

**EMPLOYEE INVOLVEMENT IN DECISION MAKING AND
ORGANIZATIONAL PERFORMANCE**

A CASE STUDY OF UNBOUND UGANDA LIMITED

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DECLARATION

I, NAKIMBEJJA LILIAN, declare that this research is my original work and it has never been submitted in any Institution for any award. Works of other authors used as sources of literature have all been acknowledged and referenced appropriately.

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Date:

APPROVAL

This research has been done under my supervision and is submitted with my approval.

Name of Supervisor: NAMIRIMO LILIAN

Signature:

Date:

DEDICATION

This piece of work is dedicated to the Almighty God my creator, a strong pillar, inspirational, the mighty source of wisdom, knowledge, and understanding. I also dedicate this work to my family, my father Mr. Ssewajje Francis, my mother Mrs. Namugenyi Regina, my Stepmother Mrs. Namuyigwa Grace who worked tirelessly sacrificing all they had towards my education, my boyfriend Nkugwa Fred who has sacrificed everything for me through providing requirements needed when carrying out research and the time towards my education, my dear sponsor, unbound staff and relatives, my friends and my finally my supervisor Mrs. Namirimo Lilian who have provided continuous support towards the production of this dissertation. Thank you very much. May the almighty bless and reward you abundantly.

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LIST OF ACRONYMS

CB: Collective Bargaining

HR: Human Resource.

SSGs: Self Sponsored Groups

ABSTRACT

The study investigates employee involvement in decision making and the organizational performance of Unbound organization in Masaka. The objectives of the study were to assess the effect of employee empowerment and high productivity on organizational performance, to identify the effect of employee self-management and self-esteem on organizational performance, to examine the effect of employee suggestion systems and quality control on organizational performance.

The study was carried out at Unbound organization in Masaka city using a descriptive survey research design with a sample size of 26 respondents. The lead theory of the study was human Capital theory. The dependent variable of the study was employee involvement in decision making whereas the independent variables were high productivity, efficiency, quality control, and self-esteem. The data collection instrument used in this study was questionnaires. The collected data was processed using the statistical software package (SPSS) was used to analyses data to understand the main characteristics of the research variables.

The research sought to assess the effect of employee involvement in decision making and organizational performance by seeking the views of the administration, Human resource, Accounting and finance and other staff members. The result from the data collected revealed that all of these departments point that it is good to involve employees in decision making in an organization and the importance gained from employee involvement in decision making. The findings also indicate that the majority of respondents at Unbound organization were female with a percentage of 57.7%. Furthermore, the findings shown that the majority of the employees had spent 4-6, 7 and above years in service with a percentage of 34.6%

In the view of that, the study concluded with a recommendation that the management should encourage all its employees in decision making and encourage them to provide meaningful suggestions in organization, the employees should be guided by the management when they encourage them in decision making and there will not be quarried in the organization, measures should be put in place to increase employee involvement in decision making.

CHAPTER ONE

1.0 Introduction

Employee involvement in decision-making is believed to be beneficial for both employees and employers in that, employees are given a greater chance to manage their work and responsibilities. According to Oyebamiji et al. (2018), employee participation in decision-making has been recognized as a managerial tool for improving organizational performance. According to Jaewon, K, et al (2010), employee involvement studies are often restricted to employees' direct participation in day-to-day operations, through discovery, diagnosis, and resolution of problems related to workplace issues, that is, upward problem-solving. The way employees participate in an organization is more strategic through various activities at the workplace which leads to the effectiveness of the organization's performance. Therefore, for an organization to achieve its set objectives that helps managers to treat their employees with respect so that they participate in decision making and be part of implementing the major decision.

According to Alhaji Umar (2019), employee participation can be defined as the process whereby employees are involved in decision-making processes, rather than simply acting on orders. Today employee involvement in decision making not only empowering employees to participate in managerial decision making but also improving on the activities appropriate to their levels in the organization. Employee participation builds motivation in the workplace as they feel part of the organization.

1.1. Background of the study

Globally, today's company's environment is rapidly changing because of high increased technology and uncertainty. These external circumstances do not allow easy prediction of the future and creating long-term plans in an organization and these put companies are under pressure to seek new strategies and to make quick decisions to overcome the rapidly changing business environment in this country. As the rate of change increases, so does the need for a fast and immediate response, which implies higher organizational flexibility. So, such conditions

increase the importance of the involvement of talented employees and their input into the management process. Employees, who possess knowledge, skills, and abilities, gain wider strategic importance. Involving employees in decision-making and problem solving primarily helps the organization to develop cross-functional relationships and exploiting the total potential of employees. Therefore, employee participation is a management initiative, and the employees are allowed to discuss issues relating to their work, influence managerial decisions, but management reserves the right to govern (E. sofijanova, 2013).

In Africa, the banking sector has been a focal subsector but little is probably known about the influence of its employee participation in decision making and influence on organization performance. Thus, a modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. It should trust its employees and involve them in decision-making at all levels. Therefore, being an organization with those factors will not foster its growth. (Dr. Cross Ogohi Daniel, 2019). Employee participation in decision making has become a significant topic in human resource management and is regarded as one of the chief ingredients of employee voice which many management scholars have observed to be a growing management concept. Several studies have shown that allowing employees to participate in decision-making leads to an increase in motivation, job satisfaction, and organizational growth (Kim et al, 2010 and Bhuiyan, 2010). The commanding and controlling of employees is no longer an adequate model but the more managers have an open and collaborative framework, this helps them exploit the talents of all employees.

In Uganda, the degree of employee participation in decision-making is low whereby in some organizations, only senior managers (department managers) access or have the right to participate in the decision-making process. However, those who do not have opportunities to influence decisions made at the workplace manifest a great desire to participate in the decision-making process, and for a considerable number, this tends to be concerned with decisions daily affecting their job. It was noted that the main obstacles to the participative process within the public companies in Uganda lack interest, managers especially general directors who are unwilling to share decision-making power with employees, manager's enterprise hesitates to accept employees as valuable partners in making decisions. Therefore, employees did not recognize an educational level as an obstacle to their participation (Rubyutsa Muragizi Jules, (2004).

Unbound is a nonprofit sponsorship organization that deals in creating a worldwide community of compassion and service through personal outreach. Its headquarters is in Kansas City, Kansas, and here in Uganda it is located in Lubowa, Kampala. Unbound was founded by lay Catholic workers acting on the Gospel call to serve the poor. Its sponsorship program provides necessities such as food, education, clothing, and access to medical care to children and the elderly in some of the world's poorest communities. Its programs focus on helping families become self-sustainable and services are provided through sponsorship through food, school uniforms, school supplies, tuition, clothing, housing repairs, medical and dental care, literacy training for adults, and assistance for the elderly. In this organization, project coordinators, sub-project, and accountants are the only ones involved in decision making and employees don't participate. Top managers need to ensure that the right people are in the right jobs, goals, and objectives are communicated, the effort is appropriately rewarded and opportunities for development and promotion are provided (Alfes, et al, 2010).

