who strongly agreed with the statement. On the same note however, 12(12%) of the respondents were neutral whereas 7(7%) disagreed and 1(1%) strongly disagreed.

**Table 4.23: Improved Performance**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Response** | | | **Frequency** | | **Percent** | |
|  | SD | 1 | | 1.0 | |
| D | | 4 | | 4.0 | |
| N | | 22 | | 22.0 | |
| A | | 37 | | 37.0 | |
| SA | | 36 | | 36.0 | |
| **Total** | | **100** | | **100.0** | |

**Source:** researcher, 2017

The findings as presented in Table 4.29 revealed that employee involvement benefits the organisation through improved performance as this was agreed upon by 37(37%) of respondents followed by 36(36%) of the respondents who strongly agreed with the statement whereas 22(22%) were neutral and 4(4%) of the respondents disagreed with the statement and 1(1%) strongly disagreed as well.

**Table 4.24: Job Satisfaction**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 3 | 3.0 |
| D | 3 | 3.0 |
| N | 19 | 19.0 |
| A | 40 | 40.0 |
| SA | 35 | 35.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The study findings as presented in Table 4.30 depict that employee involvement improves job satisfaction as this was the response of majority of respondents 40(40%) followed by 35(35%) of respondents who strongly agreed with the statement while 19(19%) of the respondents were neutral. On the same note though, 3(3%) of the respondents disagreed with the statement and strongly disagreed respectively.

**Table 4.25: Better Communication**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | D | 4 | 4.0 |
| N | 18 | 18.0 |
| A | 43 | 43.0 |
| SA | 35 | 35.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The findings in Table 4.31 show that employee involvement promotes better communication in an organisation as this was the response of majority of respondents 43(43%) followed by those strongly agreed with the statement 35(35%) and 18(18(18%) were neutral while 4(4%) disagreed with the statement. This emphasises the need for employee involvement at all levels of decision making.

**Table 4.26: Low Turnover**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 1 | 1.0 |
| D | 5 | 5.0 |
| N | 20 | 20.0 |
| A | 40 | 40.0 |
| SA | 34 | 34.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The study findings are presented in Table 4.32 revealed that employee involvement benefits the organisation as it leads to low turnover. This was the response of the majority respondents 40(40%) who agreed with the statement followed by 34(34%) of the respondents who strongly agreed with the assertion. However, 20(20%) of the respondents were neutral and 5(%) disagreed with the statement while 1(1%) strongly disagreed as well.

**Table 4.27: Knowledge Development and Training**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 1 | 1.0 |
| D | 5 | 5.0 |
| N | 14 | 14.0 |
| A | 46 | 46.0 |
| SA | 34 | 34.0 |
| **Total** | **100** | **100.0** |

The findings as presented in Table 4.33 revealed that employee involvement benefits in knowledge development and training of employees as this was agreed upon by the majority of respondents 46(46%) followed by 36(36%) of the respondents who strongly agreed whereas 14(14%) of the respondents were neutral and 5(5%) of the respondents disagreed as well as 1(1%) who strongly disagreed.

**Table 4.28: Power Sharing, Particularly in Decision Making**

|  |  |  |  |
| --- | --- | --- | --- |
| **Response** | | **Frequency** | **Percent** |
|  | SD | 3 | 3.0 |
| D | 7 | 7.0 |
| N | 22 | 22.0 |
| A | 30 | 30.0 |
| SA | 38 | 38.0 |
| **Total** | **100** | **100.0** |

**Source:** researcher, 2017

The study findings presented in Table 4.34 revealed that employee involvement helps in power sharing particularly in decision making as this was the response of majority of respondents 38(38%) who strongly agreed with the statement followed by 30(30%) of the respondents who agreed with the statement while 22(22%) of the respondents were neutral. On the same note, 7(7%) of the respondents disagreed with the asser4tion while 3(3%) of the respondents strongly disagreed with the statement.

**Table 4.29: At This Hospital, are Employees Involved in Decision Making?**

|  |  |  |  |
| --- | --- | --- | --- |
| Response | | Frequency | Percent |
|  | Yes | 70 | 70.0 |
| No | 30 | 30.0 |
| Total | 100 | 100.0 |

**Source:** researcher, 2017

The findings in Table 4.35 was centred on the premise to find out the overall perception as regards to the existence of employee involvement at the Mbeya Regional Hospital and the findings show that by majority, 70(70%) of the respondents agreed that there is employee involvement in decision making while only 30(30%) of the respondents did not agree.

