

**THE PERFORMANCE OF PUBLIC ORGANIZATIONS
THROUGH EFFECTIVE EMPLOYEES' PARTICIPATION IN
DECISION MAKING MZUMBE UNIVERSITY DAR ES
SALAAM CAMPUS COLLEGE**

**THE PERFORMANCE OF PUBLIC ORGANIZATION
THROUGH EFFECTIVE EMPLOYEES PARTICIPATION IN
DECISION MAKING:
A CASE OF PARASTATAL PENSION FUND (PPF)**

**By
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**A Research Proposal submitted to Mzumbe University in Partial Fulfilment of
the Degree of Master of Business Administration in Corporate Management of
Mzumbe University.**

2013

CERTIFICATION

We, the undersigned certify that we have read and hereby recommend for acceptance by the Mzumbe University Dissertation entitled “The performance of public organizations through effective workers’ participation in Decision Making at PPF Organization in Dar es Salaam” in Partial Fulfilment of the requirements for award of degree of Masters of Business Administration in Corporate Management of Mzumbe University Dar es Salaam Campus.

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DEAN DIRECTOR FACULTY/DOCTORATE/SCHOOL/BOARD

DECLARATION

I, Petro Zakayo Mallya, declare that, this thesis is my original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature:.....

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DEDICATION

This research report work is dedicated to my beloved parents Mr. & Mrs. Zakayo Mallya for their most excellent foundation they built in me with all the love, care, support and sacrificed a lot towards my education.

ABSTRACT

Performance as a working process workers to participate in organizational decision making in PPF organization in Dar es Salaam. Performance of workers in many organizations through organizations policies segregates workers on some policy structuring of the organizations. And this has caused extension of the problems in many organizations. Performance of the workers is reduced by identified problems like decrease in Production, Morale decrease at work, conflict and friction at workplace are claimed effects due to employees not involved in crucial process of important deed which are very important for both workers likewise the organization.

The main objective was to assess effects of Performance of workers at PPF organization in Dar es Salaam. This case study research employed both qualitative and quantitative research methods. The sample comprised 30 respondents out of 45 respondents who were the sample size for this study from PPF organization. Primary data was obtained through well administered questionnaires and secondary data were obtained educational documents with information about analysed by SPSS Programme.

Findings of this study have revealed that workers somehow are involved in some issues but strictly on issues concerning organizational policy structuring, workers are not were given full participation since the management make the interest of the organization than balancing and that of workers' advice the organization aims at achieving its goals interest then there after workers interest also are considered. However this have been implemented by the organization but workers evaluate this organization culture workers think could be modified workers advice and their interest provided are supporting the organization to meet the targeted goals.

Therefore, challenge is seen on this case since on some issues workers are given chance to give their advice through Departmental meeting and with effect on implementation only except when the advice tries to touch the policy of the organization is workers advice have no effect.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.1 Introduction

According to BIM (1977), participation of employees in decision-making process has resulted in successful value creation in many organizations. Though the extent to which employees should participate in organizational decision making is still a matter of debate. Some say that workers' union should participate with management as equal partners while some believe in restricted or bounded participation, that is, participation of employees or workers to a limited extent.

However, there are a number of ways through which employees can participate in decision-making process of any organization. These includes: First, participation at the Board Level. In this case, representation of employees at the board level is known as industrial democracy.

This is explained to play an important role in protecting the interests of employees. The representative can put all the problems and issues of the employees in front of management and guide the board members to invest in employee benefit schemes (Davis, 1975).

Second is participation through Ownership. The other way of ensuring workers' participation in organizational decision making is making them shareholders of the company. Inducing them to buy equity shares, advancing loans, giving financial assistance to enable them to buy equity shares are some of the ways to keep them involved in decision-making.

Third, participation through Collective Bargaining and this refers to the participation of workers through collective agreements and by deciding and following certain rules and regulations. This is considered as an ideal way to ensure employee participation in managerial processes. It should be well controlled otherwise each party tries to take an advantage of the other.

Fourth, participation through Suggestion Schemes and this involves encouraging your employees to come up with unique ideas can work wonders especially on matters such as cost cutting, waste management, safety measures, reward system, etc. Developing a full-fledged procedure can add value to the organizational functions and create a healthy environment and work culture. For instance, Satyam is known to have introduced an amazing country-wide suggestion scheme, the Idea Junction. Fifth, participation through Job Enrichment: Expanding the job content and adding additional motivators and rewards to the existing job profile is a fine way to keep workers involved in managerial decision-making. Job enrichment offers freedom to employees to exploit their wisdom and use their judgment while handling day-to-day business problems.

1.2 Background to the Problem

The concept of worker participation represents a popular theme in the analysis of the world of work among scholars in the fields of Industrial Sociology, Industrial Relations as well as management. It refers to any arrangement which is designed to involve low cadre employees (workers) in the important decision making within the workplace. This implies that rather than saddling only a group within the enterprise (for instance, management) with the responsibility of making decisions, all those who are to be affected by these decisions (including the workers) would be involved in its formulation and implementation.

In recent time, scholars have directed increasing attention to the issue of worker participation and its broader corollary, industrial democracy (Adu-Amankwah and Kester, 1999). These concerns reflect a growing interest in finding ways to make work more meaningful and satisfying to the workers. This rests on the belief that the organizational goals of high productivity and harmonious industrial relations are best achieved when the higher level needs of the human elements (workers) are satisfied.

Worker participation implies arrangements designed to involve workers in the enterprises decision making process. This allows for workers' involvement in the initiation, formulation and implementation of decisions within the enterprise. The

concept can also be understood in terms of a new approach to industry and society in which people want to be interested with the taking of decisions which have direct bearing on them.

MacGregor (1960) contend that worker participation consists basically in creating opportunity under suitable conditions for people to influence decisions which affect them. It is a special case of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. This serves to create a sense of belonging among the workers as well as a conducive environment in which both the workers would voluntarily contribute to healthy industrial relations.

1.3 Statement of the Problem

The spread of democratic value to virtually every society today has brought the need to examine the implications of this trend to other spheres of life. With respect to economic sector, employees are faced with the dilemma of how to cope with authoritative management in the work places while living in a democratic society which guarantee basic fundamental freedom.

In addition, the denial of employee active involvement in decision making is held to be one of the major causes of the problems which are manifested daily in the work lives of the modern employees. The implication of these employees of increasing exposure to a monetized society, rising education and wider contact among people resulting from the break-up of artificial barriers was to shift these aspirations to a more satisfying work experience, greater control over the organization of work, greater opportunity for personal development and wider scope in exercise of initiatives.

Specifically, the refusal of work organizations to recognize the human factor in industrial production through greater involvement of employees in its management decision making would tend to create several human problems in this setting. An employee is a social being who bring his personality, hopes, aspirations, anxieties,

feeling and attitude to the work place. He seeks satisfaction and meaning in his work as he does in other spheres of life. However, when he/she finds that his work does not provide him with the opportunity to realize his potentials (for instance, through strict management control) he tends to engage in negative behaviours like absenteeism, apathy, low commitment and low productivity. The implication of these negative tendencies resulting from strict management control has therefore raised serious concern among scholars interested in healthy industrial relations and hence, the justification of this study.

1.4 Objectives of Study

The research was guided by the following general and specific objectives.

General Objective

The general objective was to investigate the rate of employees' participation in decision making at PPF organization.

Specific Objectives

The specific objectives were as follows.

1. To identify factors which enforces employee participation in management decision making at PPF?
2. To explore the effects of not involving workers effectively in organizational decision making
3. To propose measures which should be done to overcome performance of workers at PPF Organisation?
4. To propose measures which should be done to overcome performance of workers at PPF Organisation?

1.5 Research Questions

The following were research questions.

1. What are the factors which enforce employee participation in management decision making at PPF?

2. What are the effects of not involving workers effectively in organizational decision making?
3. What are factors which influence the rate of employee participation in management decision making?
4. To what extent the effective employee participation in decision making influences the performance of the organization?

1.6 Significance of the Study

This research is significant in the following regards: First, the study was expected to contribute towards the understanding of performance of public organizations through effective employees' participation in decision making. Second, the study will provoke other researchers to carry out similar or related studies. Third, the study also will be a reference guide for future on the subject of worker participation in organizational decision making.

1.7 Limitations

The study was conducted at Ilala district specifically at PPF Organization in the city centre Dar es Salaam Tanzania. However the process was there were some challenges in conducting this study and these were as follow; time frame allocated for the completion of the study was relatively short to undertake a comprehensive study. Also lack of funds to facilitate movements and collection of data limited the study from covering many institutions. Availability of data was limited due to confidentiality. Apart from that above there was no enough transparency to the researcher to obtain exactly all what was needed for the study. in addition in some of respondents there was secrecy and confidentiality from the PPF Administration unit. On the other hand the researcher faced a challenge of unrealistic answers from individuals who were approached for information, thinking that the researcher was investigating their personal perceptions for the interest of their bosses to take action against them.

1.8 Delimitations

Time which was needed for the researcher to it was found as a challenge of inadequate time therefore the researcher had to work under a great pressure and use extra-time to work on the study so that the target for the research may be accomplished .Due to inadequate fund challenges forced the researcher to sometimes use local sometimes public means of transport during data collection, which in most cases had too much delays and time lost along the way. On the case of confidentiality which caused unavailability of all desired information needed, the researcher had to switched/altered the data collection techniques (such as from interviewing to observation) so as to acquire the desired information. By so doing helped to obtain realistic answers, the researcher had to be open to the respondents that the interviewing was for academic studies only.

1.9 Scope of the Study

The study was conducted at Kinondoni district specifically at Parastatal Pension Fund(PPF)House. PPF as presenting the real situation as the experience in other parastatal organisation on the way how effective organisation workers are just effective involved in the whole process of doing crucial organisational decision making as to appreciate their experience and skills toward organisational development the same applied to workers' development too. However there might be slight difference in individuals' organisational policies being implemented but the crucial reality of how workers are effectively involved in decision making, the data obtained from the PPF organisation have revealed the reality of the other organisations since the experience and the culture of the organisation have no big difference to the extent that convinced the researcher to collect the data from PPF organisation. The data have been collected from Human resource officers, administrative officers, information officers and other staff members in the

organisation. These have played the great role of collected data. The PPF organisation however has some branches in some of the regions in Tanzania but the researcher has made his choice at headquarter of PPF which is located in the city centre of Dar es Salaam so as to make easier way of collecting the data easily while avoiding big budget which could have been used to collect data of this study. The area of the study was Ilala Municipal where PPF headquarter is located serving for clients.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter provides explanations on the reviewed literature which is similar to this study. The chapter also has provided explanations on the research gap and conceptual framework.

2.2 Theoretical Literature

Thomson et al, (1989).pointed out his view that a theory means a hunch or a calculated guess that explain why some events occur, or the possible relationship between cause and effect variables. A theory often suggests mere speculations based on founded assumptions and little factual data concerning an event or a form of behaviour

Theory X

Takes a cynical view of that which motivates employees to go to work each morning? Many people get great satisfaction from their work and take great pride in it; others may view it as a burden, and simply work to survive. This question of motivation has been studied by management theorists and social psychologists for decades, in attempts to identify successful approaches to management. Social psychologist Douglas McGregor of MIT expounded two contrasting theories on human motivation and management in the 1960s: The X Theory and the Y Theory. McGregor promoted Theory Y as the basis of good management practice, pioneering the argument that workers are not merely cogs in the company machinery, as Theory X-Type organizations seemed to believe. The theories look at how a manager's perceptions of what motivate his or her team members affect the way he or she behaves. By understanding how your assumptions about employees' motivation can influence your management

Theory X assumes that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management. According to this view, management must actively intervene to get things done. This style of management assumes that workers:

Dislike working.

Avoid responsibility and need to be directed.

