

Participatory Decision Making and Organizational Performance of Uganda Martyrs University (UMU)

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ABSTRACT: The study examines the relationship between participatory decision making and organizational performance taking Uganda Martyrs University (UMU) as its case study. Its objectives are; to determine the relationship between teamwork in decision making and organizational performance in Uganda Martyrs University, to establish the relationship between employee participation in decision making and organizational performance in Uganda Martyrs University and to assess the contribution of participatory decision making on organizational performance in Uganda Martyrs University. It looks into what other Scholars have written about participatory decision making and organizational performance in relation to the objectives. It also looks at demographic characteristics of the respondents. Quantitative and qualitative study approach was used in this research. Data was collected by means of questionnaires from a sample of 267 respondents drawn from employees of Uganda Martyrs University. Responses from the survey were statistically analyzed using descriptive statistics. The results of the study indicate a significant relationship between participatory decision making and organizational performance. The findings also revealed a positive relationship between participatory decision making and organizational performance. The findings indicated (399**) a moderate positive and statistically significant relationship between participatory decision making and organizational performance. It was concluded that, employee participation in decision making will have positive effect on employee commitment which leads to organizational performance. Participatory decision making among others is expected to lead to greater innovation, lower employee absenteeism and turnover. The study recommends a need for the management of Uganda Martyrs University to establish high level of participatory decision making if the organization is to perform better.

Keywords -Participatory Decision making, Organizational Performance, Uganda Martyrs University

I. BACKGROUND

Historical background

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus, many economists consider organizations and institutions similar to an engine in determining the economic, social and political progress. Precisely for this reason, in the last 22 years, there were 6 Nobel prizes awarded to researchers who have focused on the analysis of organizations and institutions. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept. In the '50s organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives (Aryee, Walumbwa, Seidu, & Otaye, 2012). Performance evaluation during this time was focused on work, people and organizational structure.

Later in the 60s and 70s, organizations have begun to explore new ways to evaluate their performance so performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources (B. Schneider, 1990). The years 80s and 90s were marked by the realization that the identification of organizational objectives is more complex than initially considered. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus, organizational theories that followed supported the idea of an organization that

achieves its performance objectives based on the constraints imposed by the limited resources (Tierney, 1999). In this context, profit became one of the many indicators of performance.

In striving to achieve goals of the organization, it was found out that, most jobs in organizations were performed by human beings. During the 18th century which was characterized by industrialization, many observers feared that machines would one day eradicate the need for people at work in an organization. In reality the opposite has been occurring. People are more important in today's organizations than ever before (Eisenhardt & Martin, 2000). Becker and Gerhart (1996), affirm that human beings have capabilities, abilities and skills that drive organizational performance along with other resources such as money, materials and information. As Thomas J. Watson, the founder of International Business Machine (IBM) said you can get capital and erect buildings, but it takes people to build a business (Noe, Hollenbeck, Gerhart, & Wright, 2003). Admittedly, Agarwala (2003), asserts that, what Watson said is very fundamental when it comes to organizational performance in terms of growth and success. He added that, the kind of behavior and attitude exhibited by employees in an organization towards work can affect either positively or negatively organizational productivity based on the kind of relationship that exists between employees and management. Undoubtedly, Delaney and Huselid (1996) emphasize that, employees can affect organizational performance positively when they are willing and are more committed to organizational goals that are in relation to productivity. Willingness and commitment can be exhibited by employees towards work if employees are involved in decision making and do participate in the affairs of the organization (Coni, 2003). For management to win the commitment of employees to get work done properly, individual employees should not be treated in isolation, but must be involved in matters concerning themselves and the organization. It is for this reason that management should allow employee participation in decision making on matters that affect workers in organizations to show their commitment to organizational goals (Noe et al., 2003).

Aryee et al. (2012), proclaims that, one of the significant concepts in contemporary management is participative Management (PM), their origin of which is traced by most writers in the academic literature to the post-World War II writings of scholars, such as Kurt Lewin, Douglas McGregor, Chris Argyris, H. Igor Ansoff, and Michael Porter (Scott, 2004). A number of management scholars have also written at more length on the origins and history of PM, such as Carroll and Schuler (1983) They stated that, participatory management can be traced from the early 1960s, from the writings of behavioral scientists, such as Douglas McGregor and Rensis Likert. Furthermore, Argyris (1991) believes that the origins of PM were from the two behavioral scientists, Lester Coch and John French, who wrote in the late 1940s but on the issue of organizational change (Cook, 1996) Another opinion is stated that the writings of social psychologist, Kurt Lewin, inspired the concept of participatory management (Cotton, 1988).