1.2. Problem Statement

The success of any organization is based on effective involvement of its employees in decision making increases the employee self-esteem and sense of belonging and also leads to employee commitment towards the organization, there is effective communication, innovativeness, loyalty to organizational goal and even low labour over in an organization hence increasing the productivity and efficiency among the employees in an organization.

The unbound organization does not involve their employees in decision making whereby the top managers are the ones who make decisions for all employees working in their organizations. In this organization, employees are not given a chance to participate in decision-making for a smooth flow of the organization's daily activities and services. The organization focus on financial reward systems, as this makes employees more productive in all they do at the workplace. This affects the performance of the organization because the employees are not having a sense of belonging hence producing poor quality services to their clients (C.Ogohi Daniel 2019). Therefore, the aim of this study was to examine the effect of employee involvement in decision making which bridges the gap between top managers and employee's involvement in decision making in Unbound Uganda.

1.3. Study objectives

1.3.1 Major objective

The study focused on employee involvement in decision making and organizational performance of Unbound Uganda

1.3.2. Specific Objectives

- i. To assess the effect of employee empowerment and high productivity on organizational performance of unbound Uganda.
- ii. To identify the effect of employee self-management and self-esteem on organizational performance of unbound Uganda.
- iii. To examine the effect of employee suggestion system and quality control on the organizational performance of unbound Uganda.

1.4 Research Questions

1. What is the effect of employee empowerment and high productivity on the organizational performance of unbound Uganda?
2. What is the effect of employee self-management and self-esteem on the organizational performance of unbound Uganda?
3. What is the effect of the employee suggestion system and quality control on the organizational performance of unbound Uganda?

1.5 Hypotheses of the study

The hypotheses were generated for the study and were as follows;

H₀: There is a significant relationship between employee involvement in decision making and organizational performance.

H₀₂: There is a significant relationship between employee empowerment and high productivity.

H₀₃: There is a significant relationship between employee self-management and self esteem

H₀₄: There is a significant relationship between employee suggestion system and quality control

1.6 Scope of the study

The scope of the study includes the time scope, methodological scope, content scope, and geographic scope where the study was conducted.

1.6.1 Geographical scope.

The study was conducted at Unbound in Masaka district 133.6 kilometers from Kampala, located at Nakayiba along Kitovu road.

1.6.2 Methodological scope

The researcher used questionnaires as the method of data collection, and face-to-face interviews with respondents.

1.6.3 Time scope

The study related to the period of one year because the time was enough for the researcher to assess employee involvement in decision making and organizational performance for the organization. Therefore, this enabled the researcher obtain relevant information in relation to the research topic.

1.6.4 Content scope.

The study was specifically on employee involvement in the decision-making of Unbound Uganda in the Masaka district.

1.7 Significance of the study

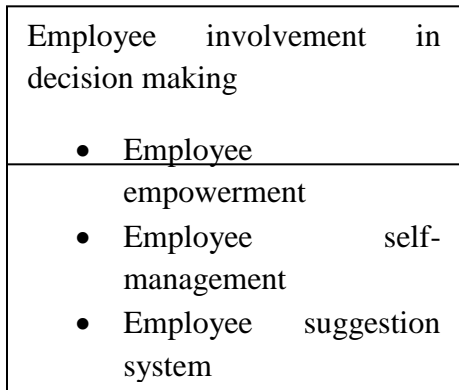
1. The study will help students and the public to know about the benefits of employee involvement in decision-making and its effect on organizational performance.
2. The study will also be useful to the management and administrators of different organizations as a guide in implementing effective employee involvement in decision-making to improve organizational performance to stay competitive in a business environment.
3. The findings of the study were significant in such a way that helped other researchers who would like to search about the issues related to the effect of employee involvement in decision-making on organizational performance.

1.8 Conceptual framework

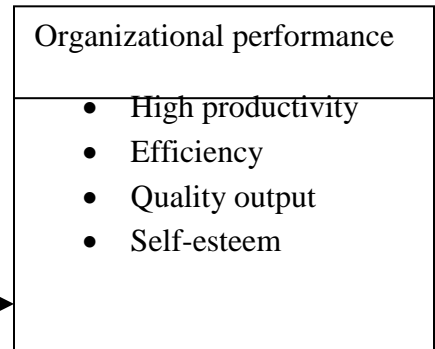
The conceptual framework shows the relationship between independent variables and dependent variables as well as the intervening variables. It shows how the organization use employee empowerment, employee self-management and suggestion system to produce high productivity, efficiency, and quality output using employee involvement in decision-making to achieve their goals and objectives.

Figure: 1 Conceptual framework

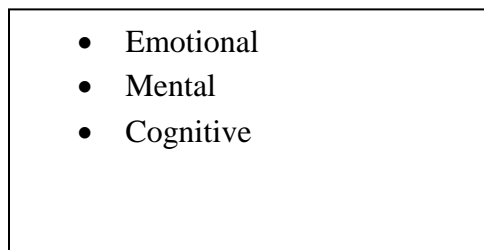
INDEPENDENT VARIABLES



DEPENDENT VARIABLES



INTERVENING VARIABLES



Source: David & Newstroom 1997

The organizations use the above indicators to improve their organizational performance hence leading to quality output. The independent was done based on its indicators such as employee empowerment, employee self-management, and employee suggestion system.

The organizational performance as a dependent variable such as high productivity, efficiency, quality output, and self-esteem depend on the employees and this was evaluated by Coordinators. The study also explores the benefits derived from employee involvement in decision-making. The intervening variables such as emotional, mental, and cognitive are kept in the mind of employees which makes them more productive when involved in the decision in an organization. The emotional, mental, and cognitive components are needed when an employee is involved in decision-making. According to wizesniewski, Rozin & Bennett, (2002), Involvement with one's work is important, given that work is a pervasive and influential part of an individual's well-being, affecting not only the quality of an individual's life but also one's mental and physical health as well.

1.9 Justification

Organizations which do not involve their employee in decision making have led to the poor performance of many organizations hence leading to the failure of the organizations in Uganda. Therefore, it is justifiable to conduct the research on employee involvement in decision making and organizational performance in order to identify alternative methods and provide recommendations that can give guidelines on employee involvement in decision making as the way of improving high productivity, efficiency, quality control and self-esteem.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter presents a review of related literature on employee involvement in decision-making and organizational performance. The Literature review involves reviewing the relevant theories that explain the key variables under study by reviewing the literature to establish what other scholars have covered about the problem. This review is based on the study objectives generated in chapter one and also focuses mainly on employee empowerment, employee self-management, employee suggestion system, and their effects on organizational performance.