Have to be controlled, forced, and threatened to deliver what's needed.

Need to be supervised at every step, with controls put in place.

Need to be enticed to produce results; otherwise they have no ambition or incentive to work.

X-Type organizations tend to be top heavy, with managers and supervisors required at every step to control workers. There is little delegation of authority and control remains firmly centralized.

McGregor recognized that X-Type workers are in fact usually the minority, and yet in mass organizations, such as large scale production environment, X Theory management may be required and can be unavoidable.

Theory Y

Theory Y expounds a participative style of management that is de-centralized. It assumes that employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility. It assumes that workers:

Take responsibility and are motivated to fulfil the goals they are given.

Seek and accept responsibility and do not need much direction.

Consider work as a natural part of life and solve work problems imaginatively.

This more participative management style tends to be more widely applicable. In Y-Type organizations, people at lower levels of the organization are involved in decision making and have more responsibility.

Comparing Theory X and Theory Y

Motivation

Theory X assumes that people dislike work; they want to avoid it and do not want to take responsibility. Theory Y assumes that people are self-motivated, and thrive on responsibility.

Management Style and Control

In a Theory X organization, management is authoritarian, and centralized control is retained, whilst in Theory Y, the management style is participative: Management involves employees in decision making, but retains power to implement decisions.

Work Organization

Theory X employees tend to have specialized and often repetitive work. In Theory Y, the work tends to be organized around wider areas of skill or knowledge; Employees are also encouraged to develop expertise and make suggestions and improvements.

Rewards and Appraisals

Theory X organizations work on a 'carrot and stick' basis, and performance appraisal is part of the overall mechanisms of control and remuneration. In Theory Y organizations, appraisal is also regular and important, but is usually a separate mechanism from organizational controls. Theory Y organizations also give employees frequent opportunities for promotion.

Application

Although Theory X management style is widely accepted as inferior to others, it has its place in large scale production operation and unskilled production-line work. Many of the principles of Theory Y are widely adopted by types of organization that value and encourage participation. Theory Y-style management is suited to knowledge work and professional services. Professional service organizations naturally evolve Theory Y-type practices by the nature of their work; even highly structure knowledge work, such as call centre operations, can benefit from Theory Y principles to encourage knowledge sharing and continuous improvement.

Do you work most effectively when your boss controls every part of everything you do? Or would this drive you mad, so that you'd just do what he or she wanted (and nothing more), look for another job, and then leave? Or would you prefer a boss who helps you to do your best, increasingly trusts your judgment, allow you to use your creativity, and step-by-step gives you more control over your job?

Would you work more effectively for a Theory X or Theory Y manager?

Learn from this! As it is for you, it will be for many of the members of your team! That said, different members of your own team may have different attitudes. Many may thrive on Theory Y management, while others may need Theory X management. Still others may benefit from altogether in different approaches.

Expectancy theory

One psychologist called Victor H. Vroom propounded the expectancy theory of motivation in 1964. He holds that people will be motivated to do things to reach a goal if they believe in the worth of that goal if they believe in the worth of that goal and if they can see that what they do will help them in achieving it. In greater detail, Vroom's theory is that people's motivation toward doing anything will be determined by the value they place on the outcome of their effort (whether positive or negative). This must be multiplied by the confidence they have, that motivation is a product of the anticipated worth that an individual places on a goal and the chances he/she sees of achieving that goal in his own terms (Luthans et al, 1984) Vroom's concept of force is equivalent to motivation. Willingness to expend effort depends on the positive or negative value attached to an outcome. Thus, according to Vroom's theory, motivation is the sum of the product of valence, expectancy and instrumentality the world to induce employers to recognize trade union and negotiate with them, so that to share in handling problem of the immediate concern to the workers, yet in accordance with the ideas of the time

The idea of involving the workers in management of enterprises; workers participation was first substantiated in the presidential circular No. 1 which was issued in January 1970. The circular was entitled "the establishment of workers

Councils Executive Committee and Board of directors” the secular also directed that every public co-operation or firm employing more than ten workers should establish workers council. According to (Maseko, 1976)

The presidential circular No 1 of 1970 aimed at archiving the following

To allow workers involvement in deciding the affairs of their lives and in the development process of their enterprises.

To increase efficiency in the socialism enterprises through worker participation the workers will increase their dedication and lover for work build up a sense of pride satisfaction, and workers alienation and increases efficiency.

To give the working class power, thereby solving the contradictions that existed between the management and workers. The management and the workers all should been seen as workers belonging to the same enterprises. In particular the top. Management must have an attitude which regards the workers and the lower levers of management as partners in a common enterprises and not just tools like the machines they work with. Because of that, it is not surprising that the presidential circular mentioned above directed the management of public organisations to set up the machinery for workers to contribute their ideas in the development of the enterprise and industrial democracy in public organisation.

Employee Participation as a Principle

The concept of participation as a principle of democratic administration in an industry implies a share by rank and file in decision making process of an industrial organization through their representatives at all the appropriate levels of management in the entire range of managerial action (Noe, 2003).

Employee involvement is directed towards the joint determination and the solution of a wide range of problems at all levels of the organization. It is an opportunity whereby employees provide influence when asking management to integrate them in decision making process.

Mwapachu (1989) puts that: “Parastatal Development needs to be planned and Positive in their orientation towards Performance”. But who is supposed to plan and make other arrangements in order to meet the desired goal? It is the workers themselves and this can be done through participating the workers in decision making. That is when performance will be expected to be at the highest level.

Mapolu (1976) argues that; the top Management must have an attitude which regards the workers and the lower level of managements as pertinens in common enterprises and not just as tools like the machines they work with...”

The reasons for involving workers in decision making are as follows:-

First, is ideological or moral reason: in this case there is a belief that employees have the right to participate in decision making. Therefore, since it is their right, the government sees that is important to introduce it officially in the Ministry and independent departments of the government.

Second, if both employer and employee in the organization share power little or minimum conflict may

Third, the presence of trade unions at the workplace encourages the need for involving the employee in decisions making.

Fourth, is the political pressure system of the country, which also encourages organizations to introduce or establish employee participation in the respective Institutions? Workers all over the World and under different social – economic arrangements have always struggled for influencing decisions on issues that affect their living and working conditions. Forming trade unions and taking industrial action are some of the ways in which workers have struggled for the right to be heard. Sometimes, this struggle involves revolutionary upheavals leading to the occupation and/or control of factories by workers. But in the course of this struggle, more and more firms realized that it was in their best interest to introduce some forms of participatory management to motivate workers to increase productivity. As

a result, in capitalist countries there occurred a change of terminology from works control to workers' participation (Mapolu, 1976).

Prasad (2001) pointed out that: workers should have some kind of mechanism through which they can raise their voices at least on those issues that affect their lives. In this conception, it is impossible for societies to be ordered democratically when their basic institutions are dictatorially governed. Workers participation in management is of the utmost importance for the democratization at the society because the place of work happens to be an important social Institution. The Standard of 24th May, 1971 carried a report on the opening of a workers' council in Dar es Salaam. The opening ceremony was performed by Mr Tandau who said: "The policy of workers' participation in industrial management should not be interpreted as a means of obstructing leaders of national institutions from carrying out their attitude. Workers' council must strive to promote and maintain harmony between the workers and their leaders aiming at interfering and dispensing the duties of management.(Tandau 1971)

Prasad (2001) discussed the reasons for ineffective workers participation that government at the time of presenting the scheme contemplated such failures and even thought to take legal recourse later on for the implementation of such a scheme. So far no such action has been taken. The basic question is why does the scheme of workers' participation in management fail? If it fails, can legal measures ensure its success? May be the answerer is: lack of appropriate attitude on the part of management and workers, which are necessary for participation to be successful such inappropriate attitudes may include the following:

First, some owners are not ready to share their views even with to-level executive, what to talk of workers. These values go down in the organization, which inhibit the meaningful participation. Second, there is another problem in the way of participation, and this is in the form of superior-subordinate relationship. This is so because a subordinate is depended on his superior for satisfaction of his needs in the organization. So, subordinate tends to speak less freely in the presence of his superior".

Rudrabasavaraj (1987) argues that, he never says to his employees do it this way but he always said how we should do this, and that he always got good result from his crew. This satiation points out a very important element of consulting employees to decide on how to accomplish the organization task. In this way employees morale rise to the extent that workers release their energy more and freely. This part survey some studies or related studies and other articles which have been studies on workers participation, where workers participation originated, in its importance and how was implemented in different countries all over the World.

Not only that they have also written about studies conducted and tried to explain the level of success and failure of workers participation in certain countries. For example, in Tanzania some studies were conducted at Friendship Textile Mills, Tanesco, and Morogoro Canvas Mills to assess how effectively workers participate in decision making. The results obtained were that, the researchers found many problems and failed to give the correct assessment of the success or failure of workers participation in Tanzania.

Mapolu (2000) suggested a need for on- going research on that field. Due to this explanation it seems that although the previous researchers conducted their studies in different environment and time (some years ago) the findings produced are outdated due to various developments in education. So far no research has been conducted at Ilala Municipality council on this PPF Organization) i.e. workers' participation .Given the above situation therefore, the researcher was prompted to make a detailed research on ineffectiveness of workers' participation in decision making in public organisations taking the case of Parastatal Pension Fund (PPF) worked in Ilala District, in Dar es salaam.

According to Gupta, (2005) it workers are represented and participated with decision taken, it is hoped to improve the quantity and quality of output and utilization of labour, raw materials and equipments as well as the introduction of new techniques. It is believed that when workers participate in decision making the following benefit may be realized.

Industrial democracy: is the result of participation of workers in management ushers in industrial democracy which is necessary for political democracy. Need for outside intervention between employer and employees is eliminated and workers are freed from exploitation.

Industrial harmony: workers participation in management keeps reducing industrial disputes and improving workers loyalty. Continuous dialogue between management and workers improves peace in industrial Less resistance to change, workers often resist change due to fear and ignorance when workers participate in decision making; they come to understand that changes is ultimately in their own interest. They become more able and ready to adopt themselves to technological and other changes made to improve the competitive position of the company.

Again is creativity and innovation: participation encourages workers to think and take initiative their talent and ability can be capitalised. Highly competent employees can be spotted and given prevention. Participation is helpful in training and developing future executives. Workers urge for self expression is satisfied.

Higher productivity cooperation between management and labour helps to increase production and profits of industrial. Through participation workers learn the problems of industry and better understanding their role. Participation improves employee motivation and job satisfaction which in turn help to increase their efficiency. Higher productivity leads to lower costs per unit and greater profits which are beneficial to all.

Mutual understanding, generally, employer and employees doubt the integrity of each other due to ignorance of each other's problems. Participation brings the two parties closer and makes them aware of each other's problems. As a result a better understanding and mutual trust can be crated between employer and workers.

Robbins (2000) argued that, **Employee Involvement** is a key in a Successful Employee Selection Process as employee selection process is a critical component of

your business success. If yours is a company that values people as your most important asset, the asset that sets you apart from your competitors, your selection process is vital. Your selection process must be legal, ethical, and transparent, documented, and involve current employees

2.3 Empirical Literature

Mankidy (1984) and Kester and Schiphorst (1986) at different times conducted a research on labour relations and observed that in developing countries, labour relations are characterized by a break-up of existing patterns. In many of these countries, there is an increasing awareness that the labour relations produced in these countries are grossly defective. They discovered that trade unions are also seen as very weak in many of them and the ideological ground, collective bargaining is rejected because of its emphasis on the dependent wage labour position of the worker.

Kester and Thomas (1981) did a research on employees' participation and found out that there is a fast growing interest in the development of worker participation in developing countries. In their studies, they found one form of worker participation or the other in these countries. In some cases, worker participation was introduced as an essential part of development strategy. For instance, in Tanzania, the idea of worker participation formed an important aspect of her socialist ideology. This is anchored on the notion of man centered development strategy.