Participation as a management style was suggested in the classical Hawthorne experiments of the 1930s. The experiments states that when small groups of workers feel their work environment is supportive, they gain more satisfaction and work better (Rummler, 1995).

Participative management should be looked at as an evolution of the organization that will ultimately lead to achievement of corporate objectives (James, 2006). In the 21st century, research shows that employees are making more demands on their employers. They want to be part of a team and they want more involvement in decision-making (Suaunders, 2009). Undoubtedly, today, in order for an organization to be successful, it should regard its employees as important assets and keep them satisfied. Due to the increasing pressure of stiff world competition and the complexity of decisions, organizations have focused more on cooperation and participation to increase their performance. It seems that PM as an alternative to the traditional "command and control" (Kamelgor, 2002) is likely to be applied in a great number of organizations in future, as the improvement in this case can be seen.

"Employee empowerment or participative decision making is neither a new nor simple management concept". Employee participation is a complex management tool which can be effective in improving performance, productivity and job satisfaction when applied properly (Kuye, 2011) With increasing globalization, industry is under intense pressure to produce high quality, specialized 'high-tech' products and services, all of which require a flexible and highly trained workforce. The one of the intent of participation is developing cooperative and strong workforce (Leat, 2007). Employee participation can be interpreted in three distinct ways. Firstly, it can be seen as 'industrial democracy'. Secondly, it suggests that subordinate employees should involve more in one or more aspects of organizational decision making. Thirdly, it may show a specific evolutionary development to promote greater employee influence within the organization (Black, 2001; Gibbert, Leibold, & Probst, 2002).

On the basis of Likert's findings, Keith Davis in his supportive model mentioned that when employees feel a sense of participation and task involvement (in a psychological supportive climate), they will identify with the organization, take responsibility, and strive to contribute to the organization's (Delarue, 2004). Therefore, in order to reach the goals in the organization with better performance, participatory management can be a good choice. Participation will help employees, who are motivated and trained to initiate their own decisions, to work

effectively in teams (Noah, 2008). Another important reason for social transformation to participation is that participation as both a means and an end seeks to strengthen people's capacity to make decisions and their ability to create an environment for change (Florence, 2011; Mouli, 2011).

Theoretical background

Theory Z of William Ouchi (1981) strongly argues that theory Z approach of involving workers are the key to productivity. The assumption of theory Z is that subordinates commit themselves to work with managers towards realizing organizational goals which they set together (Chandler, 1962). Such joint consultation between Managers and employees, as stated in theory Z, is very important because the latter set are much more motivated in achieving organizations objectives that they were involved in their setting. The goals of subordinates are specific, and primarily indicate what the subordinates' unit can achieve in specific period of time. For everyone to get involved in goal setting, individual workers must be consulted (Chandler, 1962). According to Ouch (1981) it is the key to motivating workers and thereby ensuring their commitment to increased productivity that in the end leads to organizational performance.

The participatory management model for systematically sharing authority emphasize concerns with the delegation of decision making authority to employees. Participatory management has cut across many disciplines such as public administration, urban planning, and public policy making. In theory, the model does much more than recognize that employees ought to be able to recommend changes or course of action, but rather reflect a belief that authority should be transferred to and shared with employees (Khattach, 2013). The belief in this theory stems from understanding what the culture of an organization or institution represents. Conceptually, organizational culture is thought to represent a symbolic and ideal system composed of values and norms implemented by its founders, then shared and reflected to influence behavior of its members or employees in the institution. The culture of the organization or institution is in turn used to guide the meaning of the organization's work (Florence, 2011).

There are certain institutions that successfully participate in organizational structures specific to hierarchical management models, thereby configuring power distribution, authority, communication and decision making. In a classical Management, employees do not participate in the decision making process. Employees receive, interpret and carry out orders after the decisions are made by administrators (Bevandam, 2000). Participatory management is a shift in the management paradigm from a top-down approach to a more self-facilitated and self-sustained approach. Employees are given the freedom and responsibility, accompanied by all the necessary tools needed to delegate decision making, authority and evaluations of existing foreseeable and unforeseeable problems. Chakanyuka (1996) states that, one tool in participatory management is implementing a Contingency Theory approach. This theoretical approach acknowledges that, every problem is different, therefore every problem requires different approaches and solutions. Principles of participatory management consist of fundamental ideas that seek to empower and enhance the employee's understanding of problems as to explore and generate the greatest potential solutions embodying the ideals of democratic inclusion and participation (Price, 2004).