2.1. Theoretical Review

The employees in the organization must be happy in order to satisfy or diversely affect their self-direction and conduct. Organizational performance is characterized with the ability to satisfy the customers and understanding their needs and requests. This is crucial for the organizations' effective decision making whether it is a nonprofit making organization like NGOs in Uganda or profit making.

2.1.2. Human Capital theory

Becker (2002) referred human capital as the knowledge, information, ideas, skills and Healthy of individuals. In an organization employee needs to have knowledge, skills, can generate ideas, information and are healthy in mind in order to make decision.

According to Armstrong, 2006 says that human capital theory argues that workers with higher skill levels receive higher compensation because they are more productive. Human capital theory plays at both the individual and organizational level in terms of creating value and revealing new knowledge and innovation. According to Wright.P.M, (2013) the firm specific knowledge has a unique set of determinants as to whether or not individuals will choose to invest in it relative to their choice to invest in general knowledge or consider the concept of abilities which comprises multiple individual-level traits such as cognitive ability, physical strength, speed among others. Employee involvement may require workers with more general skills to perform more complex

tasks, which might result in more rigorous selection and hiring criteria and increase the demand for and wages of more educated workers. New practices may also require more firm-specific skills, which would increase employer-provided training and wages as well. Employers regard employee involvement as a benefit because problem-solving tasks and job redesign relieve the tedium of traditionally organized work. Conversely, if employee involvement requires extra effort and tighter work demands, then plants with employee involvement might offer better compensation (Bhatti & Qureshi, 2007).

2.2 Employee Involvement and Organizational Performance.

The previous studies reviewed have divergent views on the relationship between employee participation and organization performance. For instance, (Oluwatoyo and Ezma, 2017) examine the impact of employee participation on the performance of architectural organizations in Nigeria. The literature reveals that the positive impact of employee participation in decision-making on organization performance varied with the nature of the decision. (Nwoko and Emerole, 2017) also examine the effect of employee participation in decision making on organizational performance, regarding the National Root Crops Research Institutes Umudike. The result shows that there is a positive relationship between employee participation in decision-making and the work commitment of the employees in the institution. (Udu and Aturu-Aghedo, 2016) also examine the impact of participative decision-making on the performance in the Federal Airports Authority (FAAN), Lagos, Nigeria. The findings of the study reveal that command and control strategy is no longer an adequate model in FAAN; a more collaborative framework that engenders greater organizational commitment and improved performance is in use at the time of study which is considered appropriate for decision making in the organization.

2.3. Employee Empowerment and High Productivity.

According to Cardy et al, (2010), empowerment is a process of enabling or authorizing an individual to think, behave, take action, control work, and decisions making in an autonomous way. Since the 1940s employee empowerment has been a topic of study until the 1990s when its trend gained significant ground. Today employee empowerment is one of the primary causes of quality improvement in the workplace (Robbins 2002, Hodgetts & Hegan, 2008). However, involving employees in decision-making enables an organization to take an interest in increasing employee empowerment hence obtaining a better employee motivation and commitment to the

organizational objectives. Empowerment allows employees to work independently and become creative, initiative thus coming up with innovative organizational culture. Involving employees in decision-making provides them the power to focus on removing barriers in an organization and keeping them exercise their talents to the fullest.

Several researchers and studies have found that employee empowerment provides a truly nurturing environment where the employees can grow, learn, improve and enhance their performance abilities. However, employee empowerment creates an environment of trust and importance in the eyes of the employees thus enhances the capability of the respective employees (Theodosia. L.Q, 2010). It also encourages employees to get opportunities to use their private information hence leading to better decisions for organizational development. (Williamson, 2008).

Employee empowerment requires modern managers and leaders to act as facilitators rather than controllers of the work (Sofijanov.E, et el, 2013). In organizations management have to take risks through turning over some control of the departments to the employees and the control should be planned and authorized, since empowerment is seen as a peak in employee involvement where power within an organization is decentralized to individual decision-makers up to the bottom line. According to Theodosia, 2010 she states that the key part of the empowerment process and members is teamwork which encourages employees to make decisions for themselves based on the guidelines and framework established in the self-management team.

Though involving employees in the initial processes of decision-making made them obtain genuine commitment even if the original ideas are not theirs. The organization that involves its employees in decision making has involved beyond merely telling their employees what is to do and what is going on to achieve seeking their contribution to the decision-making process. Theodosia, L (2010).

2.4. Employee Self-Management and Self-Esteem

Goleman et al, 2002 states that self-management is the continuous process of managing, evaluating, and reinforcing our actions, thoughts, and emotions to have appropriate behaviours or performance with our surroundings and protect the environment by constantly remembering our

norms and values. Instead of employees blaming others for mistakes made in an organization, they have to defend themselves because should also take responsibility for their behaviours, mistakes, and actions (McPheat, 2010). In general emotions and how they affect employee behaviours and daily lives help them in making better decisions in an organization.

According to Gerhardt, Ashenbaum, and Newman (2009) also state that self-management consists of set behavioral and cognitive strategies that assist individuals in structuring their environment at work. When employees are involved in decision-making, they will manage themselves through self-motivation to obtain performance standards in an organization. Furthermore, organizations with employee self-management encourage their employees to have more responsibility and be more independent with their activities at work (Renn et al, 2011). However, employees who are involved in decision making can make their strategies regarding the details of performing tasks, making schedules independently, forming project teams, crafting project budgets, deciding in which location they are going to work and instruments to be used during work (Vito, Baridula, 2018)

Self-management from an organizational perspective can be divided into many aspects and some of the aspects are decision-related to executing the work, planning for working hours, the extent of the work, and important decisions regarding tasks according to Phil- Thingvad, (2014). At the workplace which has proper self-management strategies will help employees to reduce deviation from standards in higher-level control loops and also enables employees to accommodate their needs for autonomy in work activities (Chen & Chung 2014).

Employee self-management system is comprised of self-perception, self-objective setting, self-cueing; self-rewarding, and self-discipline (Houghton & Neck, 2002). More so, balanced self-management enhances personal skills, work engagement, and self-goal setting (Asad et al, 2018). Thus, enabling the organizations to improve on their productivity and also increases creativity and organized employees in an organization hence leading to a better workplace environment.

In an organization, proactive people actively engage in self-management behaviours like time management, setting challenging but achievable goals, environmental behaviour and self-regulation.