Imaga (1994) in his study suggested that worker participation in management decision making represents a means of reducing industrial conflict, raising workers productivity and ensuring rapid socio-economic development. Adewumi (1990:7) contended that the Kenya Industrial relations system is guided by the underlying philosophy of industrial democracy. This implies the establishment of institutions and machineries through which management and workers meet on equal footing to discuss, consult and negotiate the terms and conditions of employment. In reiterating the principle of industrial democracy as the guiding spirit of Nigeria's industrial relations system, the National Labour Policy states;

Adewumi (1999) also made his study on worker's participation in management decision making and revealed that the only avenue for the realization of the objective of worker's participation in management decision making in Uganda is through the collective bargaining machinery. However it is evident that this machinery is very defective in Uganda because of its restrictive nature. Consequently, such arrangement cannot confer effective participation right to the employees.

In united state for example: the concept is associated with the institution of collective bargaining participation in decision making is achieved when the union negotiates with management regarding employment relationships. The union is also involved in continual administration of agreement during the contract period. The same basic approach is used in England although the stronger class system crates on adversary relationship between management and unions that makes collaborative& forms of joint decision making even more difficult. In many western European countries, industrial democracy has significantly different meaning. It involves various programs whereby employees elect representatives to be directly involved in all the internal decision making process of the enterprise. (Ibid: 605)

Industrial Democracy in international perspective: May,1977) the annals of the American academy of political and social science After prospering for some years the movement for institutional forms of participation except collective bargaining, last much of their impetus and the question crossed into the background for a whole decade. Efforts were indeed made in some parts of

Armstrong (2001) conducted a study on participation and involvement of workers in decision of management in industry is practise in most countries of the world. In Yugoslavia it is called self management, while in Germany it is known as co-determination however, during and after the second world War the subject of workers participation in decision making within undertakings rose to prominence once again that was the time at workers council or committees where established or re-established by laws agreement, in several European countries. It was also the time when systematic arrangements for joint representation on supervisor's board were

introduced in the big West German coal and steel Company. Law on worker management of state economic enterprises governs it, and in the Higher economic Association the Act prescribes three tier-participation structure can assist of collective workers, councils and board of management.

Davis (1975) carried a study on participation of workers in decision making that, in spite of its most frequent use of concept of workers participation is shrouded with equines because different people interpret it differently and there is no specific meaning attached to the concept for example: management interprets it as the joint concentration prior to decision making, employee stake it as equivalent to co-decision making or co-determination for trade union leaders, it is the ushering of a new era of social relationship: and experts practically regard it as an association of labour without the final authority or responsibility in decision making process. The basic reason for this perceptual difference is due to different pattern practice and programs adopted by various countries for implementing workers participation in management.

The international labour organisation (ILO) due to the above reason took the action of encouraging its member nations to promote the schemes of workers participation in management decision making. The mentioned three meetings provide valuable information on workers participation in management. The aim of ILO was to give leaders up to date picture of the various systems of workers participation in decision making. The ILO provided defined workers participation as the association of workers and their representative in decision making process, ranging from exchange of information, consultation, decision, and negotiations to more institutionalized forms such as the presence of workers members on management or supervisory boards.

2.4 Definition of key terms

2.4.1 Involvement - the act of sharing in the activities of a group

Participation [<http://www.thesaurusdictionary.com/>]

2.4.3 Decision making

2.4.4 Performance

Trade union

Mehtras (1966) defines the concept of participation as a principle of democratic administration in an industry implies a sharer by rank and file in the decision making process of an industrial organisation through their representative levels of management in the entire range of managerial action. The idea that the workforce should have a share in decisions that affect the operation of the undertaking was variously expressed in some of the social doctrines that emerged in nineteenth century. However only towards the end of the First World War did it take a broad share with the establishment of joint committees, councils etc. in a number of countries.

2.4.5 Workers Participation

Keit D, (1975) defines and interprets workers participation in management in different ways, for example public employers interpret it as the joint consultation prior to decision making. And argued that participation refers to the mental and emotional involvement of a person in a grocer situation which arranges him to contribute to grocer goals and share in the responsibility of managing industry are shared with workers.

Representations through trade unions have become an integral and powerful factor in contemporary system of production and distribution of Goods and services. Whenever industrialisation has touched trade union was followed.

Industrial democracy.

Industrial democracy in many countries is conceived as a means of direct employee access to the policy making Cultural differences affecting solutions to basic organizational problems can be seen in approaches to the issue of industrial democracy (1977) there is an underlying trend in most industrial societies towards more workers participation in organizational decision making process. However the formal means to create industrial democracy very widely among different societies.

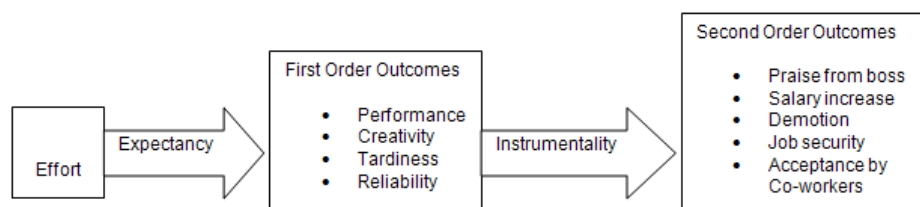
Babbie (1989) defined the term **theory** as general the more or less comprehensive set of statement relating to different aspects of some phenomena. On the other hand, Feldman (1999) states that a theory is a logical systems of general concept that characterizes the organization and understanding of the observation. Theories help to identify orderly relationship among many diverse events, which guide us to those factors that have explanatory power and identify those that do not.

2.5 Research Gap

The empirical literature have shown that the extensive literature have been done concerning employee participation in different contextual environments. Most of them agree on the importance of employee participation in decision making. However, there is no evidence which indicates that the same study have been done where this research has been done. Thus, findings and recommendations from this research will cover the gap.

2.6 Theoretical Framework

Figure 2 1 : Expectancy Theory of Motivation



Source: Gupta (1997), Management Theory and Practice, Sultan Chad & Sons, New Delhi.

The human relations and participatory democratic theories are adopted to guide this study on employee participation in management decision making. The human relations theory stems from the understanding that the co-operation of workers is desirable for the attainment of the objectives of high productivity and industrial peace. It contends that employees would be better motivated if they are treated like

human beings rather than as irrational objects. For instance, by making them have a feeling that the organization accords them recognition by involving them in the decision making process. In the light of the theory the employee is to be perceived in terms of his membership of a social group rather than as an individual. Consequently, his behaviour is seen as a response to group norms rather than simply being directed by financial consideration. Employee should then be expected to react to group norms so that when they are given the opportunity to take part in management decision making, they are likely to respond positively to organizational issues.

The democratic participatory theory emphasizes on conditions which are necessary for effective participation and function performed by participation to the individuals and society. For instance, Rosseau (1956) contended that through participation in decision making, individual sense of freedom by enabling individual sense of freedom increased since it gives him a very real degree of control over the course of his life and structure of his environment. Again, it serves to increase the value of individual freedom by enabling him to be his own master.

Mills (1965) sees industry as an area where the individual could gain experience in the management of the collective just as he could in government. The theory views the political arena as a kind of market place in which individuals constantly attempt to maximize the benefits, minimize losses they could secure from the political process. It assumes that man is selfish in the sense that each participant would be motivated by the desire to protect or enhance his own personal interest. The theory assumes that increase participation is likely to increase the feeling of political efficiency that ordinary citizens possess. This helps to increase the potential so that their actions can have effect on public policy and lead to a greater sense of control over their communal lives. In essence, greater participation in one sense of life leads to greater participation in other spheres that is the work place (Pateman, 1970). Moreover, one of the great attractions of the Vroom theory is that it recognizes the importance of various individual needs and motivations. It fits the concept of harmony of objectives. Individuals have personal goals different from organization goals, but these can be harmonized. Vroom's theory also is completely consistent with the

system of managing by objective. Management by objective (MBO) is whereby employees actively participate in setting goals to achieve the organizational goals. This can be done through motivational techniques such as participation and money.

Participation has been given strong support as a result of motivation theory, and research is the increased awareness and use of participation. Most people in the centre of an operation have knowledge both of problems and of solution to them. As a consequence, the right kind of participation yields both motivation and knowledge valuable for enterprise success. Participation is also a means of recognition. It appears to the need for affiliation and acceptance. Above all, it gives people a sense of accomplishment. But encouraging participation should not mean that managers weaken their position (Koontz H. et al,(1984).

Money can never be overlooked as a motivator whether in the form of wages, piecework, and incentive pay, bonus and other things that may be given to people for performance. Money as money: is likely to be more important to people who are raising families. Money is an urgent means of achieving a minimum standard of living. If money is to be an effective motivator, people in various positions even though at similar level, must be given salaries and bonuses that reflect their individual performance. In addition to the above, it is certainly true that money can motivate only when the prospective payments is larger relative to a person's income, but money is not large enough to motivate the receiver.

The theory has been criticized for variety of reasons. For example, his assumption that perception of value vary among individual at different times and in various places appears to fit real life more accurately, it is consistent also with the idea that a manager's job is to design an environment for performance, necessarily taking into account the differences in various situations. On the other hand, Vroom's theory is difficult to test, apply in practice, and the measures used to assess expectancy, instrumentality and valence have questionable validity. In the final analysis however, expectancy theory has important practical implications for individual managers and organization as a whole.

Therefore, the above model and theory explained above both relate in the study of workers participation in decision making. However, despite of Expectancy theory's limitation, it seems to be more suitable in implementation of the study topic. This is due to the fact that the theory holds great promise for predicting behaviour in organizations. This promise arises due to the model's vigour of formulation; relatively ease of making the concepts operational and emphasis on individual differences.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter was basing on the methodology which was employed during the study. In light of this, the areas of the study and reasons which underpin the choice of area are explained. It provides explanations on research design and approach, the population, sample and sampling procedures, data collection methods and instruments used during data collection. Explanations on how instruments were validated collected and analyzed.

3.2 Area of the Study

This study was carried out at PPF House around the city centre in Dar es salaam. Therefore, the management and other staff worker were the respondents who enabled collection of data. advised that employees are suppose to be treated to the extent that they work while regarding that work as part and parcel of the organization and as result organizations finally end up with success of the set goals and also the management might make discussion with workers on various issues.

3.3 Research Design

Research design is the plan showing the approach and strategy of investigation aimed at obtaining valid and reliable data that achieves the research objectives and answer research questions (Cohen et al, 2000). The researcher used a case study design because the case study design enabled the researcher to study deeply few cases in the system. Bell (1993) highlights that researchers employing case study design are able to examine small number of units that were extracted from a large number of variables and conditions. In this case, analysis of the data obtained from case study design were easy because only small number of units which were to be used.

3.4 Research Approaches

Qualitative and quantitative research approaches were employed during the research. Qualitative research approaches were largely employed during the study. The

researcher was qualitative approach because the approach gives opportunity for problems to be studied in some depth and quantitative enabled the researcher to collect facts and study their relationships in order to find sources and solutions of the facts.

Aryl (2000) argues that researchers adopting qualitative perspectives were more concerned to understanding of individual perception of the World. Furthermore, methods of data collection in qualitative approach which included: interviews, observations and documentary analysis. Also recommended the use of qualitative approach because of its flexibility in data collection and research plan. The approach enabled the researcher to use different methods such as interviews and observations during data collection. Flexibility when using qualitative method may allow day-to-day correction of the problems arose during the study. This enabled the researcher to amend and modify the structure/plan of the study as the research process proceeded.

3.5 Population

Population can be defined as a group which the researcher was interested in gathering the information from, as well as drawing conclusion on (Crowl, 1993). In this study, the target populations were the implementers which involved the operators and the users of the system in their day to day activities as well as the users of the services provided through the system.