Shifting the paradigm from classical management to participatory management requires a collaborative consensus as an organization or institution with communication, inclusion, transparency and development. Creating and sustaining an adaptive capacity for ongoing problem solving with an emphasis on social and transformative learning through trust, sustained engagement, and relationship development are important factors when contributing to the overall success or failure of participatory management (Sun, 2000). There is need to foster a comfortable environment for employees by creating transparency and building new relationships in ongoing planning, implementation, and evaluations which sustains diverse participation in managing expectations and actions with a collective understanding of goals and outcomes (Konrad, 2006). When implementing this theory, the only thing for certain is uncertainty. Managing uncertainty must be conceptually addressed to reduce conflict. Conflict can stem from problems caused by misinterpretation, or lack of clarity when it comes to communication or questions concerning values, relationships, and goals (Mohran, 1995)

Deliberative, collaborative, and consensus based approaches facilitate transformative learning as it includes an array of diverse perspectives to optimize learning outcomes through the interaction of values, interests, and worldviews also known as, collaborative science or collaborative method of consensus (Schneider, 1994). Incorporating this approach to participatory management facilitates shared learning and makes the institution and team development stronger, through the contribution of individuals. Communicating values, creating a safe and comfortable environment along with a genuine and concerted effort should be at the foundation of an organization or institution aiming to implement participatory management as a successful tool. Employees participation is a special form of delegation which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers (Noah, 2008). It is also soliciting for the views of the employees in decision making process.

Conceptual background

Participatory decision-making is the extent to which employers allow or encourage employees to share or participate in organizational decision-making (Probst, 2005). According to Cotton et al. (1988), the format of PDM could be formal or informal. In addition, the degree of participation could range from zero to 100% in different participative management (PM) stages (Cotton, 1988; R. Schneider, 1994).

Employee participation refers to giving employees and their representatives opportunities to collaborate in matters that pertain to the management of the organization especially where employees are directly concerned (Robinson, 2004). On the other hand, organizational performance comprises the actual output or results of an organization as measured against its intended outputs (goals and objectives). According to Richard (2009), organizational performance encompasses three specific areas of firm outcomes; financial performance, profits, return on assets, return on investment, product market performance such as sales and market share, shareholder return that is total shareholder return and economic value added.

Employee participation is the process of providing opportunity for the employees to participate in the decision-making process and it is a part of the process of empowerment in the workplace. Therefore, the individual employees are encouraged to take responsibility in carrying out certain activities, in order to meet the requirements of their customers. It is a kind of a motivational technique used by the management to encourage their employees and to get the maximum contribution towards the organizational success (Probst, 2005).

Employee involvement in decision making sometimes referred to as participative decision making (PDM) is concerned with shared decision making in the work situation. It is a participative process that uses the entire capacity of the employees and is designed to encourage increased commitment to the organizations success by involving workers in those decisions that affect them and by increasing their autonomy and control over their work lives, employees will become more motivated, committed and more productive (Ford and Fottler, 1995). Gunnarson (2010), defines employee involvement as the process in which two or more parties influences each other in making plans, policies and decisions that have future effects on all those making the decisions and those represented by them. It is creating an environment in which people have an impact on decisions and actions that affect their jobs.

Participative management (PM) is known by many names including shared leadership, employee empowerment, employee involvement, participative decision-making, dispersed leadership, open-book management and industrial democracy. The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchically unequal's. Such power-sharing arrangements may entail various employee involvement schemes, resulting in co-determination of working conditions, problem solving, and decision-making (Gutwin, Greenberg, Salas, Fiore, & Cannon-Bowers, 2004; Rathnakar, 2012).

Decision-making is the act of making a judgment concerning an issue at hand. It is a mental process resulting in the selecting of a course of action among several alternatives scenarios. Armstrong (2006) defines decision making as the capacity to make sound and practical decisions which deal effectively with the issues and are based on thorough analysis and diagnosis. This study will specifically focus on work.

The primary aim of PDM is for the organization to benefit from the "perceived motivational effects of increased employee involvement (Omobude 2012). PM is important where a large number of stakeholders are involved from different walks of life, coming together to make a decision which may benefit everyone. Some examples are decisions for the environment, health care, anti-animal cruelty and other similar situations. In this case, everyone can be involved, from experts, NGOs, government agencies, volunteers and members of public (Bevandam, 2000).