2.5. Employee Suggestion System and Quality Control

According to Lucas et al, (2006), states that employee suggestion system is the ability for employees to have an input into decisions that are made in an organization. This becomes meaningful if there is more genuine sharing of responsibility between management and employees over issues of substance. Truss et al, (2006), argued that one of the main drivers of employee involvement is for employees to have the opportunity to feed their view upwards. But today many organizations are not very successful in involving their employee in the suggestion system during decision making and this has made employees feel like they lacked opportunities to express their views. However, they may provide their suggestions if they have a positive attitude towards work and organization objectives thus increasing employee commitment and high productivity leading to quality control in an organization. According to the CIPD survey conducted by Truss et al (2006) suggested that strengthening employee suggestion systems can make difference to organizational performance.

Most of the employees in organizations are greatly underutilized in the workplace through a lack of involvement in work-based decisions (Robinson 2006). The concept of the employee suggestion system has strong ground views of organizations as it assumes that managers and employees have the same interests. Critics have argued that employee involvement has management firmly in control and very limited real influence is given to employees. However, involving an employee in the planning process surrounding the potential innovations through an

employee suggestion system may facilitate opportunity recognition throughout the organization (Kemelgor, 2002; Zivkovic et al, 2009).

According to Robinson 2006, states that in any work role or situation, employees have a degree to suggest choice and discretion over how they perform their tasks and responsibilities. Fox 1974 'Taylors' and scientific management focused on limited discretion. The methods of managing employees involved in breaking down jobs into simple components, prescribing how tasks were performed, providing close supervision and bureaucratic rules and regulations served to create a mutually reinforcing cycle of low trust relations.

2.6. The Rationale for Equal Involvement

According to Genna, R, (2016), worker's involvement and participation in decision-making is a key aspect of the management structure of labour-managed firms. However, studies of the variables that determine the degree to which individuals are involved in decision-making fail to consider the impact of worker's involvement in decision making for an organization. Hence, they focus less on employee decisions which is an issue that deserves the attention of people in all sectors and organizations at all managerial levels. Ensuring worker involvement and participation is valued under progressive notions of economic democracy, which is the U.S. information programs defines as the institutionalization of freedom (www.ait.org.tw) whereas everyone has the right to participate either directly or indirectly in making the decisions that affect the performance of an organization.

2.7. Measures to Improve Employee Involvement in Decision Making.

Basing on the literature reviewed, the following are necessary to improve employee involvement in decision making.

- The managers need to increase their interactions with employees in staff meetings and increasing guided discussions of topics related to issues in the organization.
- Employees should be allowed to contribute to policy development as they play a major role in policy implementation and this among others will increase organizational performance (Oyebamiji, 2018).
- The management must make it a part of its standard policy to ensure all staff opinions, suggestions, views are subjected to their merit and accepted where applicable (Ojokuku, 2014).
- Employee suggestion schemes and attitude surveys should be implemented where employees can be interviewed to determine their perceptions of various organizational issues especially those that affect their working life (Oyebamiji, 2018).
- There should be enlightenment programs for workers on their right to seize the opportunity of involvement in decision making.

2.8 Conclusion

Basing on the literature review on employee participation in decision making and how it affects organization performance, individual performance, employee empowerment, employee self-management, and employee suggestion system as their level of participation in decision making. This research has shown that positive impact by an employee participating in decision making for example employee job satisfaction has improved, employee engagement has improved, and

company productivity has improved. But in Uganda, very few have done research base on employee participation in decision making. In Uganda today, organizations follow the traditional method of decision making that the top management takes in decision and they are not considering or involving low-level employees to make decisions. Due to this, most of the organizations fail to take the right decision at the right time that is to say Unbound Uganda Limited. In organizations, lower-level employees are the people who face day-to-day work issues and they may know a better solution to solve work issues than top management. In Uganda culture employees in organizations afraid to contribute their ideas, thinking's and solution because may think members will laugh or management does not consider. It is very important to make a good relationship between supervisor or manager and employees should be good to enhance easy consultation and free flow of information in an organization. There is a need to identify why employees in Unbound Uganda are not allowed to participate in decision making, identify the consequences of not allowing the employees to participate in decision making, and find ways of making them participate in decision making.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This chapter presents the procedures, methods, and techniques that the researcher followed while carrying out the research. It also focused on research design, area of the study, the population of the study, sample size, sampling techniques, data sources of information, data collection instruments, quality assurance, measurement of variables and presentation, Ethical consideration as well as Research limitations that arise in the course of the study.

3.1. Research Design

Kothari, (2003) defines research design as a conceptual structure within which research is conducted. To assess employee involvement in decision-making and organizational performance, the research design of the study used was descriptive research method where the researcher used qualitative and quantitative research tools when collecting data.

3.2. Area of Study

The study was conducted at Unbound Uganda Masaka Sub project offices located in Nakayiba 0.5km away from Nyendo- Kitovu road found in Masaka district Uganda. The area of study was sufficient for the researcher to easily collect data which was needed by the researcher.

3.3. Study Population

Dooley (1995) defines a study population as the collection of all the individual units or respondents to whom the results of a survey are to be generalized. In this study, the targeted population was 28 unbound staff such as administrators (project coordinators), accounting and

Finance department staff, child service and youth department, correspondence department respectively that was to be questionnaires to fill and thereafter, analyze the collected data. They have been with at least 1 year of working experience in the organization management.

3.4. Sample Size

The sample size was calculated scientifically using Krejcie and Morgan's table 1970 and the respondents were based from departments such as Administration, accounting and finance, Human resources, correspondence, child service and youth department and they had a population of 30 staff members but only 28 staff members were targeted. This is because the researcher believed that the units of inquiry were knowledgeable enough to give necessary information and data about the study. The Krejcie and Morgan's table is given as follows: $n = \frac{X^2 N p(1-p)}{e^2 (N-1) + X^2 p(1-p)}$. Where n =sample size, N = population size, e = acceptable sampling error, X^2 = chi-square of degree of freedom 1 and confidence 95% =3.841 and p =proportion of population (if unknown, 0.5).

Table 1: Showing the number of respondents selected.

Population Category	Population size(N)	Sample Size(n)
Accounting and finance staff	4	4
Human resources staff	4	2
Correspondence staff	6	6
Child Service Staff	6	6
Youth Staff	2	2
Administration staff	8	8
Total	30	28

3.5. Sampling Techniques

The researcher used both random and non-random methods for different categories of respondents as explained: stratified sampling is the probability sampling technique where the researcher divides the entire population into different subgroups or strata, then randomly selects the final subject proportionally from the different strata. So, in this case, the researcher highlighted different employees based on gender, department, working experience, and educational attainment. In the study, the researcher employed the purposive sampling method which involves a deliberative and purposive selection of particular units of the universe for constituting a sample. Purposive sampling was used because it focuses on the particular characteristics of the population and was also used to select the key informants from the entire organization.