## CHAPTER FIVE

## 5.0 DISCUSSION OF FINDINGS

## 5.1 Introduction

This chapter discusses the findings of the study as obtained through the data collected. The discussion follows the research objectives in the study as follows; assessing the nature of employee involvement at Mbeya Regional Hospital, Assessing the level of employee involvement in decision making, finding out challenges facing employee involvement in decision making and; assessing benefits of employee involvement in decision making towards organisational performance.

## 5.2 Discussion of Findings

**5.2.1 The Relationship Between Employees’ Involvement and Organisational Performance**

The study found the respondents agreed that employees are involved in the organisation decision making by way of joint consultative committees, by 63% while 7% disagreed with the statement. This therefore means that at the Mbeya Regional hospital, employees are involved in decision making by way of consultative committees. The findings conform to the assertion by (Wagner, 2004), that it involves seeking opinion of employees on matter affecting the job. Mangers consult with their employees in order to encourage them to think about issues and contribute their own ideas before decisions are made.

It would also mean briefing the employees on decisions that have been taken and explaining why such action has been taken in order to gain their co-operation. The implication, however is that employees’ suggestions are subject to approval and disapproval of managers. Consultative management has the advantage of managers consulting with his employees at any time without having to go through the red tape required by committee procedures. Also the manger can consult with any number of employees ranging from one to a whole group.

The study findings showed that majority of respondents agreed that they are involved in decision making through taskforces and or adhoc committees as these were 61(61%) and whereas 10(10%) disagreed with the statement. The findings revealed that the respondents by majority 69(69%) agreed that they are involved in decision making by having employee representatives on the hospital board and 9(9%) strongly disagreed with the assertion that employees at Mbeya regional hospital are involved in decision making through having employee representative on the hospital board. The study by (Fatchett 1974) contends that this is the peak of employee participation when employees are represented at the board of a company.

It is a new form of employee participation in decision making that emerged in recent times and is gaining much ground though most in the advanced countries. The board is the key decision taker for the organization as they define the corporate objectives and board polices to guide organizational actions. Strategic decision also influences the decisions of the people in the government so that appropriate laws are passed to protect the organization. Commitment to achieve is ensured when employees send someone to be part of the directors. Appointment of employees to company boards should be according to efficiency and competence although experience in labour organization might constitute sufficient evidence of competence.

The study findings revealed that employees are involved in decision making through team building in an organisation. This was the response of the majority respondents 69(69%) who agreed with the statement. On the same note, 11(11%) disagreed that they are involved by way of team building. The study findings revealed that employees at Mbeya Regional hospital are involved in decision making through total quality management as this was the response of majority respondents 72(72%) who agreed with the assertion while 8(8%) disagreed respectively. this shows that total quality management is a strong way through which employees can be involved in decision making of any organisation.

The findings revealed that the semi or fully autonomous work groups are very important in involving employees in decision making. This was seen as the majority of respondents 70(70%) agreed that they are involved in decision making by this means. On the other hand however, 4(4%) of the respondents disagreed with the statement and 7(7%) disagreed with the statement. This is where employees' representatives meet at intervals to obtain and send information relating to organizational activities and proffering suggestions on how things are to be done. The council is not supposed to be biased, that is, fighting for the interest of the employers, management may identify a group of managers, say line managers' conference where papers are delivered by some of them and the board would be interested in subject matter of the papers.

The study revealed that the employees are involved in decision making at the Mbeya Regional Hospital through informal discussion with employees as this was the response of the majority 77(77%) who agreed with the statement. However, 7(7%) disagreed whereas with the statement that employees are involved in decision making at the Mbeya Regional Hospital. In the same line, these findings concur with those of Mariam Jamila, Bakhtear Uddin and Salma Ahmed (2006) reported that both the unskilled and semi-skilled women workers have an opportunity to be employed in the garments industry in Bangladesh. This paper found that women in the garments sectors of Bangladesh are not discriminated because they are women.