A team is defined as a set of individuals who have shared goals, values and work together to achieve more than they could alone. The concept of teamwork suggests that members of the team are interdependent as a result of task distribution among the members, and the failure of one leads to the failure of the whole team (Frohlich, 1996). This means that, the team will always work hard to reject the blame.

Teamwork is the process of working collaboratively within a group of people in order to achieve goals. Teamwork is very important as it helps organizations to achieve their goals (Gutwin et al., 2004)

Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals (Tata, 2004). Strategic HRM theory, for example, suggests that an appropriately designed HR system, which typically includes teamwork, will have a positive effect on an employee's job satisfaction, commitment and, leading to behavioral changes that result in improved organizational performance (Costa, 2003). However, organizations may benefit from the perceived motivational influences of employees. When employees participate in the decision-making process, they may improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization (Bulach, 2008).

Participatory decision-making by the top management team can ensure the completeness of decision-making and may increase team member commitment to final decisions. In a participative decision-making

process each team member has an opportunity to share their perspectives, voice their ideas and tap their skills to improve team effectiveness and efficiency Owolabi & Abdul-Hameed (2011).

Contextual background

Different organizations have different ways of making decisions, especially those pertaining to Universities. Government of Universities worldwide has significantly shifted towards involving various stakeholders in the management functions. Universities have increasingly become interdependent of external forces and consequently have become more accountable. Therefore there has been a need for adopting aspects of corporate and business oriented form of governance. In this sense, Kezar and Eckel (2004, p.371) refer to a micro-level of decision-making rather than micro-level one, in a University management.”

The governance structure of a university is generally broken down as follows: a governing board which can be called a board of regents, board of directors, or a university council, the executive head who can be called the university president, the principal, the rector, the administrative chancellor, the executive officer, or the Vice chancellor. After the executive head, there is a team of administrative chancellors, faculty, staff, seante, Academic deans, department chairs, as well as some form of students' guild representation. In USA, universities, state institution governing boards often emphasize the concept of citizen governance in recognizing that board members serve a civic role for the institution. Such organisationa is due to the demand for accountability, not for action, but for results in terms of academic performance, research output and producing professionals. According to Lapworth (2004), throughout the world, many federal states and local governments have established coordinating and governing boards, as buffer and bridge between them and universities. Such a structure is aimed at coordinating governance and institutional management for greater accountability.

The Asian universities moved ahead in corporate management. In recognizing differences in institutional structures and frames of reference, most Asian universities made steps to ensure good performance of universities. This move was contemporaneous with the shift of university governance in Australia. For example, in October 2003, an Austrarian Vice Chancellor Committee (AVCC) (2003) made a statement that defines the legal autonomy of university institutions and independence from bureaucracy. The recommendations refer practices by which individual stakeholders operate and how they can improve institutional governance.

Thus in the Americans, Europe, Asia and Australia governance has evolved from a stage where mangers make decisions alone, to a stage in which the individual worker participates (Isabirye, 2007) It is noteworthy that Canadian universities are modeled on the governance system prevalent in European universities, especially those in Britain.

It is important to note that, the number of universities in Uganda has increased during the past decade. Uganda currently has seven public universities; most of other universities are private. The seven public universities are; Busitema university, (BU), Gulu University (GU), Kyanbogo University (KyU), Makerere university (Mak), Mbarara University of Science and Technology (MUST and Kabale University (KU). The prominent private universities are; Kamapala International University (KIU), Uganda Christian University (UCU), Uganda Martyrs University (UMU), Nkumba University (NU), Islamic University in Uganda (IUIU), Muni university (MU) and Soroti university (SU) Ndeje University (NDU) and Bugema University (BU).

Today, the management of universities in Uganda is at a crossroad; the inappropriate organisational structures are threatening the survival of universities. Universities are increasingly becoming more unstable; a condition that has deterred success and requires immediate redress to avert crisis in management. Kezar and Eckel (2004), emphasize that, the management of universities have changed during the last decades with more emphasis put on high stake issues and more incremental decisions made in a less collegial mode. The reasons for this stem are from trends that have devalued the notions of participation and also from the external pressures for more accountability and demands for quicker decision making. Dealove (2002), added that under the conditions of mass higher education, today no university can avoid the need for some sort of bureaucratic management and organization.