3.6. Data Collection Methods and Instruments

In this study, the data collection methods and instruments used were questionnaires. A questionnaire guide entails a list of questions that are answered by several people so that information can be collected for answers. It also involves the construction of both open and close-ended questions which were issued out to respondents to obtain feedback on the questions about quantitative and qualitative data from the source. In addition to that, structured and semi-structured questions were used in questionnaires. Through the use of questionnaires, a large field of investigation was covered at a very low cost and errors due to investigation bias was eliminated because the information is supplied by the person concerned in his/her handwriting.

3.7. Data Management and Analysis

The data was coded, edited, and analyzed using both statistical and non-statistical methods and data collected was arranged in a systematic way to ensure relevancy and adequacy. The researcher presents the findings of the study using tables during the process of data analysis, the researcher put into consideration both qualitative and quantitative approaches. In the qualitative

approach, data was collected and the researcher transformed it into useful and meaningful information whereas, in the quantitative approach, data was collected to come up with standard deviation, Spearman correlation coefficient analysis, and frequencies

3.8. Reliability

Reliability is the degree of consistency that an instrument or procedure demonstrates. To ensure the reliability of the data, all questionnaires used in this research were uniform to all respondents. Furthermore, the reliability of questionnaires was achieved by ensuring that they are designed in a way all respondents understood the questions but in the same way. All the data collected about the research was processed uniformly to ensure consistency and stability of research results and conclusions.

3.9. Validity

Validity is the extent to which data collection methods accurately measure what they are intended to measure, measure correspondence between what we ought to investigate and what we investigate. The supervisor assisted the researcher to ensure the validity of the questionnaires to the topic and the research objectives. Also, validity is ensured by the use of computerized analysis software called SPSS to ensure the validity of the findings in chapter 4.

3.10. Ethical Consideration

Confidentiality: Information obtained from the respondents was kept confidential and used for research purposes only. The researcher also made sure that the information obtained was not disclosed to any other parties or disclosed in any way that may harm the providers.

Informed consent; respondents were fully informed about the procedures and risks involved in the research if any. The respondent had full information about the objectives and justification of the research.

3.11. Limitations of the Study

The researcher anticipates facing limited cooperation from the respondents due to limited time and failure to provide information due to a lack of interest in the topic of study.

The timing of dissertation drafting was affected by the fact that at the same time routine, lectures for the semester was going on so the researcher lacked enough time.

The researcher was affected by covid19 pandemic disease where may be restricted to reach in some offices to carry out the research properly.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the findings that the researcher obtained from the study conducted. The study examined the effect of employee involvement in decision-making and organizational performance. The research data captured was analyzed using the SPSS software and then analyzed for the research objectives.

4.1 Response Rate

The questionnaires were sent to 28 respondents in accounting and finance, human resources, Administration, correspondence department, youth department, and Self Sponsored Groups (SSGs) to establish the effect of employee involvement in decision and organizational performance. According to the report out, 26 questionnaires were returned that is to say 92.9% percentage.

$$\begin{aligned} \text{Response percentage} &= \frac{\text{Questionnaires returned}}{\text{Questionnaires issued}} * 100 \\ &= \frac{26}{28} * 100 = 92.9\% \end{aligned}$$

4.2 Respondents Bio data

Respondents' biodata was categorized according to gender and departments and duration in the organization and whether the organization involves its employees in decision making. Close-ended questions were used by the researcher in ascertaining information about respondents and

analysis of their responses was done using frequencies and percentage distributions as summarized in the tables below

4.2.1. Gender of Respondents

Table 2: Gender of Respondents

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Male	11	42.3	42.3	42.3
Female	15	57.7	57.7	100.0
Total	26	100.0	100.0	

Source: (Field survey 2021)

With a population of 26 respondents, 15 were female providing a percentage of 57.7% and 11 were male providing a percentage of 42.3%. This was because female respondents were available at the time when the study was carried out. Furthermore, it was observed in this study that the number of females outnumbers males in the case study since it is an NGO business

4.2.2. Working Experience

Table 3: Working experience

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Less than 1 year	2	7.7	7.7	7.7
1-2 years	3	11.5	11.5	19.2
3-4 years	3	11.5	11.5	30.8
4-6 years	9	34.6	34.6	65.4
7 and above	9	34.6	34.6	100.0
Total	26	100.0	100.0	

Source: Researchers Primary Data (2021)

Results above reveal that the highest number of respondents that participated in the study had served in the organization between 4-6 and 7 years and more accounting to (34.6%), 3 had served between 3-4 years accounting to (11.5%) and 3 had served 1-2 years and 2 had served for less than one year. All possessions of respondents indicate that they have the necessary experience to give valid responses to the research.

4.2.3 Level of Education

Table 4: Level of education

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Diploma	2	7.7	7.7	7.7
Degree	22	84.6	84.6	92.3
Master	2	7.7	7.7	100.0
Total	26	100.0	100.0	

Source: Researchers primary data (2021)

The researcher finds out that the highest number of respondents that participated in the study had the level of education were 22 had degree accounting to (84.6%), 2 Master with (7.7%) and 2 had Diploma accounting to (7.7%). The possessions of respondents were Degree which indicates that they have the necessary experience to give valid responses to the research.

4.2.4 Departments that are Involved in Decision Making in an Organization

Table 5: Departments

Departments	Frequenc y	Percent	Valid Percent	Cumulative Percent
Administration	10	38.5	38.5	38.5
Accounting and finance	8	30.8	30.8	69.2
Human resource	8	30.8	30.8	100.0
Total	26	100.0	100.0	

Source: Researchers Primary Data (2021)

From the results above the table indicated the departments of the Unbound organization and from the results, the researcher was able to establish that the administration was represented by 10 respondents with (38.5%), Accounting and finance by 8 respondents at (30.8%) and human resource by 8 respondents (30.8%). This means that an organization administration is the one deciding for the entire employees

4.3 Descriptive statistics on the employee involvement in decision making and organizational performance

Table 6: Descriptive statistics on the employee involvement in decision making and organizational performance

Statement	N	Minimum	Maximum	Mean	Std. deviation
When employees are involved in decision-making, they feel part in an organization leading to improvement on organizational goals.	26	2	4	3.58	.643
Employee involvement in decision-making provides an opportunity for employees to use their private information hence can lead to better organizational performance.	26	3	4	3.77	.430
There is team spirit and teamwork within an organization thus leading to better organizational performance.	26	4	5	4.19	.402
Employee involvement in decision-making will lead to the fulfillment of individual and organizational goals leading to organizational performance.	26	4	4	4.00	.000