3.6 Sample and Sampling procedures

The sample size of this study was 50 respondents as calculated here under. The Sample size determination formula;

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n= Sample size,

N= Population of the study,

e= Standard error (5-10%)

In regards to this research, “n” will be obtained by, N=300, e= 10%

$$n = \frac{300}{(1+300)(10\%)^2}$$

$$=300/ (301) (0.01)^2$$

$$= 300/6.02$$

$$= 49.83$$

$$\approx 50$$

Therefore Sample size was approximated to 50

The sample size for the study were 50 respondents whereby, 20 were the middle staff and 20 low cadre staff who benefited with services provided through this system, and 10 key informants (senior staff) who were directly involved on implementation of the system (management, HR officers and administrators and technician). The sampling techniques in this study were purposive and random techniques at different points in time. Purposive sampling technique used to ensure that key informants involved in implementation of this system were included in the research. Both purposive and random samplings were used to select the sample from all areas identified. In purposive sampling, the researcher purposely chooses a person who, in his judgment about some appropriate characteristics required of the sample members, is relevant to the research topic and easily available to him (Rwegoshora, 2006). The randomly selected sample were used for quantitative analysis in which case, questionnaires were administered to them, while purposive sample means qualitative analysis in which the structured interviewed where carried to. Table 1.3 below shows the distribution of respondents.

Table 3. 1 Distribution of

Level	Number	Percentage (%)
Senior staff	10	20
Middle class level	20	40
Low class level	20	40
TOTAL	50	100

Respondents

Source: Researcher Data, 2013.

3.7 Data Collection Methods and Instruments

Data collection methods employed during the study were interviews, observation and documentary analysis. These data collection methods were affected through

employment of research instruments such as interview questions, documentary guides and observation guides. These research methods and instruments were employed as follows.

3.7.1 Interview and Interview Questions

Interview was a method of collecting information through oral or verbal communication between the researcher and the respondents. Instrument that was Interview questions were used as an instrument during interviews and in this case both structured and unstructured questions were used to collect data from all respondents. Furthermore, interviews were used because they are quite flexible, adaptable and can be applied to many people and information can be obtained in detail. Data collected from interview was primary data for the study.

3.7.2 Observation and Observation Guide

Observations are used to acquire first hand, live, sensory accounts of phenomena as they occur in a real world settings (Franklin, 2004). Non-participatory observation method were used during the study, and in this case, the researcher were not actively be indulged into the participants' activities but were observe the situation with regard to gender treatment and the like. The rationale for intending to use observation during data collection is because the research method gave an opportunity to gather live data form live situation (Cohen et al, 2000). Furthermore, observation enables the researcher to observe at what is actually taking place during the study. Thus, data which to be obtained from observation was primary data.

Before the research, what to be observed were identified and observation schedule (instrument) was designed to ensure that observations were done systematically and effectively. Data from observations constituted the primary data for the study.

3.7.3 Documentary Review and Documentary Review Guide

Bell (1993), defines a document as any written or recorded material, the preparation of which is not evaluation purposes or the request for the inquiry. Therefore, documentary review was a process of reading various extracts found in offices or

places dealing with or associated with the issue related to what the researcher was investigated. Documentary review schedule was the instrument in documentary review.

3.8 Validation of Research Instruments

Prior to the actual research, the researcher done two visits to the study place. The first visit were done in order to be familiar with situation and to identify those who were ready to participate in the study. This aims at testing if instruments which are appropriate for collecting intended data. Results from the testing of instrument enabled the researcher to make corrections to make them effective in collecting valid data during the research.

3.9 Data Analysis Procedure

Data analysis is an important step towards finding solution of a problem understudy. It is a systematic process involving working with data, organizing them and dividing them into small manageable parts. Cuba and Lincoln (1994) continue to explain that data are further synthesized in order to discover what was important and what has been learned so as to decide what to tell others. With regard to this study, the open-coding procedure was utilized during data analysis. The open-coding procedure is the analysis that pertains specifically to the naming and categorizing of phenomena through case examination of data (Enron, 1998). In this case, the first step was to categorize data based on the research objectives. Data analysis begun with individual response and responses from different respondents were purposively sorted and grouped to make them tally with research objectives and research questions. Comparison of data was done to identify those similar. This was reduced data into small manageable and analytical packages which were used for analysis and drawing the conclusion and recommendations. Quantitative data were analyzed by using Software Package for statistical Package. (SPSS)

CHAPTER FOUR

ANALYSIS OF FINDINGS AND DISCUSSION

4.0 Introduction

This chapter has presented the findings of the research from the field. The data analysed Performance of Public organization through Effective Employee Participation. The collected data from the field were analyzed in relation to the objectives of the study. The findings have been presented by SPSS and also will be presented in form of tables, figures, text descriptions, Bar charts and Pie charts for data presentation.

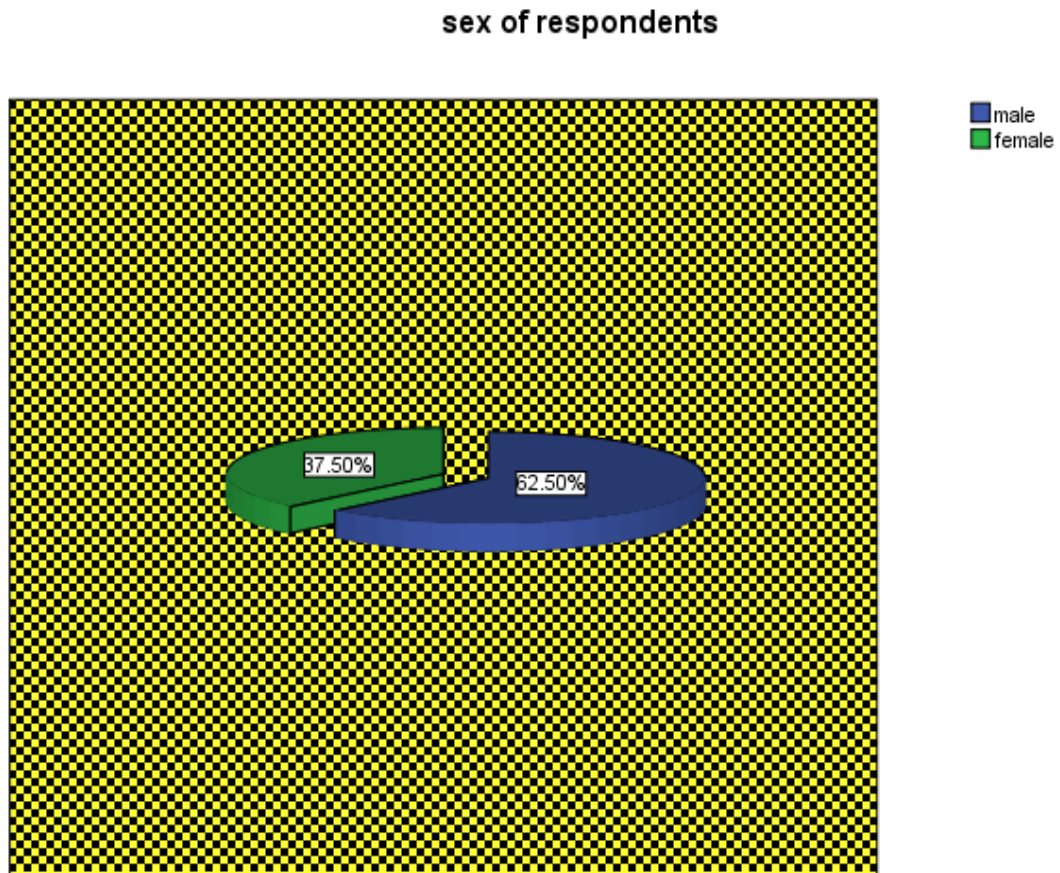
4.1 Response rate

Number 50 questionnaires were distributed to respondents at PPF organisation where interview was administered to the respondents to understand the content of the questions and among them 40 responded positively filled and returned by yielding 90% response rates. However 10 or 10% of the questionnaires were discarded.

4.2 Demographics characteristics of the respondents

Demographic characteristics of the respondent's variables (gender, age, qualifications, working department and working experience at PPF organization are analysed in details.

Figure 4. 1 Sex of the respondents



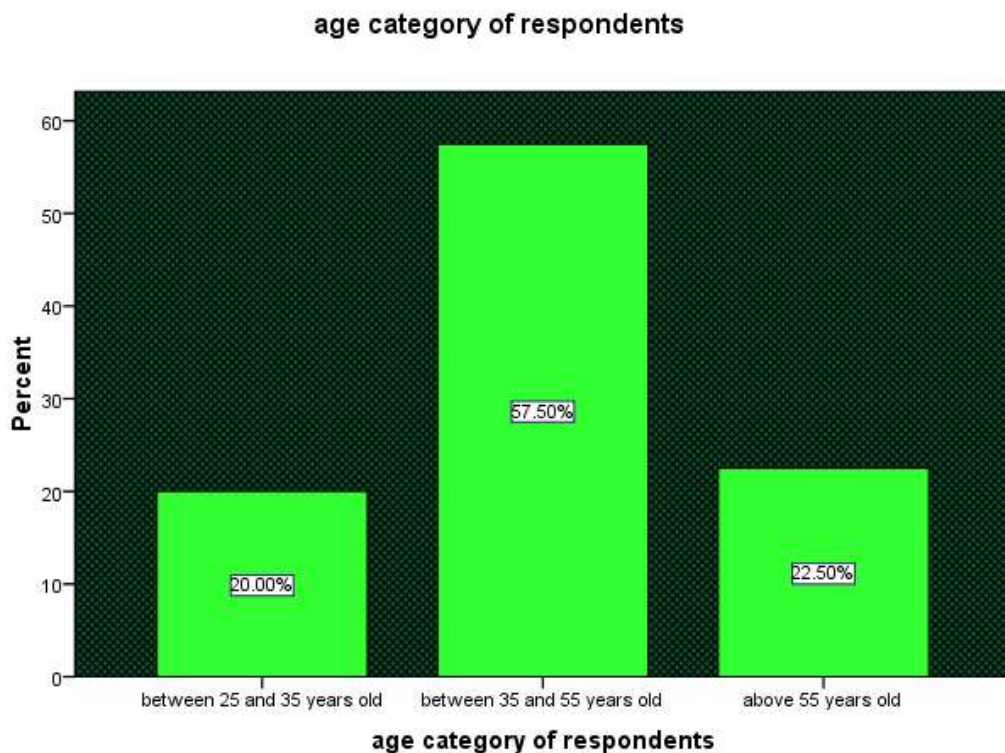
Study findings have shown the respondents who participated into the study with high percentages were women who took 62.5% and men who successfully filled and returned the questionnaires took 37.5% (figure 4.2.1 above) This suggested that men were accurate than women and due to evaluation of returned questionnaires realized that men were few in number however women are many employed in town secondary schools compared with men

Table 4.2.1 (b) Age category of respondents

Study findings have shown that the female respondents were 32.5% who participated into the study and males were 62.5% (figure 4.2.1 below). This suggest that there is uneven distribution of gender within organization which confirms the general perception that women are not given priorities in employment sector due to weak

education system in early stages of education, which fails to accommodate many women in higher education

Figure 4. 2 (a) Age of respondents



Source: Survey Data, 2013

The age of respondents is what determines the quality of information expected for the researcher from his/her respondents. In this study researcher assessed variables and predicted their perceptions on performance of workers in decision making at PPF organisation rough Effective Employee Participation at PPF organisation. Findings of the study have revealed that most of the respondents 57.5 % were aging between 35 and 55 years old, followed by 20% who were between 35 and 55 years old, while 55 years above were 22.5% were These findings suggested that respondents were matured enough to participate into the study and their response were valid; however from experience results has confirmed the general trends of employment whereby at this age most of employees have already attained their professional qualifications and are employed in different organizations including PPF organization.