When universities are established, their overall functioning is supposed to be controlled by the established structure. The organizational structure encourages efficient communication, team work and overall institution's goal attainment. Martins (2003), pointed out that the organizational structure of any organization is established to achieve corporate goals. This implies that for an institution to thrive, it must have an appropriate organizational structure. It is important to note that the variance in size, ideology, objective or steering policy of universities does not give them a leeway to operate haphazardly though Sanyal and Martin (1998) argue that the management of universities is always influenced by the type of government steering policy in force. The four major types of governmental steering policies include: systems operating under self-regulation with a broad framework of accountability with greater use of free market incentives; systems in transition from centralized planning to self-regulation; systems operating under self- regulation but experiencing difficult; and systems under direct centralized planning and control. These four types of steering policies led to four types of decision

making models in a university which include: collegial or consensus model; political decision model; bureaucratic model; and entrepreneurial model. Given the fact that in an ideal situation a university makes a combination of the above models to suit its own context, this study intends to examine the participatory decision making and organizational performance. University management in Uganda can be traced back to 1922 when Makerere, started as a humble technical school with only 14 students. It expanded and in July 1970, Makerere became a fully-fledged university of the Republic of Uganda.

However, from the late 1980s, other new universities were established and these include private for profit and public institutions governed by differentiated structures of management. It should be noted that by the 1980s, universities particularly those in Africa grew from elite institutions to large ones which now provide most higher education. A pertinent and fundamental observation to note is that each university deals with management concerns in a way that makes sense of it as confirmed by Saini (2006), that each university is autonomous, with a distinct history and culture. Nevertheless, the competitive academic environments universities are experiencing today regardless of their history require an appropriate organizational that embraces down top approach of decision making to become effective.

Truthfully, universities are facing new challenges, they are exposed to changes in their operation; such changes predispose universities to reorganize and adopt an appropriate system that can lead the university to goal attainment. A well-organized system for example, can stimulate creativity and innovation, attract good staff students and donor funding; lead to prestige, as well as reducing staff turnover (Martins, 2003). In support of the argument, Kamelgor (2002), said that the structure of a successful organization and PM contributes to her long term performance. Certainly, an organisational structure that leads an organisation to flourish encourages practices such as participatory decision making, team work and cohesion, creativity, commitment and flexibility.

Recent developments in the way employees are managed in organizations have brought about the need to seriously consider employees as major stakeholders in organizations. At a time when employees are regarded as the main source of competitive advantage, Uganda is still entangled in labor crises. Public commentaries indicate various labor issues of concern in Uganda. One of these is the accusation by labor that employers do not incorporate them into matters that affect them. This has often resulted in workforce discontent, industrial unrest and various forms of labor dissatisfaction. These have severe negative impact on the organizational performance (Zerate, 2009).

The theory of management of people is not different from the management of other resources of the organizations. In practice, what makes it different is the nature of the resources. One set of perspective views is that, the human being is a creative and complex resource whose behavior is influenced by many diverse factors originating from either the individual or the surrounding environment. Owolabi (2011), asserts that, organizational behavior theorists, for example, suggest that the behavior and performance of the human resource is a function of at least four variables: ability, motivation, role perception and situational contingencies. Another set of perspective emphasizes the problematic nature of employment relations.

Uganda Martyrs University (UMU) was established in October 1993 with 84 students and two academic departments: the Institute of Ethics & Development Studies and the Faculty of Business Administration & Management. Today, UMU consists of seven faculties. UMU has helped to provide relevant education to Students and this has given it a name. It involves different representatives in management decisions and among those are; Patron, Vice-Chancellor, Deputy Vice-Chancellor Academic Affairs / Acting DVC FA, Chairperson Governing Council, Registrar, Director Human Resources, Chief Finance Officer, Dean of Students and Director of Research Directorate. This committee makes decisions which are passed by the Council the governing body of the University. The decisions are made at a higher level where the Heads of Departments represent their subordinates.

II. STATEMENT OF THE PROBLEM

Organizational performance is one of the most important variables in the management performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. For an organization to achieve its objectives, the leader must think of the best possible style that will allow the organization to achieve the best results by making employees feel a sense of belonging to an organization (Armstrong, 2009). Probst, (2005), emphasizes participatory decision making as the best way a manager can involve employees to help organization achieve its objective. Participatory decision making is the extent to which employers allow or encourage employees to share or participate in organizational decision-making and it is one of many ways in which an organization can make decisions.

To ensure high performance, Uganda Martyrs University (UMU) has put in millions of shillings to improve the quality of education and significant investments in recruiting and training employees to increase their expertise and develop their capacity to operate the private university. It has also used participatory decision making by involving the Deans of Faculties, Heads of Departments and other top officials to achieve its goal. Despite the significant investments and organizational restructuring put in place by Uganda Martyrs University (UMU) to

improve performance in the education sector, organizational performance has not matched this effort; performance has instead continued to decline evidenced by poor ranking position, (8th) in Uganda, high rate of employee turnover and enrolment drop down (Academic Registrar and Human Resource reports for December 2016). It is in light of the above that the researcher intends to conduct a study on participatory decision making and organizational performance in Uganda Martyrs University.