The study findings revealed that formal meetings with employees is a good form of employee involvement in decision making as this was supported by the majority 78(78%) who agreed with the statement. On the same note, 6(6%) disagreed. The findings are in agreement with those of a study by(Newstrom & Davis, 2004) that the act of participation in itself establishes better communication as people mutually discuss work problems. Management tends to provide workers with increased information about the organization’s fiancés and operations, and this sharing of information allows employees to make better-quality suggestions.

The results revealed that discussion with union delegates is a method of employee involvement in decision making used by the respondents in the study area as this was agreed by 71(71%) of the respondents. On the other hand, 7(7%) of the respondents disagreed with the statement. Similarly, Akpala (1982) found that Collective bargaining or joint consultation is essentially an autonomous system of making job rules between employers and trade unions. It is a situation whereby employees representatives meet with employers' representatives to haggle and agree on matters affecting employees at work or a process whereby a part in industrial relations makes proposals or demand to another discussing, criticising explaining, exploring the meaning and efforts of the proposals, seeking to secure acceptance. The negotiation centre around wages and salaries and other conditions such as housing, transport, leave allowances, medical care, pension, gratuity etc.

Akpala (1982) defined it as a process of negotiation between workers and employers through their organizations of a contract of employment for the best possible working conditions and terms of employment. The rationale for collective bargaining is agreement but if an agreement was not reached, the action which took place is not less collective bargaining than if the process had ended in agreement. Thus, collective bargaining takes place when one collective actions is involved whether or not agreement is reached so long as the two parties have made genuine efforts to reach agreement.

**5.2.2 The Challenges Effecting Employees’ Involvement in Decision Making**

The study under this objective set out to establish the challenges facing employees’ involvement in decision making and as such, statements were put to respondents to measure their agreement with each option given. The absence of willingness of the management to involve employees in decision making was identified as a challenge by 60(60%) of the respondents who agreed with the statement However, 16(16%) disagreed with the statement. Another challenge to employee involvement in decision making was identified to be the absence of labour union activities as this was the response of 55(55%) who agreed with the assertion. On the same note though, 15(15%) disagreed with the statement.

The study findings revealed that majority of respondents were not decided whether lack of workforce diversity is a challenge to employee involvement in decision making and that political groupings are a challenge to employee involvement in decision making as those with dissecting political views are most times isolated by the management.

**5.2.3 Assessing Benefits of Employee Involvement in Decision Making Towards Organisational Performance**

The study findings revealed that employee involvement in decision making benefits the organisation through communication of information about the organisation as this was the response of majority respondents 76(76%) while 6(6%) disagreed. The findings show that involvement of employees in decision making helps employees participate and prepare in assessment tools in organisations. This was the response of 79(79%) of the respondents who agreed with the statement. On the same note, 5(5%) disagreed with the statement.

The findings depict that employee involvement in decision making helps in making them being more involved in service development as this was the response of 83(83%) while 5(5%) of the respondents disagreed with the statement. The same findings were echoed by Robinson et al. (2004) who contend that concepts like employee commitment and organizational performance started to appear on the ground that efficiency and productivity lie within the employees’ ability and commitment. Having feedback on actions taken is a benefit associated with employee involvement in decision making as 87(87%) agreed with the statement. In the same vein, 5(5%) of the respondents disagreed with the statement. The findings are similar to those of (Ford and Fottler, 2005) that the underlying logic is that by involving workers in those decisions that affect them and by increasing their autonomy and control over their work, employees can be made more motivated and more committed to the organization, more productive and more satisfied with their jobs.

The study findings revealed that employee involvement in decision making is important as it improves commitment to organisational goals as this was agreed by 75(75%) of the respondents. On the same note however, 3(3%) of the respondents disagreed with the assertion. In the words of (Wagner, 2004), participation can have statistically significant effects on performance and motivation. Participate practices may provide power opportunities earlier to minority workers in an increasingly diverse workforce, since such workers need not wait until reaching higher organizational levels. It also helps to satisfy the awakening employee need for meaning and fulfilment at work.

The findings depict that employee involvement in decision making increases organisational productivity as this was the view of majority of respondents 80(80%) who agreed with the assertion whereas 8(8%) disagreed. These findings find solace in the findings of James, Debra and Laurie (2006) as they reported that while participation in workplace decision making may have positive effects on employees’ attitudes toward their work, it may have less impact on employee performance. In addition, the cost of implementing participatory management systems may far exceed the actual return.