Table 4. 1 (c) Education Level of Respondents

Response	Frequency	Percent	Valid Percent	Cumulative Percent
diploma	8	20.0	20.0	20.0
Advanced diploma/First Degree	14	35.0	35.0	55.0
Postgraduate Diploma/Masters	18	45.0	45.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Most of respondents in this study shown in this study were respondents with postgraduate diploma and Masters who took 45%, followed by respondents with advanced diploma/first degree level who took 35.5% and the last 20% identified the number of diploma holders. These findings suggested that all of the respondents have attained the required knowledge and qualifications who are working with PPF organisation as one of the government sector organization and their education level is the best even for required information of this study.

Table 4. 2 (d) Duration of time being in the organisation

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 2 years	7	17.5	17.5	17.5
Between 5 and 12 years	23	57.5	57.5	75.0
Above 12 years	10	25.0	25.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Long working experience with the same organization showed a good experience with organization what was collected showed their experience on the situation of how workers are involved employee performance in the organizations, this variables was determined so as to give the basis of the argument from literature.57.5%, were between 5 and 12 years followed by 25%, respondents with above 12 years stayed in organization

Findings of the study have shown that all of the respondents had working experience within organization and this suggest that they had the required knowledge and skills on organization.

Table 4.3 (e) In which department you are

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Other staff members	13	32.5	32.5	32.5
Administrative department	11	27.5	27.5	60.0
Information System department	5	12.5	12.5	72.5
Human Resource Management	11	27.5	27.5	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

The respondent's category at PPF organization that enabled the researcher other staff members took 32.5% administrative department and Human Resource both took 27.5% of the respondents and information system department was 12.5% who generally helped to obtain the data of this study.

4.3 Research findings based on the research objectives:

In this section research findings were presented based on the specific research objectives and detailed discussions were presented accordingly.

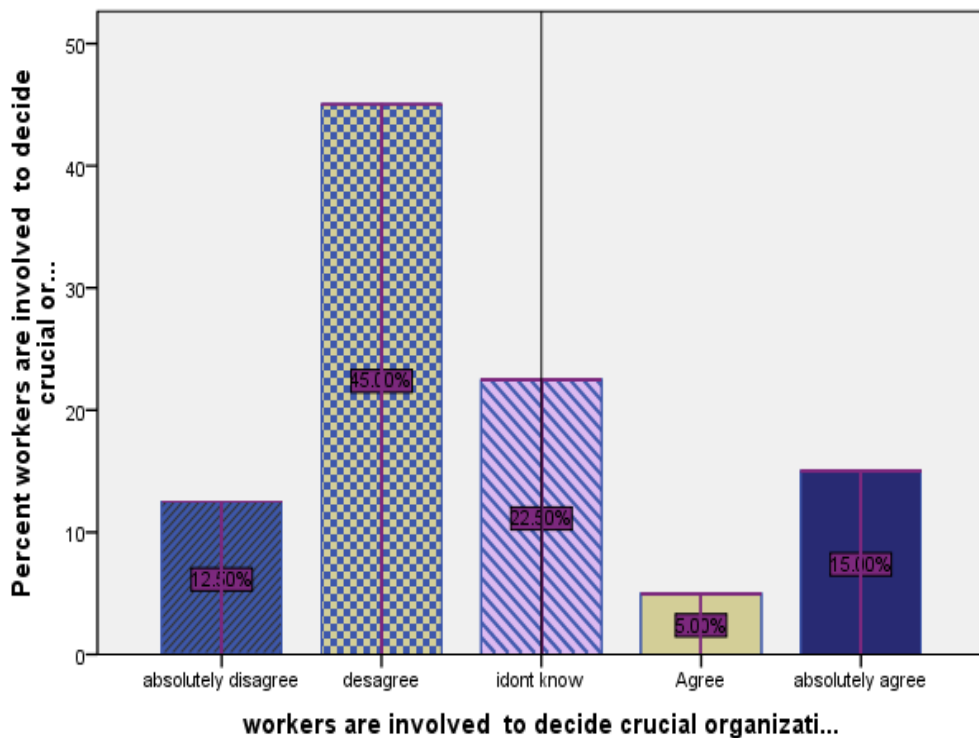
4.3.1 Determine how employee are involved in decision making process at PPF organization

The research question number one intended to determine how employees are involved in decision making process at PPF organisation

The question was analyzed by using descriptive statistics where frequency test was performed and presented into percentage. Therefore, the following dimensions were discussed were, how workers are involved to decide crucial matters at PPF organization, how workers are given chance to present their interest on salary basis,

how management seeks advice before structuring organizational policy, how the management regards department advice as always crucial to organizational development, if workers are always trained for special purposes always management advice before recruiting new employees in the organization ,the organization appreciates workers contribution as helpful to the organization .

Figure 4. 3 (a) workers are involved to decide crucial organization department
workers are involved to decide crucial organization department



Source: Survey Data, 2013

Performance workers as a problem in any department may cause disappointment and sometimes affect directly their performance. Those who answered the question by disagree got 45%% who revealed that workers are not effective involved at PPF organisation and for this exposed the situation which is not good at workplace. The percentages followed were 22.5% who said I don't know but 15% of respondents responded by absolutely agree that if workers are fully involved it has positive effect to workers. But 15% of respondents on their side they absolutely agreed opposing

this statement as absolutely disagreed by 12.5% that they don't appreciate that workers are well involved in decision making of the of the organization.

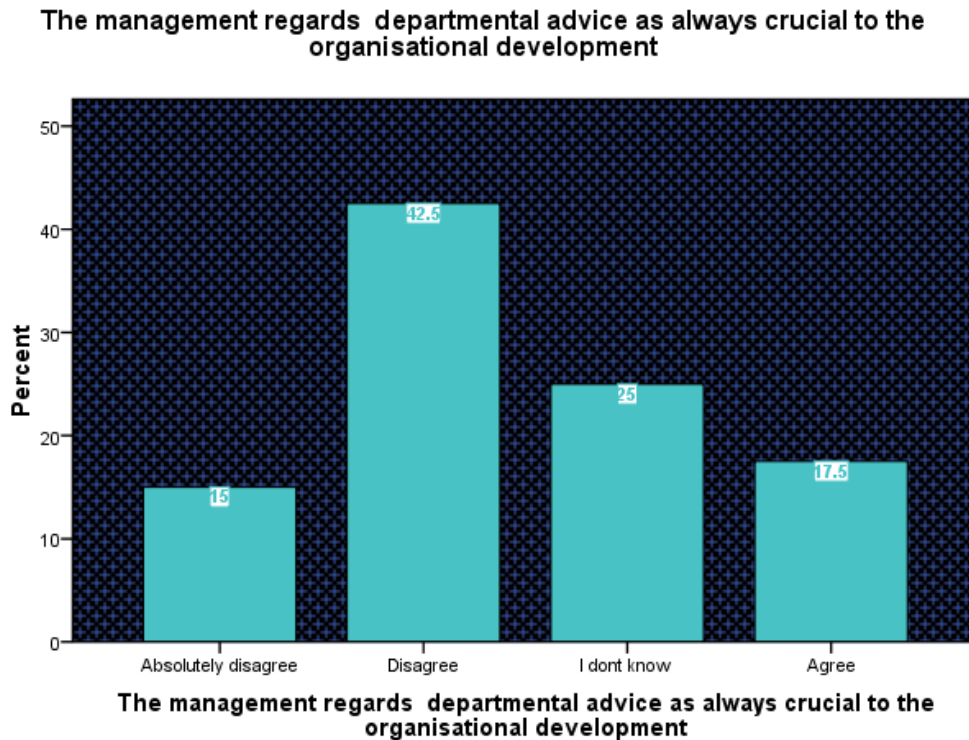
Table 4. 4 (b) the management does not seek advice from workers only on structuring of organisation policy but on other management decision making is what works always

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	8	20.0	20.0	20.0
Disagree	32	80.0	80.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

The management seeks advice from workers during structuring of organisation policy but only on management decision making is what works always. The findings shown that 80% agree there is an involvement but not in organizational policy. The next leading percentage is 20% said agree that they are somehow involved in decision making.

Figure 4. 4 (c) The management regards department advice as always crucial to the organisational development



Source: Survey Data, 2013

The management regards department advice as always crucial to the organisational development. The findings through this question, the results has shown that 42.5 % of respondents have responded by disagree response being not sure, 25 % of respondents said I don't know being not sure that to which extent the management regards departmental advice always crucial to the organizational development, responded by while 17.5% agree that management regards their advice as helping to organization development. And only 15 % absolutely disagree that the management regards every advice from various organizational department.

Table 4. 5 (d) Workers are always trained for special purposes for decision making of the organisation

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	4	10.0	10.0	10.0
Disagree	13	32.5	32.5	42.5
I don't know	16	40.0	40.0	82.5
Agree	7	17.5	17.5	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Workers are always trained for special purposes being the question asked to respondents the results have shown that 40% said I don't know while the next by percentages was the group of 32.5% who disagreed that there is may be a program of training workers for special purposes concerning decision making of the organisation ,13% said disagree to reveal that this situation does not exist and only 17.5% of respondents responded with agree which realize this in rarely cases.

Table 4. 6 (e) management seeks workers' advice before recruiting losable posts in the organisation

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	16	40.0	40.0	40.0
Disagree	9	22.5	22.5	62.5
I don't know	15	37.5	37.5	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Management seeks workers' advice before recruiting loosible posts in the organisation Through this question asked have revealed that 40% of the respondents absolutely disagree with this statement above ,37.5% said I don't know while 22% of respondents disagree that management seeks workers advice and no one agreed with the statement this reveals the situation at PPF organisation.

Table 4. 7 (f)The organization management appreciates workers contribution as helpful to the organization

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	4	10.0	10.0	10.0
Disagree	3	7.5	7.5	17.5
I don't know	12	30.0	30.0	47.5
Agree	16	40.0	40.0	87.5
Absolutely agree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

The organization management appreciates workers contribution as helpful to the organization

The data findings have shown that 40% agree that the organization appreciates workers contribution however does not use workers advice on formulation of policy which are always in useful on implementing organizational mission, 30% of respondents said I don't know since showed that are not aware to which extent does the organization appreciates workers contribution and only 7.5% disagree that management appreciates workers contribution.

Table 4. 8 (g) workers are given chance to present their interest on salary basis

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	7	17.5	17.5	17.5
Disagree	15	37.5	37.5	55.0
I don't know	10	25.0	25.0	80.0
Agree	8	20.0	20.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

The research findings have shown that 37.5% of respondents disagree that workers are not given chance to include to propose their interest in the decision making on workers can be enjoying decision making on salary basis .Also 25% of respondents

said I don't know. Only 20% agreed that the organization gives chance workers to include their interest while the organization formulating salary of workers.

4.3.2 To identify factors this enforces employees participation in management decision making at PPF Organisation

The research question number one intended to determine how employee is involved in decision making process at PPF organization

Freedom of press in the organization build up workers spirit to join decision making, individual department meeting to every department maintains fairness in decision making, to set workers freedom to advice the organization in a very positively way, avoiding of friction of between workers with the management in decision making, arousing of workers interest of workers as the retention process in the organisation, increasing the rate of production or performance while accomplishing responsibilities while creating conducive environment at workplace.

Table 4.3.2 The question asking to know how workers are involved to decide crucial organization department

This is the question number two asking to know how and which ways workers are involved in decision making of the organization.