Purpose of the study

The major objective of the study was to examine the relationship between participatory decision making and organizational performance in Uganda Martyrs University (UMU)

Study Objectives

- i. To determine the relationship between teamwork in decision making and Organizational performance in Uganda Martyrs University.
- ii. To establish the relationship between employee participation in decision making and organizational performance in Uganda Martyrs University.
- iii. To assess the contribution of participatory decision making on organizational performance in Uganda Martyrs University.

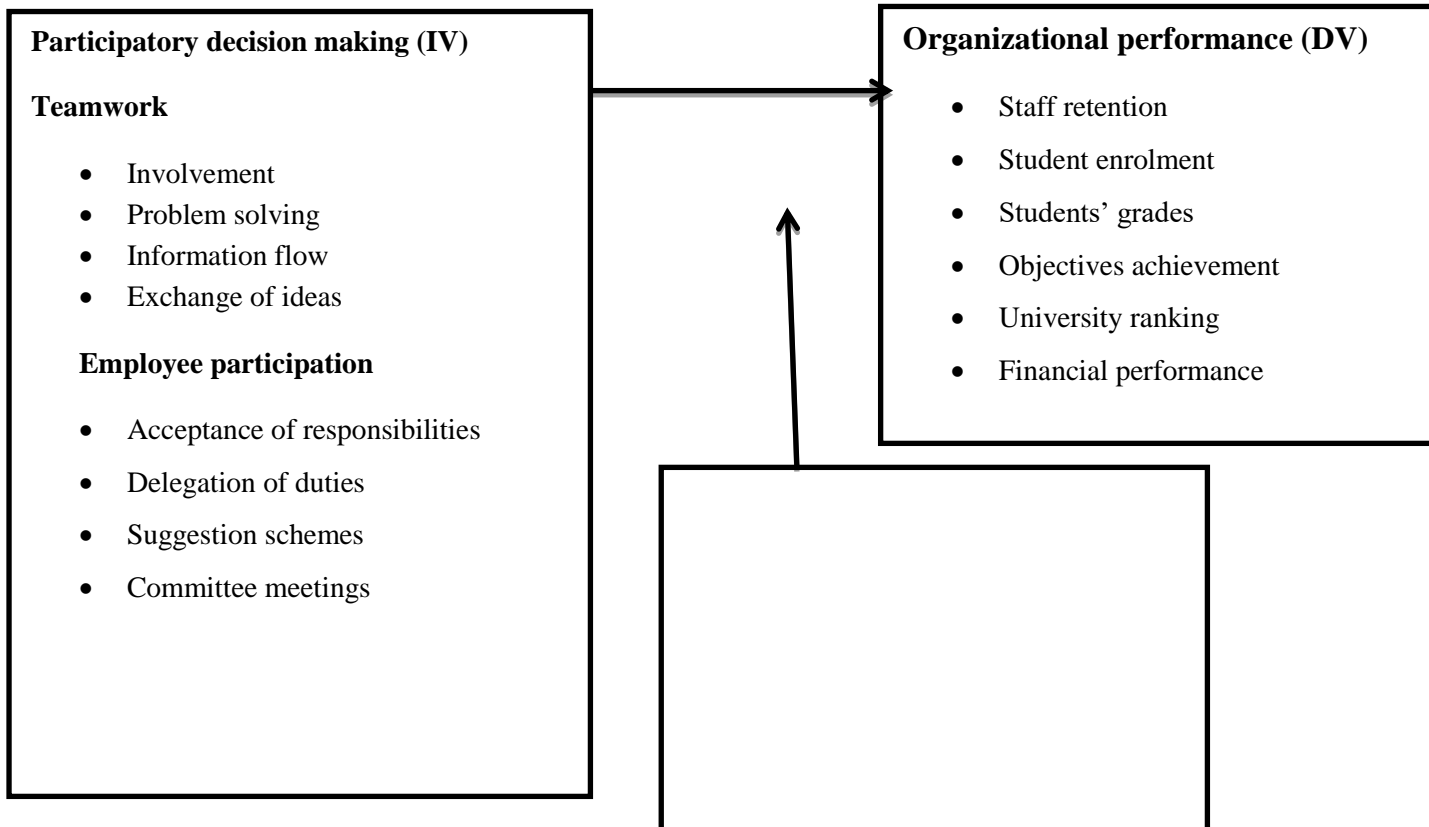
Significance of the study

It is expected that the study will inform the management of Uganda Martyrs University to increase performance and to ensure harmony between management and the workers. It will also develop and maintain quality work life, which will provide an opportunity for employee’s job satisfaction and self-actualization (Tohidi, 2011). It will also aid management of Uganda Martyrs University to introduce modern schemes for good relationships with their workers to enable them meet the challenges of change in the future. Finally, this study will also be beneficial to the Public Sector in general and also important to government, academic disciplines and future researchers on the issue of participatory decision making