In employee involvement, there is mobilization and concentration towards meeting the organizational objectives.	26	2	4	3.92	.392
There is an actual competitive advantage for an organization when it involves its employees in the decision-making process thus leading to organizational performance	26	2	4	3.73	.604

Source: Researcher’s findings (2021)

From the findings above, when employees are involved in decision making, they feel part in an organization leading to improvement on organizational goal with the $M=3.58$ and $S.d = 0.643$, provides an opportunity to employees to use their private information with $M =3.77$ and $S.d = 0.430$ hence can lead to better organizational performance, there is team spirit and teamwork within an organization with $M= 4.19$ and $S.d=0.402$ because its leads to better organizational performance, employee involvement in decision making will lead to the fulfillment of individual and organizational goal with $M=4.00$ and $S.d= 0.000$ because the employee is able to perform better in an organization, there is mobilization and concentration towards meeting the organizational objectives with $M=3.92$ and $S.d=0.392$, There is actual competitive advantage for an organization with $M=3.73$ and $S.d=0.604$ when it involves its employees in decision making process thus leading to organizational performance as per the high results of mean and standard deviation on these factors in the table hence leading to effectiveness and efficiency operational of an organization.

4.3.2 Descriptive Statistics on the Effect of Employee Empowerment and High Productivity.

Table 7: The table below shows descriptive statistics on the effect of employee empowerment and high productivity.

Required	N	Minimum	Maximum	Mean	Std. Deviation
Empowerment provides flexibility	26	2	5	4.00	.490
High understanding	26	4	4	4.00	.000
Improves self-commitment	26	4	5	4.62	.496
To produce high productivity	26	4	4	4.00	.000
Improved performance of work	26	4	4	4.00	.000
Working independently	26	4	5	4.77	.430
Employee motivation	26	3	5	4.31	.549
To remove barriers	26	3	4	3.92	.272

Source: (Field survey 2021)

Employee empowerment provides flexibility with $M=4.00$ and $S.d=0.490$ this was accepted by respondents because if employees are empowered by an organization it makes employees to be flexible and more serious in decision making relation to the work, High understanding with $M=4.00$ and $S.d=0.000$ this is true due to employee empowerment, Improves self-commitment with $M=4.62$ and $S.d=0.496$ because employees can make full commitment to the organization, Unbound organization empowers its employees with $M=4.00$ and $S.d=0.000$ in orders to produce

high productivity, Improved performance of work with $M=4.00$ and $S.d=0.00$ because the employees accepted the factor, Working independently with $M=4.77$ and $S.d=0.430$ it is because employees can perform the work without being forced by the managers, Employee motivation with $M=4.31$ and $S.d=0.549$ this factor was accepted by the employees, To remove barriers with $M=3.92$ and $S.d=0.272$ this is because employee empowerment keeps the employee exercise their talents to the fullest.

4.3.3 Descriptive Statistics on the Effect of Employee Self-Management and Self-Esteem

Table 8: Descriptive statistics on the effect of employee self-management and self-esteem

Required	N	Minimum	Maximum	Mean	Std. Deviation
Quick and increased functionality	26	2	5	3.96	.599
Enables employees to be creative	26	4	4	4.00	.000
Obtain performance standards	26	4	4	4.00	.000
Encourage employee's responsibility	26	3	4	3.81	.402
employees in setting up	26	4	5	4.15	.368
increase in employee personal	26	4	4	4.00	.000
work schedule	26	4	5	4.12	.326
reduce deviation	26	4	4	4.00	.000
Valid N (listwise)	26				

Source :(Field survey 2021)

From the finding in the table above, employee self-management has Quick and increased functionality with $M=3.96$ and $S.d=0.599$ this is done by terms of performing the work in organization, Enables employees to be creative with $M=4.00$ and $S.d=0.000$ this because when an organization is making decision, employees have to be creative, Obtain performance standards with $M= 4.00$ and $S.d=0.000$ because the employees accepted the factor, encourage employees responsibility with $M=3.81$ and $S.d=0.402$ this is true because employees can perform the work independently with the organizational activities, it helps employees in setting up their strategies with $M=4.15$ and $S.d=0.368$ regarding to details of performing tasks, there is increase in employee personal skills with $M=4.00$ and $S.d=0.000$, it enables employees to make their work schedule independently with $M=4.12$ and $S.d=0.326$ thus improves on self esteem in an employee, reduce deviation with $M=4.00$ and $S.d=0.000$ from standards in higher-level control loops in Unbound organization.

4.3.4 Descriptive statistics on the effect of employee suggestion system and Quality control

Table 9: The table below shows statistics on the effect of employee suggestion systems and Quality control.

Required	N	Minimum	Maximum	Mean	Std. Deviation
Employee suggestion system	26	2	4	3.58	.643
Suggestion choice	26	3	4	3.77	.430
Employees power to address	26	4	5	4.19	.402
High increase in employees	26	4	4	4.00	.000
Organizational planning process	26	2	4	3.92	.392
Opportunity recognition	26	2	4	3.73	.604
Valid N (listwise)	26				

Source: (Field survey 2021),

From the finding in the table above, the employee suggestion system helps employees in producing quality services with $M=3.58$ and $S.d=0.643$, There is suggestion choice and discretion with $M=3.77$ and $S.d=0.430$ over how employee perform their tasks and responsibility, It provides employees power to address the important issues in an organization with $M=4.19$ and $S.d=0.402$, There is a high increase in employee commitment and productivity

with $M= 4.00$ and $S.d=0.000$ in work hence leading to quality control, It improves on an organizational planning process with $M=3.92$ and $S.d=0.392$ this is true because it surrounded by potential innovation, There is opportunity recognition with $M=3.73$ and $S.d=0.604$ it is true because employees accepted the factor.