Table 4. 9 (a) freedom of press in the organisation build up workers spirit to join decision making

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	1	2.5	2.5	2.5
Disagree	4	10.0	10.0	12.5
I don't know	8	20.0	20.0	32.5
Agree	18	45.0	45.0	77.5
Absolutely agree	9	22.5	22.5	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Freedom of press in the organisation build up workers spirit to join decision making responding to the question above on the better way of involving workers 45% agree that if the this system is applied could helping to avoid performance of workers in decision, the same as other respondents also absolutely agreed with the statement by 22.5% that freedom of press builds spirit of decision making. And 2.5% of respondents absolutely disagreed this statement

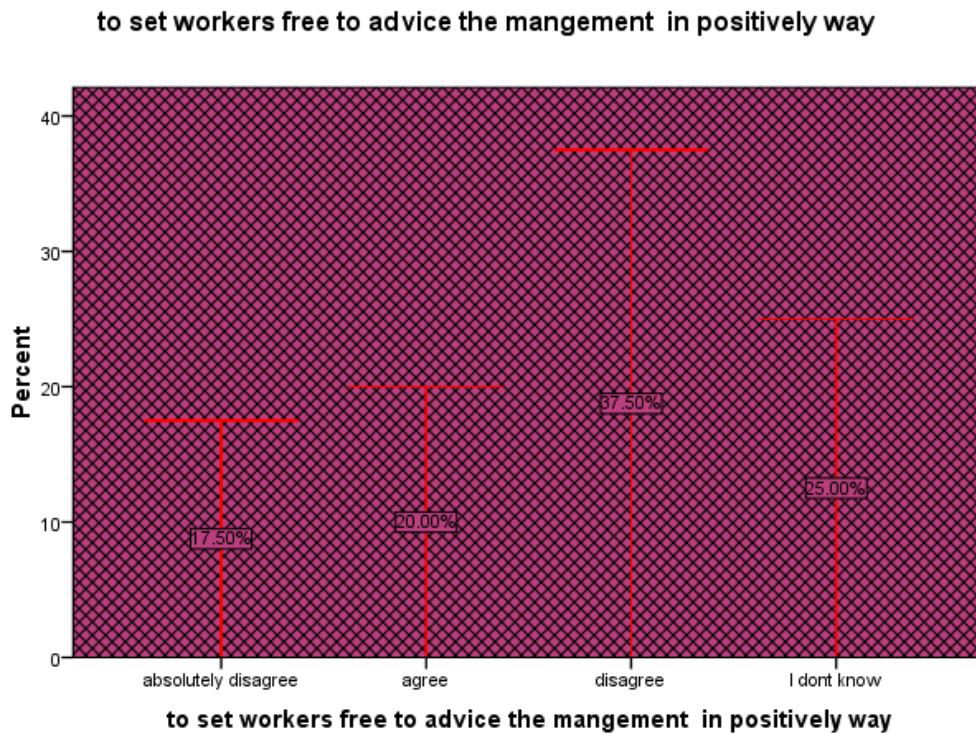
Table 4. 10 (b) Individual department meeting to every department maintains fairness in decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	1	2.5	2.5	2.5
I don't know	4	10.0	10.0	12.5
Agree	13	32.5	32.5	45.0
Absolutely agree	22	55.0	55.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Individual department meeting to every department maintains fairness in decision making helps workers to maintain fairness of involving of workers was absolutely agreed by 55% who accepted the concept too respondents who voted for I don't know, and only absolutely disagreed the statement the statement certifying that individual department doesn't invent anything if what they discuss isn't the management interest32.5% also agreed with the statement. But 2.5% absolutely disagreed the statement by low percentages revealing that stimulates workers to join organizational decision making process.

Figure 4. 5 (c) management set workers’ freedom to advice the management in positively way



Source: Survey Data, 2013

management set workers’ freedom to advice the management in positively way as one of dimension shows that, the majority of the respondents responded disagree by 37.5% while 25% out of 40 respondents showed that they don’t know how management set workers to join decision making in positively ,20% of respondents agreed the statement are set but only join decision making process 17.5% of respondents and only 17.5 % absolutely disagreed that management does not set workers advice the organization due to the policy of the organization which hinder that the process.

Table 4. 11 (d) avoiding friction between the workers and management during decision making process shows an involvement of workers in decision making

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	17	42.5	42.5	42.5
I don't know	17	42.5	42.5	85.0
Agree	6	15.0	15.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Avoiding friction between the workers and management during decision making process shows an involvement of workers in decision making with equal number of percentages opposing each other by both for 42.5% of respondents agreed that this may reduce friction and increase involvement of workers while others same said they don't know by 42.5% too and only 15% of respondents agreed that this reduces and increases involvement rate of respondents in decision making.

Table 4. 12 (e) Arousing of workers interest by appreciating them helps majority to join in decision making at PPF organisation

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	2	5.0	5.0	5.0
Disagree	16	40.0	40.0	45.0
I don't know	17	42.5	42.5	87.5
Agree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Table arousing of workers interest by appreciating them helps majority to join in decision making at PPF organisation as the question asked the respondents they responded they said I don't know by 42.5%as lacking the knowledge if well applied

by the organization can reduce performance of workers in the organization. 40% disagreed the statement while only 12.5% agreed that can emphasize worker and themselves involved in the organization

Table 4. 13 (f) fairly staff performance appraisal enables to increase rate of production or performance while accomplishing responsibilities

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	1	2.5	2.5	2.5
Disagree	6	15.0	15.0	17.5
I don't know	3	7.5	7.5	25.0
Agree	22	55.0	55.0	80.0
A absolutely disagree	8	20.0	20.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Fairly staff performance appraisal enables to increase rate of production or performance while accomplishing responsibilities therefore data presented in the table above shows the majority of the respondents are 55% who have said they agree this dimension relates much with higher production as appreciation of workers towards their work or the organization how treat themselves at workplace but only few of respondents who absolutely disagreed by 2.5% the system if not well administered can demoralize or encourage workers toward their production.

Table 4. 14 (g) creating of conducive environment at workplace at PPF organisation convinces workers to participate in decision making

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	12	30.0	30.0	30.0
Disagree	6	15.0	15.0	45.0
I dont know	12	30.0	30.0	75.0
Agree	10	25.0	25.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Creating of conducive environment at workplace at PPF organisation convinces workers to participate in decision making labour turnover as one of the dimension shows that, the majority both said that by same percentages that some of them said absolutely disagree while others responded that I don't know for 30% only 25 % who agreed the statement convinces participation of workers in decision making.

4.3.3 To explore the effects of not involving workers effectively in organizational decision making

Table 4. 15 (a) Lower performance might be caused by performance of worker in decision making

Response	Frequency	Percent	Valid Percent	Cumulative Percent
absolutely disagree	2	5.0	5.0	5.0
Disagree	2	5.0	5.0	10.0
I don't know	6	15.0	15.0	25.0
Agree	22	55.0	55.0	80.0
Absolutely agree	8	20.0	20.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Lower performance might be caused by performance of worker in decision making
 Workers in decision making at workplace have agreed with great appreciation being the big problem at workplace which obviously is termed to be accepted much by respondents. The data which obtained shown above, shows that 55% of respondents agree, few of the respondents as 25% of respondents disagree the statement. And 20% of respondents also agreed that lower performance to workers enforces negative implications and as the results this may cause big problems like lower performance or lower production since workers may be doing less the their capability.

Table 4. 16 (b) conflict at workplace is the result of performance of workers concerning their fringe benefits

conflict at workplace is the result of performance of workers concerning their fringe benefits

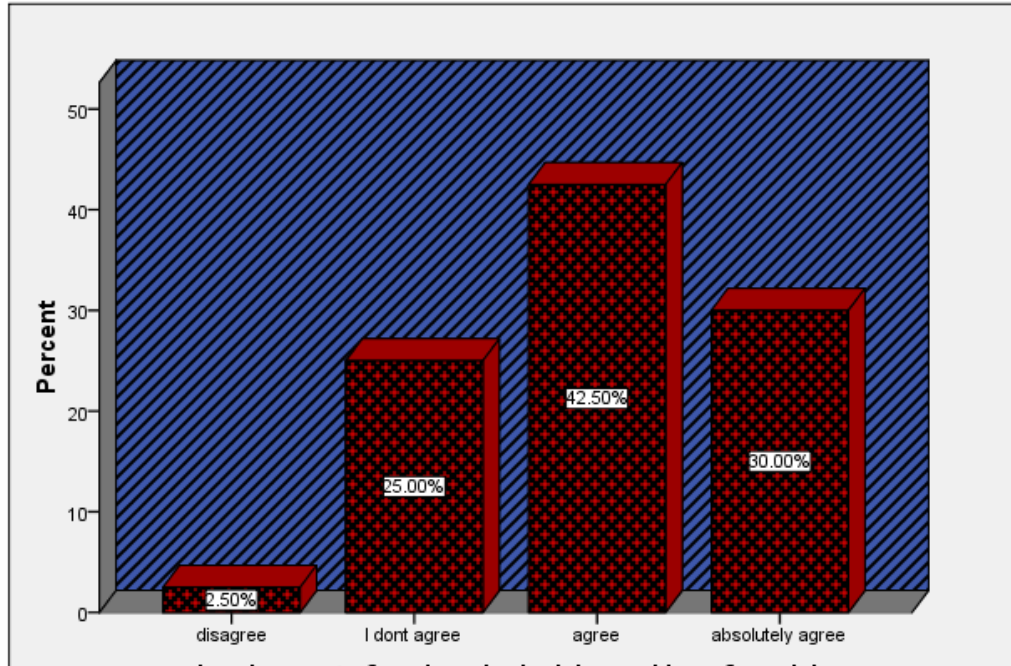
Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	1	2.5	2.5	2.5
	17	42.5	42.5	45.0
I don't know	10	25.0	25.0	70.0
Disagree	4	10.0	10.0	80.0
Absolutely disagree	8	20.0	20.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Conflict at workplace is the result of performance workers at workplace concerning decision making was just absolutely disagreed by respondents. The data which obtained shown above, showed that 42.5% of respondents verified that this reality that conflict sometimes can cause others to quit current jobs their jobs and join new jobs 25, but few respondents with less percentages as 2.5% absolutely disagreed that labour turnover does not associate with labour turnover in the organisation.

Figure 4. 6 (c) Performance of workers in decision making of crucial organizational matters sometimes discourages working spirit

an involvement of workers in decision making of crucial organisational matters sometimes discourages working spirit



Source: Survey Data, 2013

Conflict at workplace is the result of performance workers at workplace concerning decision making was just absolutely disagreed by respondents. The data which obtained shown above, showed that 42.5% of respondents verified that this reality that conflict sometimes can cause others to quit current jobs their jobs and join new jobs 25% said I don't know and they didn't believe whether to which extent does performance of workers can affect workers spirit, 30% of respondents absolutely agreed performance of workers plays much negative effect on workers spirit, but few respondents with less percentages as 2.5% absolutely disagreed that labour turnover does not associate with labour turnover in the organisation.