Conceptual framework

Independent variable

Dependent variable



Conceptual framework adopted from Changa, 1983, and Lusthas, 1998 and modified by the researcher

III. LITERATURE REVIEW

Theoretical review

The study was attached to Theory Z of William Ouchi (1981) as stated in theoretical background and democratic theory. Democratic theory strongly states that, performance in an organization is enhanced if decision making follows a top-down and bottom-up tendency (Caroselli, 2000). Participatory management by all stakeholders can be used to incorporate ways individual workers perceive the process of the organization. This helps to determine how they analyze it, and to assess performance in University Management (Beyamba, 2000; Neema-Abooki, 2004). In that way, participation is self-fulfilling. Therefore, since universities are organizations with educated people, would gain significantly if subordinates are allowed to participate fully, thereby embracing participatory decision making style for better performance.

However, the democratic theory may not fully lead to full participation of all stakeholders. Much as members are free to contribute to organizational goals by full participation, the democratic theory gives the same members freedom not to participate, yet participatory decision making hinges on full participation of all members in all aspects of organizational life.

Management of Universities should create a context, under which all stakeholders are actively involved in the management of that organization. Baligide (2006) envisions that effective management entails the creation, development and maintenance of an environment in which the subordinates work together in teams towards accomplishment of common organizational objectives. In order to be relevant and efficient, management should devise means and ways of motivating its employees; by aiming at achieving high levels. Hersberg (1959), satisfiers which include allowing workers to participate in the organizations activities. In order to improve subordinates' satisfaction and organizational commitment, top management should pay attention to the emerging signs of the need for collective participation like emergency of informal organizations and other networking activities in teams and politicking (Baligide, 2006).

Theory Y and participatory decision making

Theory Y, as put forward by Douglas McGregor (1960), makes assumptions about a humanistic manager, who takes an optimistic view of people's attitude towards work. Important issues in McGregor's theory Y are that average employees do not only respond to controls and threats, but also exercises self-direction and control. McGregor (1960) argues that under proper conditions, people not only accept, but also seek for responsibility. He furthermore assumed that people are able to exercise their own imagination, ingenuity, and creativity towards solving organizational problems. The same author proposes a leadership continuum regarding manager – worker relationship. Under theory Y, People accept responsibilities; they exercise self-control and have the capacity to innovate when they are involved in organizational matters.

The Vroom –Yetton, and Vroom-Jago Model

Vroom and Yetton (1973) suggest a set of questions as below that, managers can ask themselves to help determine which style of management to use for particular problem (Stoner & Freeman, 1994). Do I have enough information or skills to solve the problem on my own? If not then adopt AI under which I make decisions on own and it is inappropriate. Do I need to make major decisions that my employees are likely to disagree with? If so adopt GII under which I seek consensus of the team would be inappropriate. In that case, giving up my authority to make the final decision would probably mean that the decision would not have the objective quality the problem requires. Do I know the information, and what information I need and where to get it? If not then CII and GII, which allow for the getting the information I need or provide me with the information is an insufficient. Is acceptance of the team critical to the success of the decision? If so then styles AI and AII would not be appropriate, because they involve employees the least. If the acceptance of the decisions is important, are my employees likely to disagree among themselves about which is the best solution? If so then adopt styles CII and GII, which involves group decision making, as the most preferable. Within a team, differences between employees can be discussed openly and untimely resolved. The other styles might leave the employees dissatisfied with the decision.

A University community is a place where stakeholders know what do and can be empowered to do it (Perry, 2010). They know which decisions are good for the university and which ones are not. For that matter, in spite of the recommendations of Vroom and Yetton(1973) this study agrees with Zerate (2009) that Style GII would be feasible and the best to adopt in the Universities of developing Countries. This conforms to what a number of scholars suggest should be alternative to be applied in Ugandan Universities (Baligide, 2006; Nkata, 1996; Scarbrough, 2002).