The study findings revealed that employee involvement benefits the organisation through improved performance as this was agreed upon by 73(73%) of respondents and 5(5%) of the respondents disagreed with the statement. The study findings depict that employee involvement improves job satisfaction as this was the response of majority of respondents 75(75%) who agreed with the statement. On the same note though, 6(6%) of the respondents disagreed with the statement.

The findings show that employee involvement promotes better communication in an organisation as this was the response of majority of respondents 78(78%) while 4(4%) disagreed with the statement. This emphasises the need for employee involvement at all levels of decision making. These findings conform to those of (Newstrom & Davis, 2004) that participation especially improves motivation by helping employees understand their paths towards goals. And also that participation encourages people to accept responsibility for their group activities. It is social processes by which people become self-involved in an organization and want to see it work successfully.

The study findings revealed that employee involvement benefits the organisation as it leads to low turnover. This was the response of the majority respondents 74(74%) who agreed with the statement. However, 6(6%) disagreed with the statement. The findings also revealed that employee involvement benefits in knowledge development and training of employees as this was agreed upon by the majority of respondents 82(82%) of the respondents while 6(6%) of the respondents disagreed. The study findings revealed that employee involvement helps in power sharing particularly in decision making as this was the response of majority of respondents 68(38%) who strongly agreed with the statement. On the same note, 10(10%) of the respondents disagreed with the assertion.

## CHAPTER SIX

## 6.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 6.1 Introduction

This chapter deals with the conclusion and presents recommendations of the study. Conclusions are made on the effectiveness of employee involvement on organisational performance it also suggested areas for further research.

## 6.2 Summary

The following are the results obtained from respondents through questioner, interview and documentary review related to factors leading to the effectiveness of employee involvement on organisational performance as per research objectives.

**6.2.1 The Relationship Between Employees’ Involvement and Organisational Performance**

The study found the respondents agreed that employees are involved in the organisation decision making by way of joint consultative committees. This therefore means that at the Mbeya Regional hospital, employees are involved in decision making by way of consultative committees. The study findings showed that majority of respondents agreed that they are involved in decision making through taskforces and or adhoc committees. The findings also revealed that the respondents agreed that they are involved in decision making by having employee representatives on the hospital board.

The study further findings revealed that employees are involved in decision making through team building in an organisation. The study findings revealed that employees at Mbeya Regional hospital are involved in decision making through total quality management. This shows that total quality management is a strong way through which employees can be involved in decision making of any organisation. The study revealed that the employees are involved in decision making at the Mbeya Regional Hospital through informal discussion with employees and that formal meetings with employees is a good form of employee involvement in decision making.

**6.2.2 To Assess the Challenges Effecting Employees Participation in Decision Making**

The absence of willingness of the management to involve employees in decision making was identified as a challenge to employee involvement in decision making. Another challenge to employee involvement in decision making was identified to be the absence of labour union activities. The study findings revealed that majority of respondents were not decided whether lack of workforce diversity is a challenge to employee involvement in decision making and that political groupings are a challenge to employee involvement in decision making as those with dissecting political views are most times isolated by the management.

**6.2.3 Assessing Benefits of Employee Involvement in Decision Making Towards Organisational Performance**

The study findings revealed that employee involvement in decision making benefits the organisation through communication of information about the organisation. The findings show that involvement of employees in decision making helps employees participate and prepare in assessment tools in organisations. The study found that employee involvement in decision making helps in making them being more involved in service development. Having feedback on actions taken is a benefit associated with employee involvement in decision making. The study further revealed that employee involvement in decision making is important as it improves commitment to organisational. The study found that employee involvement promotes better communication in an organisation and this emphasises the need for employee involvement at all levels of decision making. The study findings revealed that employee involvement helps in power sharing particularly in decision making.

## 6.3 Conclusion

Basing on the study findings, the following conclusion is made. Based on the findings of the study, it is concluded that employee involvement in decision making plays a greater role to the organisational performance as supported by the study findings that there is employee involvement in decision making. It is also concluded that there is a positive relationship between employee involvement on the levels of management varying from high level to lower levels. However, on the challenges facing involvement, the study concludes that there must be initiatives to accommodate employee view as regards the running of the hospital activities. It is also concluded that there are many benefits associated with employee involvement and thus should be embraced.