Table 4. 17 (d) Performance of workers in decision making results in labour turnover

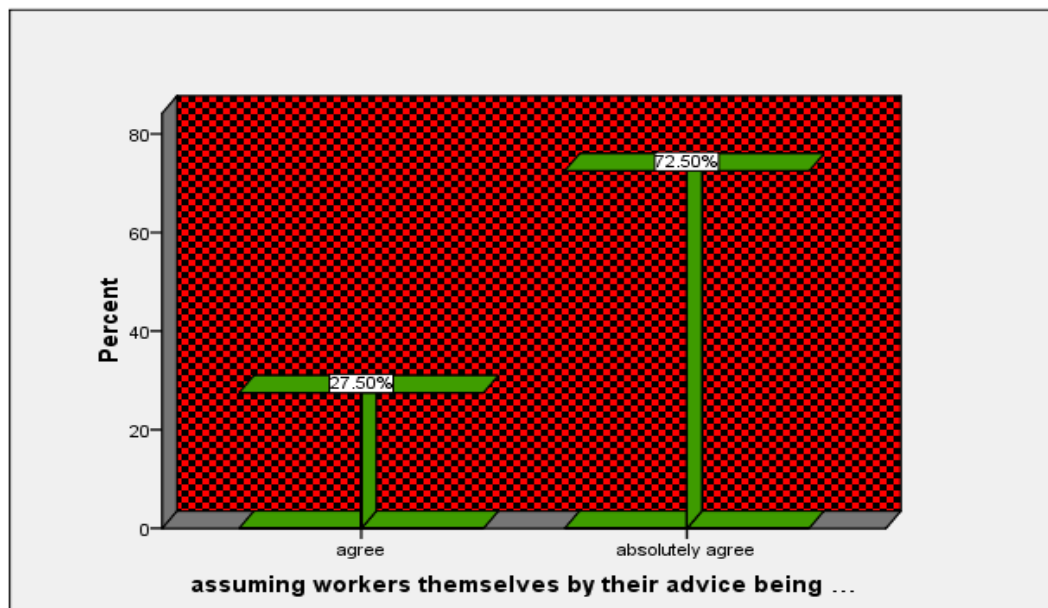
Response	Frequency	Percent	Valid Percent	Cumulative Percent
Absolutely disagree	13	32.5	32.5	32.5
Disagree	10	25.0	25.0	57.5
I don't agree	13	32.5	32.5	90.0
Agree	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Performance of workers in decision making results in labour turnover

Therefore data presented in the table above showed that the majority of the respondents proposed 32.5% by absolutely disagree and others said contracted that absolutely disagreed that performance can lead to labour turnover to the organisation only 10% of respondents agreed with may cause labour turnover when workers are no satisfied with such a situation.

Figure 4. 7 (e) Assuming workers themselves by their advice being disvalued in the policy which are not fair to workers in organisation lead to labour turnover
 assuming workers themselves by their advice being disvalued in the policy
 which are not fair to wokkers in organisation lead to labour turnover



Source: Survey Data, 2013

Assuming workers themselves by their advice being disvalued in the policy which are not fair to workers in organisation.

This sometimes may affect workers to labour turnover 72.5% absolutely agreed the statement also enforces workers sometimes to labour turnover and accepted it by few respondents who agreed by 25.5% this statement was agreed by respondents supporting this statement showing that if workers are disvalued can cause labour turnover in the organisation.

Figure 4. 8 (f) morale and motivation decrease to workers is caused by un effective involvement of workers in decision making



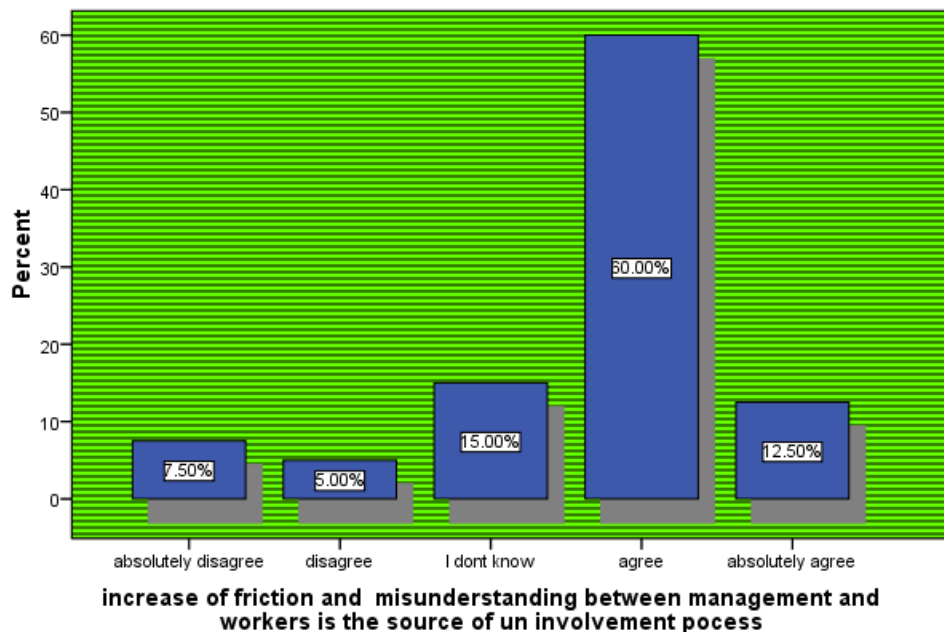
Source: Survey Data, 2013

Morale and motivation decrease to workers is caused by un effective involvement of workers in decision making, the is statement was responded that I don't know by 42.5%, responding to the statement other35% agree that morale and motivation decrease is due to performance of workers and 20% disagreed the statement that has no effect but may be caused by other problems. Few respondents

absolutely agreed that morale and motivation decrease is due to performance of workers in the organization.

Figure 4. 9 (g) Increase of friction and misunderstanding between management and workers is the source of performance process

increase of friction and misunderstanding between management and workers is the source of un involvement poces



Source: Survey Data, 2013

Increase of friction and misunderstanding between management and workers is the source of an involvement process at workplace. Therefore data presented in the table above shows the majority of the respondents responded by 30% said I don't know whether could be the source enables active performance of workers and 25% have agreed that has the side effects to workers likewise 5% of respondents agreed and 17.5% absolutely disagreed the statement .

4.3.4 To propose measures which should be done to overcome performance of workers at PPF Organisation

Table 4. 18 (a) to seek workers' suggestions before structuring organisational policy should have positive effects in the future

Response	Frequency	Percent	Valid Percent	Cumulative Percent
I don't know	8	20.0	20.0	20.0
Agree	18	45.0	45.0	65.0
Absolutely agree	14	35.0	35.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

To seek workers' suggestions before structuring organisational policy should have positive effects in the future. Through the table above is presenting the searched data that 45% of respondents said agree , sometimes including workers in structuring of the organizational policies help much to reduces labour turnover in organizational. The same by 35% absolutely agreed that to seek workers idea during formulation of 20% of the respondents said I don't know if doing this may reduce labour turnover in the organization.

Table 4. 19 (b) decreasing future friction between the management and workers decision making should not side on humiliating workers' rights

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	7.5	7.5	7.5
I don't know	5	12.5	12.5	20.0
Agree	24	60.0	60.0	80.0
Absolutely agree	8	20.0	20.0	100.0
Total	40	100.0	100.0	

Decreasing future friction between the management and workers decision making should not side on humiliating workers' rights. The respondents has responded that 60% supported the statement that if this is well done can help workers to accept the

statement that the decision making behaviour of workers to trust their work and no necessity of looking new jobs. Also 20% of respondents absolutely agreed that decreasing future friction between the management and workers in decision making should not side on humiliating workers' rights. Responding to the question 12.5% of respondents said that I don't know whether by so doing might not humiliate workers on their rights.

Table 4. 20 (c) open discussion on crucial matters about workers' claims should be PPF culture

	Frequency	Percent	Valid Percent	Cumulative Percent
I don 't know	3	7.5	7.5	7.5
Agree	13	32.5	32.5	40.0
Absolutely agree	24	60.0	60.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

open discussion on crucial matters about workers' claims should be PPF culture While analyzing the efforts towards public sector workers' involvement should give the opportunity to understand what has to be discussed and issues concerning transparent discussion in several decision making of the organization.60% of respondents absolutely agreed that the statement is true can work at PPF organization and finally reduce also the rate of labour turnover in the organization but only 7.5% of respondents they don't know even though should be organizational culture.

Table 4. 21 (d) management board should allow workers to make decision that impact their teamwork

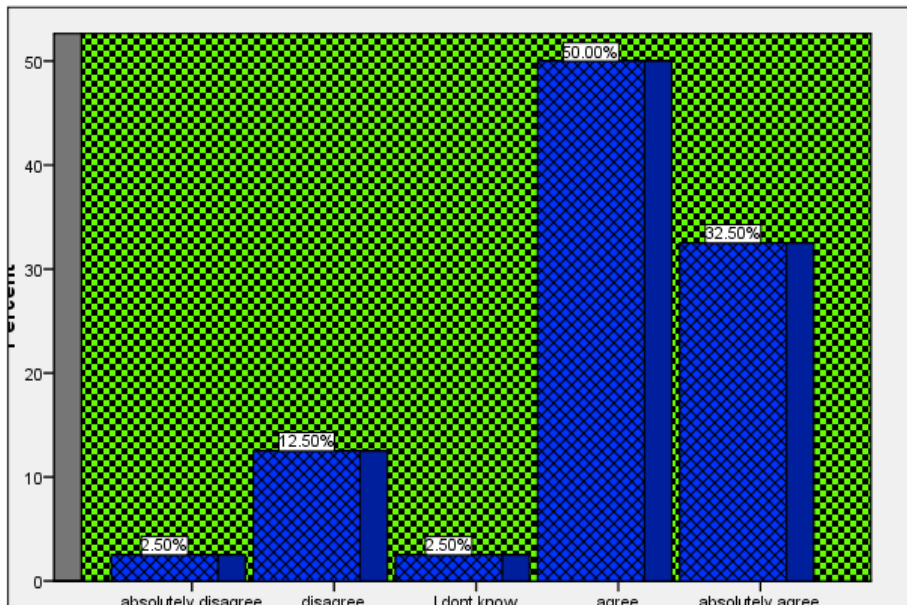
	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	8	20.0	20.0	20.0
absolutely agree	32	80.0	80.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

Management board should allow workers to make decision that impact their teamwork the data above showed that the question above showed that from the table above the data 80% have absolutely agreed that the management always open the discussion with workers that to solve existing problems, some of respondents by 20% agree the decision making will enable workers work as work team in the organization.

Figure 4. 10 (e) giving respect to individuals' or department opinion to the top management should be practiced

giving respect to individuals' or department opinion to the top management should be practiced



Source: Survey Data, 2013

The respondents suggested that 50% of respondents agreed that will encourage workers to appreciate that they are recognized and appreciated by the statement the same other respondents said that 32.5management reduces workers claims which finally will enforce workers produce more and their organization its economic becomes high. Respondents supported the statement by 50% who agreed that giving respect to workers maintains peace in their mind and trust their organization. The same 32.5% also absolutely agreed that giving of respect to workers makes peace in

the organization in the organizational and only 2.5 % of respondents absolutely disagreed the statement as data show in the above table above.

Table 4. 22 (f) the management should discourage un necessary sources of what lead to performance of workers in decision making of the organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	1	2.5	2.5	2.5
I don't know	3	7.5	7.5	10.0
agree	12	30.0	30.0	40.0
absolutely agree	24	60.0	60.0	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

The management should discourage unnecessary sources of what lead to performance of workers in decision making of the organization as to reduce friction between management and workers therefore, to avoid this could help the organization avoid the problem. Responding to this question 30% agree that this idea should be practiced like that workers will also appreciate their work. 60 % of respondents said their vote by absolutely agree, but only 2.5% absolutely disagreed the statement. But only 2.5% of respondents disagreed the statement.

Table 4. 23 (g) the management should accept challenges and reform fairly policies for both workers and PPF benefits too.

	Frequency	Percent	Valid Percent	Cumulative Percent
I don't know	12	30.0	30.0	30.0
agree	21	52.5	52.5	82.5
absolutely agree	7	17.5	17.5	100.0
Total	40	100.0	100.0	

Source: Survey Data, 2013

The management should accept challenges and reform fairly policies for both workers and PPF benefits too. Management is needed to reform fairly policies for both workers and PPF benefits and respondents who responded that doing this helps the organization to motivate and arouse workers do their work with positive motivation will event positive concern of workers their organization. the response from the respondents proposing the organisational solution of labour turnover in the organisation 52.5% agree doing that will reduce labour turnover in the organization .30% of respondents said I don't know .Other responded that absolutely agree by 17.5% that management should accept challenges and reform policies which are both fair to workers and for the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATION AND

5.1 Introduction

This chapter has presented the following chapter parts as starting from; summary, conclusion and recommendations as analysed below;.