Testing of Hypotheses

Table 10: Correlations statistics on the employee involvement in decision making and organizational performance

		Employee empowerment	Employee self-management	Employee suggestion system	High productivity	Quality output	Efficiency	Self esteem
Employee empowerment	Correlation Coefficient	1	.933**	.937**	.593**	.697**	.514**	.754**
	Sig. (2-tailed)	.	0	0	0.001	0	0.007	0
	N	26	26	26	26	26	26	26
Employee self-management	Correlation Coefficient	.933**	1	.878**	.609**	.611**	.493*	.789**
	Sig. (2-tailed)	0	.	0	0.001	0.001	0.01	0
	N	26	26	26	26	26	26	26
Employee suggestion system	Correlation Coefficient	.937**	.878**	1	.702**	.684**	.569**	.842**
	Sig. (2-tailed)	0	0	.	0	0	0.002	0
	N	26	26	26	26	26	26	26
High productivity	Correlation Coefficient	.593**	.609**	.702**	1	0.265	.617**	.880**
	Sig. (2-tailed)	0.001	0.001	0	.	0.19	0.001	0
	N	26	26	26	26	26	26	26
Quality output	Correlation Coefficient	.697**	.611**	.684**	0.265	1	.430*	.517**
	Sig. (2-tailed)	0	0.001	0	0.19	.	0.028	0.007
	N	26	26	26	26	26	26	26
Efficiency	Correlation Coefficient	.514**	.493*	.569**	.617**	.430*	1	.611**
	Sig. (2-tailed)	0.007	0.01	0.002	0.001	0.028	.	0.001
	N	26	26	26	26	26	26	26
Self esteem	Correlation Coefficient	.754**	.789**	.842**	.880**	.517**	.611**	1
	Sig. (2-tailed)	0	0	0	0	0.007	0.001	.
	N	26	26	26	26	26	26	26

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data 2021(SPSS)

From the table above, it shows that there is significant relationship between employee involvement in decision making and organizational performance. The spearman’s rank correlation coefficient statistical tool was used to test the hypothesis. The result of correlation coefficient represents a very high correlation indicating a strong relationship, therefore, based on empirical findings the null hypothesis stated is hereby rejected and the alternate upheld. Hence, there is a significant relationship between employee involvement in decision making and organizational performance in Unbound Company.

Table 11: Correlation matrix for employee empowerment and High productivity

			Correlations	
			Employee empowerment	High productivity
Employee empowerment	Correlation Coefficient		1.000	.593**
	Sig. (2-tailed)		.	.001
	N		26	26
High productivity	Correlation Coefficient	Spearman's rho	.593**	1.000
	Sig. (2-tailed)		.001	.
	N		26	26

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2021(SPSS)

The table illustrates the test for two previously postulated bivariate hypothetical statements and the results shown as below;

H1: There is no significant relationship between employee empowerment and high productivity of Unbound company.

From the results in the table above, the correlation coefficient (spearman) indicates that there is a significant and positive relationship between employee empowerment and productivity. The rho value 0.593 confirms this relationship and it is significant at $p0.000 < 0.01$. This correlation coefficient represents a very high correlation indicating a strong relationship, therefore, based on empirical findings the null hypothesis stated is hereby rejected and the alternate upheld. Hence, there is a significant relationship between employee empowerment and high productivity in Unbound company.

Table 12: Correlation matrix for employee self-management and self-esteem.

			Employee self-management	Self-esteem
Spearman's rho	Employee self-management	Correlation Coefficient	1.000	.789**
		Sig. (2-tailed)	.	.000
		N	26	26
	Self-esteem	Correlation Coefficient	.789**	1.000
		Sig. (2-tailed)	.000	.
		N	26	26

** . Correlation is significant at the 0.01 level (2-tailed).

H1: There is no significant relationship between employee self-management and self-esteem in Unbound company.

From the results in the table above, the correlation coefficient (spearman) indicates that there is a significant and positive relationship between employee self-management and self-esteem. The rho value 0.789 confirms this relationship and it is significant at $p < 0.000 < 0.01$. This correlation coefficient represents a very high correlation indicating a strong relationship, therefore, based on empirical findings the null hypothesis stated is hereby rejected and the alternate upheld. Hence, there is a significant relationship between employee self-management and self-esteem in Unbound company

Table 13: Correlation matrix for employee self-management and self-esteem

		Employee suggestion system	Quality output
Spearman's rho	Employee suggestion system	1.000	.684**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	26	26
	Quality output	.684**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	26	26

** . Correlation is significant at the 0.01 level (2-tailed).

H1: There is no significant relationship between employee suggestion system and quality output in Unbound company.

From the results in the table above, the correlation coefficient (spearman) indicates that there is a significant and positive relationship between employee suggestion system and quality output. The rho value 0.684 confirms this relationship and it is significant at $p < 0.000 < 0.01$. This correlation coefficient represents a very high correlation indicating a strong relationship, therefore, based on empirical findings the null hypothesis stated is hereby rejected and the alternate upheld. Hence, there is a significant relationship between employee suggestion system and quality output in Unbound company

CHAPTER FIVE

SUMMARY, RECOMMENDATION, AND CONCLUSION

5.0 Introduction

This chapter addresses the results and findings on employee involvement in decision-making and organizational performance. The findings were outlined according to specific objectives of the study and also were based on the responses from the questionnaires filled and information gathered on the research questions. Thus, this chapter of the study reviews and discusses the major findings of the study, drawing conclusions and recommendations according to the study objectives.

5.1 Summary of Findings

The research sought to assess the effect of employee involvement in decision-making and organizational performance by seeking the views of the administration, Human resources, accounting and finance, and other staff members. The responses from all of these departments point that it is good to involve employees in decision-making in an organization and the importance gained from employee involvement in decision making. The findings revealed that the majority of the respondents at Unbound organization were female with a percentage of 57.7%. Furthermore, the findings showed that the majority of the employees had spent 4-6, 7, and above years in service with a percentage of 34.6%.

5.1.1 Employee Involvement in Decision Making and Organizational Performance

According to the findings of the study, there is a strong relationship between employee involvement in decision making and organizational performance. The real values confirm this relationship and it is significant at $p < 0.000 < 0.01$ and $p < 0.000 < 0.05$. This correlation coefficient represents a very high correlation indicating a strong relationship between employee empowerment and high productivity in Unbound organizations.

5.1.2 The Effect of Employee Empowerment and High Productivity

According to the findings of the study, employee empowerment and high productivity are the great importance to run the organization. In Unbound organization, 3.8% of employees disagree, 11.5% were neutral about the variable, 73.1% agreed and 11.5% strongly agreed about employee empowerment in an organization which leads to high productivity.

The finding indicates that there is a significant and positive relationship between employee self-management and self-esteem. The rho value 0.789 confirms this relationship and it is significant at $p < 0.000 < 0.01$. This correlation coefficient represents a very high correlation indicating a strong relationship between employee empowerment and high productivity in Unbound organizations.

5.1.3 The Effect of Employee Self-Management and Self Esteem

In summary, the findings of the study about employee self-management show that the employees of an Unbound agreed with the researcher that self-management is good to be used in an organization and 3.8% of the employees disagreed with the variable, 7.7% were Neutral, 76.9% Agreed and 11.5% strongly agreed with it. The finding shows that most of the employees agreed which meant that employee self-management has power in employee involvement in decision making.