## 6.3 Recommendations

## 6.3.1 Areas for Further Research

1. Employee participation in decision making and its impact on productivity.
2. The relationship between participation in decision making and job satisfaction.
3. Employee involvement as an effective management tool in decision-making.

**6.2.3 Recommendation**

The study recommends that informal discussion with employees and that formal meetings with employees should be fostered since it is a good form of employee involvement in decision making. The study also recommends that employee involvement should be seen as important not only in business oriented firms but also the service oriented organisations like hospitals. The study found that employees were largely not involved in decision making in higher levels of the hospital management which demoralise the workers. It is thus recommended that most decisions taken at the hospital should have input from the employees to create a sense of belonging and hence improve their performance. They must also [engage people at all levels of the organization](https://www.torbenrick.eu/blog/change-management/when-leading-change-increase-engagement-by-asking-questions/) by involving them in the design of the implementation strategy. Leaders must actively involve the people most affected by the change in its implementation. This ensures employees at all levels of the organization embrace the proposed changes.

The theory X and Y by McGregor highlighted that the Maslow hierarchy of needs as a motivating factor is not applicable to people whose physiological and safety needs are satisfied, while social esteem and self-actualization needs are becoming more important. In the same line, the workforce in the health sector are not focused more on the hierarchy of needs but recognition of their value addition to the organisational performance. This thus calls for their unlimited involvement in decision making at all times.

## REFERENCES

Abrahma, S. (2012). Development of employee engagement programme on the basis of employee satisfaction survey. *Journal of Economic Development, Management,* 4(1), 27-37.

Akter, K. (2011). The role of non-financial factors in measuring organizational performance, retrieved on 23/8/2017, from: [http://journals.sjp.ac.lk/index. php/icbm/article/view/245].

Albrecht, S. L. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance test of a model. *International Journal of Manpower*. 33(7): 840-853.

Andrew, O. C. and Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia Social and Behavioral Sciences.* 40: 498-508.

Argyris, C. (1958). Personality and Organization: The Conflict between System and the Individual*.* Administrative Science Quarterly. 3(1), 134-137.

Bakker, A. B., Tims, M. and Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations.* 65(10), 1359 –1378.

Bwire, J. M., Ssekabuko, J. and Lwanga, F. (2014). Employee motivation, job satisfaction and organizational performance in Uganda’s oil sub-sector. *Global Advanced Research Journal of Management and Business Studies*. 3(7), 315-324.

Carole. P. (1970). *Participation and Democratic Theory.* London: Cambrige uneversity.

Cooper, D. and Schindler, P. (2014). *Business research methods,* 12th Edition. Singapore: McGraw-Hill.

Custom Insight (2016). What Is Employee Engagement? Retrieved on 20/6/2017 from: [www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp].

Dalal, R. S., Baysinger, M., Brummel, B. J. and LeBreton, J. M. (2012). The relative importance of employee engagement, other job attitudes and trait affect as predictors of job performance. *Journal of Applied Social Psychology*. 42(S1), 295-325.

Fenier, S. and Metcalf, D. (1995). Participation, contingent pay, representation and workplace performance: Evidence from Great Britain. *British Journal of industrial relations*, 33(3), 379–415.

Hewitt, A. (2011). Trends in global employee engagement from on 22/2017 from[http://www.aon.com/attachments/thought-leadership/Trends\_Global\_ Employee\_Engagement\_Final.pdf].

Hromei, A. (2014). Non-financial factors that influence the success of a merger transaction. Retrieved on 24th October, 2017 from: [http://www.upm.ro/cci3/CCI-03/Eco/Eco%2003%2055.pdf].

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*. 38(3), 635 – 872.

Kular, S., Gatenby, M., Rees, C., Soane, E. and Truss, K. (2008). Employee engagement: A literature review. Kingston Business School: Kingston-upon-Thames.

Kular, S., Gatenby, M., Rees, C., Soane, E., and Truss, K. (2008). Employee engagement: A literature review, Working Paper Series, No. 19, London, Kingston Business School, Kingston University, UK.

Marie, A. A., Ibrahim, M. and Al-Naseer, A. D. (2014). Effect of financial and non-financial performance measures on customers perceptions of service at Islamic banks in UAE. *International Journal of Economics and Finance*. 6(10), 201-214.