5.2 Summary of the study

This research study has presented data on the performance of public organizations through effective employees' participation in decision making .The problem studied was a case study which was conducted at PPF organisation. The general objective was; to investigate the rate of employees' participation in decision making at PPF organization and the specific objectives were; to identify factors which enforces employee participation in management decision making at PPF,to explore the effects of not involving workers effectively in organizational decision making, to propose measures which should be done to overcome performance of workers at PPF Organisation, to propose measures which should be done to overcome performance of workers at PPF Organisation. Both theoretical and empirical literature were reviewed .Research design used was a case study design. Data collection methods used were questionnaires and interview which were well administered to collect the data of this study .Analysis of data done have been presented by using SPSS program whereby data have been presented by frequency and percentages in pie chart, bar chart, and tables, figures.

Through this study has come up with some findings revealing the real situation that even if there are many causes of labour turnover in public sector but what study was based on was specifically aiming at PPF organisation as the case study.

The findings have shown that among other causes the following are identified as the main cause of labour turnover in this study from the first objective identified as the greatest cause in this study was low salary packages and fringe benefits compared to other private sector.

Responding to the second objective identifying identified initiatives already made by the government was identified that the government has already to modernize however that process made by the government has no positive effect toward reducing the rate of labour turnover in public sector organizations.

The intention of third objective was to identify the effects of labour turnover, the main voted effect was failure of annual planned goals is caused by high rate of labour turnover and The fourth objective intended to propose the right measures which with great positive effect overcoming the problems in public sector were proposed that, being based on causes of labour turnover, the great effective measures to be made overcoming such a problem, the government has to modernize and increase salary packages and other fringe benefits which cover life expenses.

5.3 Conclusion:

The effects of involving workers to participate in organizational decision making is the problem which prevailing in these organizations and the result of these have created many problems among workers which finally lead to workers claims or blames. The findings have shown that however there is freedom of press but still there is no effective from what they decide on policy of the organization their advice are not inclusive as their advice on other issues. The findings have shown that un involving workers may lead lower performance which will be revealing the workers readiness to complete their obligations. Assuming themselves disvalued on their advice to their organization may finally lead to friction and conflict during implementation policy made by the decision made without their advice consideration.

The findings showed that apart from policy formulation on other left workers are involved to discuss matters in department and compile their suggestion to the top management body where the final process of decision are made accordingly according the working environment at PPF organization. And the other way of involving workers in the organization they use mentoring where other workers get chance to learn a single selected person participating in decision making likewise the

same as how the other work will be needed to participate effectively where needed in the decision making of the PPF organization. Another way of workers involvement at PPF showed that individual workers also can be involved with special need for advice during decision making however in rarely cases.

While workers agree are just involved in some issues of decision making but the situation doesn't reveal that the process of final being made by the top management sometimes happens not taking all being given by the decision making process at workers level or department level. This situation results into claims by workers to the management that other decisions are just fairly for the organization benefits but workers. The result of such decisions made are revealed to the source of friction and sometimes conflicts arousing by shooting blames to each side basing on each side interest.

Therefore, such kind of blamed decisions made by the management are what generally blamed by workers that on accessing how workers are just involved at PPF they end up with judgment they involved but not effective involved on some crucial matters which want decide on the basis of organizational benefits. Such decisions are not fare to workers.

5.4 Recommendations:

Basing on the above findings of the study had identified the following issues that need to be modified in order to set workers mind assuming that are appreciated in organization by their contribution in decision making of the organization.

Management should balance decisions on the basis of equal fairness both for PPF and workers too in order to reduce workers claims.

Department meeting is what reveals the real situation, therefore it is advised to accept and certify decision processed could come with positive impact in improving work and retention of workers in the organization.

The Management should regard employed workers as crucial partners toward development of the organization by trusting every individual's advice with highly appreciation.

Formulation of organizational policy should seek advice and let workers be the greater stakeholder by advice and by so doing this the formulated policy will set free each worker to work with highly spirit thinking that policy are fine and do as not segregate individuals ideas or view during formulation of organizational policy.

While working with daily routine there might be friction or claims from workers or Management it is advised that the Management should take serious in the way that will end up with resolution and will set free mind of workers in the organization.

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APPENDICES

APPENDIX I QUESTIONNAIRE A AND B ID NO.....

THE EFFECTS OF PERFORMANCE WORKERS TO PARTICIPATE IN ORGANISATIONAL DECISION MAKING

Dear respondent, my name is Petro Zakayo Mallya , a student at Mzumbe University in Mzumbe University Dar es salaam Campus, pursuing Master of Business Administration in Corporate in Management . I am currently conducting a research as part of requirement to complete my second degree studies, my research is basing on the effects of performance workers to participate in organisational decision making in PPF organisation but focusing on your office as the main overseer of the implementation of in involving workers in decision making of the organisation therefore I acknowledge you are presence as the main stakeholder in this aspect. I wish to assure you that all information provided in this questionnaire will be treated as confidential and were used for academic purposes only. I highly appreciate your cooperation as well as your contributions.

QUESTIONNAIRE A; TO SYSTEM COORDINATOR, HR OFFICERS AND ADMINISTRATIVE OFFICER AT PPF ORGANISATION

REQUIRED; Tick the most correct answer

PART A; GENERAL INFORMATION

What is your Sex?

(1) Male

(2) Female

What is your age category?

(1) below 25 years old

(2) between 25 and 35 years old

(3) between 35 and 55 years old

(4) above 55 years

What is your highest education level?

(1) Advanced Secondary education

(2) Certificate

(3) Diploma

(4) Advanced Diploma/First degree

(5) Postgraduate Diploma/ Masters

(6) PhD

For how long have you been in this organization?

To identify factors which enforces employee participation in management decision making at PPF?

(i)Freedom of press in the organization builds up workers sprit to join decision making of the organization

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(ii) Department meeting to every department maintain farness in decision making

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iii)To get workers freedom to advice the organization in a very positively way

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iv)Avoiding of friction of between workers with the management in decision making

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(v)Arousing of workers interior of workers as the retention process of workers

(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vi) Increasing the rate of production or performance while accomplishing responsibilities

Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vii)Creating conducive environment at workplace

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

To explore the effects of not involving workers effectively in organizational decision making

(i)Lower performance right because by performance of workers in decision making

(a)Absolutely disagree (b) disagree (c) I don't know (d) agree (e) absolutely agree

(ii)Conflict at work in the result of not well involving workers about concerning their fringe benefits.

(a) Absolutely disagree (b) disagree (c) I don't know (d) agree (e) absolutely agree

(iii)Performances of workers in decision making of crucial organizational matters sometimes discourage working spirit.

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iv) Performance of worker in organizational decision making result in labour turnover

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(v)Assuming worker disvalued in the organization is the source of performance of workers in decision making

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vi)Morale and motivation decreases to workers in caused by performance of worker

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vii)Increase friction and in understanding between the management and workers (1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(viii)Decrease in production is the result of performance of workers in decision making

Objective Four

To propose measures this should be done to overcome performance of workers at PPF Organisation

(i)decreasing future friction between the management and workers decision making should not side on workers' rights.

(a)Absolutely disagree (b) disagree (c) I don't know (d) agree (e) absolutely agree

(ii)to seek workers' suggestions before structuring organisational policy should have positive effects in the future.

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iii)open discussion on crucial matters about workers' claims should be PPF culture

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

Management board should allow workers to make decision that impact their teamwork.

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iv)giving respect to individuals' or department opinion to the top management should be practiced

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(v)the management should learn experience from other successful organisations to restructure its policy

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vi) The management should discourage un necessary sources of what lead to performance of workers in decision making of the organisation.

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vii) the management should accept challenges and reform fairly policies for both workers and PPF benefits too.

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

Thank you for your cooperation

APPENDIX: II

ID NO.....

**THE EFFECTS OF PERFORMANCE WORKERS TO PARTICIPATE IN
ORGANISATIONAL DECISION MAKING IN PPF ORGANISATION IN
DAR ES SALAAM -TANZANIA**

Dear respondent, my name is Petro Zakayo Mallya , a student at Mzumbe University in Mzumbe University Dar es salaam Campus, pursuing Master of Business Administration in Corporate in Management . I am currently conducting a research as part of requirement to complete my second degree studies, my research is basing on the effects of performance workers to participate in organisational decision making in PPF organisation but focusing on your office as the main overseer of the implementation of involving workers in decision making of the organisation therefore, I acknowledge your presence as the main stakeholder in this aspect. I wish to assure you that all information provided in this questionnaire will be treated as confidential and will be used for academic purposes only. I highly appreciate your cooperation as well as your contributions.

QUESTIONNAIRE B; TO OTHER STAFF MEMBERS OF PPF ORGANISATION

PART A; GENERAL INFORMATION

1. What is your sex?

Male

Female

2. What is your age category?

below 25 years old

between 25 and 35 years old

between 35 and 55 years old

above 55 years

3. What is your highest education level?

Ordinary Secondary education

Advanced Secondary education

Certificate

Diploma

Advanced Diploma/First degree

Postgraduate Diploma/
Masters

PhD

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(ii) Department meeting to every department maintain fairness in decision making

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iii)To get workers freedom to advice the organization in a very positively way

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iv)Avoiding of friction of between workers with the management in decision making

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(v)Arousing of workers interior of workers as the retention process of workers

(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vi)Increasing the rate of production or performance while accomplishing responsibilities

Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vii)Creating conducive environment at workplace

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

To explore the effects of not involving workers effectively in organizational decision making

(i)Lower performance right because by performance of workers in decision making

(a)Absolutely disagree (b) disagree (c) I don't know (d) agree (e) absolutely agree

(ii)Conflict at work is the result of not well involving workers about concerning their fringe benefits.

(a) Absolutely disagree (b) disagree (c) I don't know (d) agree (e) absolutely agree

(iii)Performance of workers in decision making of crucial organizational matters sometimes discourages working spirit.

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(iv)Performance of worker in organizational decision making result in labour turnover

(1)Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(v) Assuming worker disvalued in the organization is the source of performance of workers in decision making

(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vi) Morale and motivation decreases to workers in caused by performance of worker

(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vii) Increase friction and in understanding between the management and workers (1)

Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(viii) Decrease in production is the result of performance of workers in decision making

Objective Four

To propose measures this should be done to overcome performance of workers at PPF Organisation

(i) decrease of future friction between the management and workers decision making should not side on workers' rights.

(a) Absolutely disagree (b) disagree (c) I don't know (d) agree (e) absolutely agree

(ii) to seek workers' suggestions before structuring organisational policy should have positive effects in the future.

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(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(v) the management should learn experience from other successful organisations to restructure its policy

(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vi) the management should discourage unnecessary sources of what lead to performance of workers in decision making of the organisation .

(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

(vii) the management should accept challenges and reform fairly policies for both workers and PPF benefits too.

(1) Absolutely disagree (2) Agree (3) I don't know (4) agree (5) absolutely agree

Thank you for your cooperation

APPENDIX III INTERVIEW - GUIDE

1. What is workers involvement in decision making during operation of NSSF
2. What are the measures or initiatives taken to abandon performance of workers in decision making at NSSF?
3. How does NSSF management contribute on implementation of an involvement of workers in decision making?
4. Is the current status of performance of workers in decision making fair? If no, why?
5. What are the major challenges on implementing uninvolvement of workers in decision making?
6. Does the system help to solve the challenges associated with performance of workers in decision making?
7. What exactly do you think the government should do to overcome the challenges of implementing an involvement of workers NSSF organization?