The findings also indicated that there is a significant and positive relationship between employee self-management and self-esteem. The rho value 0.789 confirms this relationship and it is significant at $p < 0.000 < 0.01$. This correlation coefficient represents a very high correlation indicating a strong relationship, therefore, based on empirical findings the null hypothesis stated is hereby rejected and the alternate upheld. Hence, there is a significant relationship between employee self-management and self-esteem in Unbound Company.

5.1.4 The Effect of Employee Suggestion System and Quality Control

In summary, according to the findings of the study, 7.7% of employees disagree, 7.7% were Neutral, 69.2% Agreed and 15.4% strongly agreed with the employee suggestion system and quality control in unbound organizations. This meant that most of the employees in this

organization agree that there should be an employee suggestion system to control the quality of the service provided in an organization.

The findings indicate that there is a significant and positive relationship between employee suggestion systems and quality output. The rho value 0.684 confirms this relationship and it is significant at $p < 0.000 < 0.01$. This correlation coefficient represents a very high correlation indicating a strong relationship. Hence, there is a significant relationship between employee suggestion system and quality output in Unbound Company.

5.2 Recommendation

The management of Unbound organization should encourage all its employees in decision making and encourage them to provide meaningful suggestions, be creative when involved in decision making thus this enhances organizational performance.

The employees should be guided by the management when they encourage them in decision making leading to self-management during the work and there will not be quarried in the organization.

Measures should be put in place to increase employee involvement in decision-making and organizational performance.

5.3 Conclusion and Further Research Directions

Most of the researchers in other countries have done research on employee participation in decision making based on how it affects organization productivity, individual performance, job satisfaction, employee motivation, and employee job satisfaction with their jobs as their level of participation in decision making. These researches have shown that positive impact by an employee participating in decision making for example employee job satisfaction has improved, employee engagement has improved, company productivity has improved. But in Uganda, very few have done research base on employee participation in decision-making. In Uganda today, organizations follow the traditional method of decision making in which top management will take the decision and they are not considering or involving low-level employees to make decisions. Due to this, most of the organizations fail to take the right decision at the right time that is to say Unbound Uganda Limited. In organizations, the lower-level employees are the

people who face day-to-day work issues and they may know better solutions to solve work issues than top management. In Uganda culture employees in organizations afraid to contribute their ideas, thinking's, creativity and solution because may think members will laugh or management do not consider. It is very important to make a good relationship between the supervisor or manager and employees should be good to enhance easy consultation and free flow of information in an organization. There is a need to identify why employees in Unbound Uganda are not allowed to participate in decision making, identify the consequences of not allowing these employees participle in decision making and find the ways of making them participate in decision making

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APPENDICES

DATA COLLECTION INSTRUMENTS

UGANDA MARTYRS UNIVERSITY

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

APPENDIX A: QUESTIONNAIRE

TOPIC: EMPLOYEE INVOLVEMENT IN DECISION MAKING AND ORGANIZATIONAL PERFORMANCE.

Dear respondent,

I am Nakimbejja Lilian a student of Uganda Martyrs University pursuing a Degree of Business Administration and Management. I am conducting purely academic research as a partial requirement that leads to the award of the degree of bachelor of business administration and management.

The research is based on employee involvement in decision making and organizational performance. The answers provided will be treated with confidentiality and only for academic purposes. I kindly request you to spare a few minutes and fill this questionnaire as possible.

SECTION A: BACKGROUND INFORMATION

Tick where applicable.

Gender

1. Male 2. Female

How long have you worked in this organization?

1. Less than 1 year 2. 1-2 years
3. 3- 4 years 4. 4-6 year
5. 7 and above

Level of Education

1. O level 2.A level 5. Masters
3. Diploma 4. Degree

Which department do you work with?

1. Administration 3. Human resource 5. Self sponsored groups
2. Accounting and finance 4. Correspondence 6. Youth

Which department is involved in decision making in your organization?

1. Administration 3. Human resource 5. Self sponsored groups
2. Accounting and finance 4. Correspondence 6. Youth

SECTION B: STATEMENT RELATING TO EMPLOYEE INVOLVEMENT IN DECISION MAKING AND ORGANIZATIONAL PERFORMANCE

Please indicate (√) the extent to which you agree with the statements where (1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = strongly agree).

QUESTION 1

Employee involvement in decision making and organizational performance

	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	When employees are involved in decision making, they feel part in an organization leading to improvement on organizational goal.					
2	Employee involvement in decision making provides an opportunity to employees to use their private information hence can lead to better organizational performance.					
3	There is team spirit and teamwork within an organization thus leading to better organizational performance.					
4	Employee involvement in decision making will lead to the fulfillment of individual and organizational goal leading to organizational performance.					
5	In employee involvement, there is mobilization and concentration towards meeting the organizational objectives.					
6	There is actual competitive advantage for an organization when it involves its employees in decision making process thus leading to organizational performance					

QUESTION 2

Note: The statements where (1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = strongly agree).

The effect of employee empowerment and high productivity

	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	Employee empowerment provides flexibility and more serious in decision making relation to the work.					
2	There is high understanding among employees in an organization due to employee empowerment.					
3	Employee empowerment improves self commitment in employees.					
4	Unbound organization empowers its employees in order to produce high productivity to an organization.					
5	There is improved performance of work in an organization due to employee empowerment.					
6	Employee empowerment allows employees to work independently without being forced by the manager.					
7	There is improved employee motivation in an organization.					
8	It enables employees to remove barriers in an organization and keep them exercise their talents to the fullest.					

QUESTION 3

Please indicate (√) the extent to which you agree with the statements where (1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = strongly agree).

The effect of employee self management and self esteem

	Statement	1(SD)	2 (D)	3 (N)	2(A)	5(SA)
1	There is quick and increased functionality in terms of performing the work in organization.					
2	Employee self management enables employees to be creative when making decision and performing organizational work.					
3	There is self motivation to obtain performance standards in an organization.					
4	It encourages employees' responsibility and independent with the organizational activities.					
5	Employee self management helps employees in setting up their strategies regarding to details of performing tasks.					
6	In employee self management there is increase in employee personal skills.					
7	It enables employees to make their work schedule independently thus improves on self esteem in an employee.					
8	Employee self management reduce deviation from standards in higher-level control loops					

QUESTION 4

The effect of employee suggestion system and Quality control

	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	Employee suggestion system helps employees in producing quality service to the unbound organization.					
2	There is suggestion choice and discretion over how employees perform their tasks and responsibility.					
3	It provides employees power to address the important issues in an organization.					
4	There is high increase in employee commitment and productivity in work hence leading to quality control.					
5	It improves on an organizational planning process which is surrounded by potential innovation.					
6	There is opportunity recognition through use of employee suggestion system.					

Thank You So Much For Participating In This Study

APPENDIX B
KREJCIE AND MORGAN TABLE

Table 3.1
Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*