Markos, S. and Sridevi, S. M. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*. 5(1). 89-96.

Metha, D. and Metha, N. (2013). Employee engagement: A literature review. *Economic Seria Management*. 16(1), 208-215.

Nawaz, S., Hassan, M., Hassan, S., Shukat, S. and Asadullah, A. M. (2014). Impact of employee training and empowerment on employee creativity through employee engagement: Empirical evidence from manufacturing sector of Pakistan. *Middle*-*East Journal of Scientific Research*. 19, 593-601.

Parnell, J. A., Bell, E. D. And Taylor, R. (1992). The propensity for participative management: A conceptual and empirical analysis. *Mid-Atlantic Journal of business*. 28(1), 31 – 42.

Purcell, J. (2012). The limits and possibilities of employee engagement. Retrieved on 25th May, 2017 from: [https://www2.warwick.ac.uk/fac/soc/wbs/research/ irru/wpir/wpir\_96.pdf].

Questica (2015). The importance of measuring non-financial factors. retrieved on 10/7/2017 from: [http://www.questica.com/budgeting-tips-and-tricks/the-importance-of-measuring-nonfinancial-factors/].

Ram, P. and Prabhakar, V. (2011). The role of employee engagement in work-related outcomes. *Interdisciplinary Journal of Research in Business*. 1(3), 47 - 61.

Review, H. B. (2013). *The impact of employee engagement on performance.* Boston: Harvard Business School.

Schmidt, F. and Marson, B. (2012). Institute for Citizen-Centred Service. Retrieved on 10/8/2017, from: [http://www.iccs-isac.org/library/2012/06/PSSF\_APSSF \_Employee\_ engagement.pdf].

Shamila, V. J. (2013). Employee engagement: An approach to organizational excellence. *International Journal of Social Science and Interdisciplinary Research*. 2(5), 111-117.

Siddiqi, M. (2015). Work engagement and job crafting of service employee influencing customer outcomes. *The Journal for Decision Makers*. 40(3), 277- 292.

Singh, S. K. G. (2009). A Study on Employee Participation in Decision Making. *Unitary E-Journal*. 5(1), 20-38.

Somech, A. (2003). Relationships of participative leadership with relational demography variables: A multi-level perspective. *Journal of Organizational Behaviour.* 24(8),1003-1016.

Soylu, A. (2008). Structural contingency theory in population ecology theory out. *The Journal of Human Resource and Adult Learning*. 4(1), 13-20.

Tak, I. (2014). Misleading the financial situation users by frauds. *Economy and Management*. 547-556.

Truss, C., Shantz, A., Soane, E., Alfes, K. and Delbrige, R. (2013). Employee engagement, organizational performance and individual well-being: Evidence, developing the theory. *The International Journal of Human Resource Management*. 24(14), 2657-2669.

Wood, S., Veldhoven, M. V., Croon, M. and de Menezes, M. L. (2012). Enriched job design high involvement management and organizational performance: The mediating roles of job satisfaction and well-being. *Human Relations*. 65(4), 419 - 445.

**APPENDECES**

**Appendix I: Research Questionnaire to Men and Women with Families**

Dear Respondent,

Thank you for your interest in this research .This research is a part of baseline study that aims at examiningemployee involvement on planning towards organisational performance. Your participation in this survey is voluntary. This study takes about 15-20 minutes to answer. Your answer is anonymous and only the researcher of this study will have access to the answer sheets.

By returning this survey you agree that the collected data can be used to help the researcher to pinpoint the employee involvement on planning towards organisational performance.

This questionnaire begins from here. Please tick the appropriate answer.

## GENERAL INFORMATION

***Please tick or fill in the appropriate answer*:**

1. Sex of the respondents

1. Male ( )
2. Female ( )

2. Age of the respondents:

1. 20 – 30 years---------
2. 31 – 40 years-------------
3. 41 – 50 years-----------
4. Above 50 years---------

3. Education level of respondents:

1. Certificate
2. Diploma
3. Bachelor Degree
4. Masters Degree
5. PhD

B: *Please* ***circle*** *the appropriate number to indicate how much you agree with each of the following statements; Where:* **1= strongly Disagree, (SD) 2 = Disagree (D) 3 =Neutral, (N) 4 Agree, (A) 5 = strongly agree (SA)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Nature of Employees Involvement in Organisation Decisions** | Scale | | | | | | |
| SD | D | | N | A | | SA |
| 1 | Joint consultative committees | 1 | | 2 | 3 | | 4 | 5 |
| 2 | Task forces or adhoc joint committees | 1 | | 2 | 3 | | 4 | 5 |
| 3 | Employee representatives on Boards | 1 | | 2 | 3 | | 4 | 5 |
| 4 | Team building | 1 | | 2 | 3 | | 4 | 5 |
| 5 | Total quality management | 1 | | 2 | 3 | | 4 | 5 |
| 6 | Semi or fully autonomous work groups | 1 | | 2 | 3 | | 4 | 5 |
| 7 | Informal discussion with employees | 1 | | 2 | 3 | | 4 | 5 |
| 8 | Formal meetings with employees | 1 | | 2 | 3 | | 4 | 5 |
| 9 | Discussion with union delegates | 1 | | 2 | 3 | | 4 | 5 |

**SECTION C:** LEVEL OF EMPLOYEE INVOLVEMENT IN ORGANISATIONAL AFFAIRS

*Please* ***circle*** *the appropriate number to indicate how much you agree with each of the following statements; Where:* **1= strongly Disagree, (SD) 2 = Disagree (D) 3 =Neutral, (N) 4 Agree, (A) 5 = strongly agree (SA)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Level of Employee Involvement In Organisational Affairs** | Scale | | | | | | |
| SD | D | | N | A | | SA |
| 1 | Top level | 1 | | 2 | 3 | | 4 | 5 |
| 2 | Middle level | 1 | | 2 | 3 | | 4 | 5 |
| 3 | Lower level | 1 | | 2 | 3 | | 4 | 5 |
| 4 | Workers level | 1 | | 2 | 3 | | 4 | 5 |
| 5 | Managerial activities | 1 | | 2 | 3 | | 4 | 5 |
| 6 | Goal setting | 1 | | 2 | 3 | | 4 | 5 |
|  | **Causes of Poor Participation** |  | |  |  | |  |  |
| 1 | Absence of willingness of the management | 1 | | 2 | 3 | | 4 | 5 |
| 2 | Absence of labour union activities | 1 | | 2 | 3 | | 4 | 5 |
| 3 | Lack of workforce diversity | 1 | | 2 | 3 | | 4 | 5 |
| 4 | Political groupings | 1 | | 2 | 3 | | 4 | 5 |
|  | **How can employees be involved in organisation** |  | |  |  | |  |  |
| 1 | Communication of information about the organisation | 1 | | 2 | 3 | | 4 | 5 |
| 2 | Involvement through self-managed teams | 1 | | 2 | 3 | | 4 | 5 |
| 3 | Participation and input into assessment tools | 1 | | 2 | 3 | | 4 | 5 |
| 4 | Involvement in service development | 1 | | 2 | 3 | | 4 | 5 |
| 5 | Having feedback on actions taken | 1 | | 2 | 3 | | 4 | 5 |
|  | **Benefits of employee involvement** |  | |  |  | |  |  |
| 1 | Commitment to organisational goals | 1 | | 2 | 3 | | 4 | 5 |
| 2 | Increased productivity | 1 | | 2 | 3 | | 4 | 5 |
| 3 | Improved performance | 1 | | 2 | 3 | | 4 | 5 |
| 4 | Job satisfaction | 1 | | 2 | 3 | | 4 | 5 |
| 5 | Better communication | 1 | | 2 | 3 | | 4 | 5 |
| 6 | Low turnover | 1 | | 2 | 3 | | 4 | 5 |
| 7 | Knowledge development and training | 1 | | 2 | 3 | | 4 | 5 |
| 8 | Power sharing, particularly in decision making | 1 | | 2 | 3 | | 4 | 5 |

|  |  |  |  |
| --- | --- | --- | --- |
| S/N | Statement | YES | NO |
| i | At this hospital, are employees involved in decision making? |  |  |

**Thank you again for participating in this study**

**Appendix-ii: Key Informant Question guide**

1. What is the nature of employee involvement in decision making at this hospital?
2. What levels of decision making are employees involved?
3. Would you consider the views of lower level employees on any given issue?
4. Do you consider employee involvement important and why?
5. Is there any challenges faced in this hospital regarding employee involvement in decision making?