Teamwork and Organizational performance

According to Cohen and Bailey (1999), an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Teams enables people to cooperate, enhance individual skills and provide constructive feedback with out any conflict between individuals (Jones, 2007).

Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff, 2003). Undoubtedly, Froebel (2005), asserts that, team members enhance the skills, knowledge and abilities while working in teams. Organizations which emphasize more on teams have results in increased organizational performance, greater productivity and better problem solving at work (Cohen & Bailey, 1999). Similarly, one research study concluded that to teach individuals on how to work in teams is not an easy task because to teach individuals regarding to work in teams is inappropriate (Crosby, 1991). Bacon and Blyton (2006) highlighted the two important factors; self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all types of organizations including nonprofit (Mulika, 2010). One research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees (Igram, 2000). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee learning (Suaunders, 2009)

According to Igram (2000), teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. He adds that, organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable.

In many organizations, a great deal of decision making is attained through teams and this is because the increased complexity of many decisions requires specialized knowledge in many areas which cannot be possessed by an individual (Bonito, 2011). When there is an evidence that the decisions made will be accepted and implemented by the organization, it increases collaborative approach to decision making (Zerate, 2009).

According to Bulachi (2008), there are four-phase process to engage subordinates in organizations decisions and offer some strategies organization management can use to support subordinates participate more fully in organizational decision making; readiness, experimental, refinement and institutionalization. However, Caroselli (2000), argues that teamwork enhances greater commitment and motivation by team members because of the presence of the goals shared and willingness to contribute to the overall success through hard work. Successful team members understand each other perfectly through great cohesion and synergy, which is achieved through collective training and efficient communications which do not lead to misunderstandings, and this leads to a quick response on any relevant issue. Sometimes individuals have stagnation and low motivation periods, and a team helps to overcome such obstacles through the support of other members.

In agreement, Tohidi (2011) states that, when there is teamwork in an organization, it can lead quick and efficient decision making through “team thinking”, where team members share all the issues affecting the Organization, suggestions and possible problems, which can lead to a better view of the situation and therefore possibly better decisions. Also, team members learn from each other and grow as employees, learning new skills and roles as well as enhancing skills that positively affect the organization in the long run (Gutwin et al., 2004). In the same vein, Khattack (2013) states that teamwork is more exciting and enjoyable than routine work performed each day by an individual. When the goal is achieved, team members feel satisfied, and this ensures positive morale and motivation. This leads to the high productivity, which tends to increase as time goes by compared to the productivity of individuals.

According to Scabrough (2002), the reasons for introducing Teamwork are many and varied, but reflect general changes in thinking about work organization in the light of intensifying competitive pressure and increasing the attention to quality and customer satisfaction. He further stated that, Hierarchical structures, in which the few at the top to give instructions to the many below, are inefficient in separating decision making.

A team is defined as a set of individuals who have shared goals, values and work together to achieve more than they could alone. The concept of teamwork suggests that members of the team are interdependent as a result of task distribution among the members, and the failure of one leads to the failure of the whole team (Frohlich, 1996). This means that, the team will always work hard to reject the blame. Undoubtedly, Steven (2006) identifies task participation which focuses on schemes designed to encourage employees to expand the range of tasks they undertake. It has close links with the quality of working if movement and may involve job rotation, job enrichment and team working practices. In these forms in contrasts

with the Tayloristic approach to job design and underpins such initiatives as empowerment and semi-autonomous work groups. Here employees are granted greater authority to make decisions and accept responsibility for such matters as adherence to quality standards. Teams are small organizational blocks which usually consist of up to 12-15 members and are led by a team leader. Managing those small groups of people efficiently is vital to gaining a competitive edge and becoming a successful organization. Teams can provide unique advantages if managed properly and a team outperforms the sum of individual efforts (Sycara & Sukthankar, 2006).

The responsibilities of Teams are quite comprehensive, and may include the distribution of duties, planning and programming of schedules, making decisions about products and services, creating new ideas and solving problems. Trust is an interpersonal phenomenon based on relationship (Costa, 2003). Admittedly, Schneider (1994) states that, teamwork offers the potential to achieve outcomes that could not be achieved by individuals working in an isolation. The contributions of teams to organizations include increased workplace productivity, improvements to service quality, a reduced management structure, lower level of absenteeism and reduced employee turnover and increase organizational effectiveness (Bryk, 2002). Team performance may be evaluated against a variety of criteria, such as reducing mistakes, continuous improvement in the quality of outputs, increased productivity, or customer satisfaction (Manz, 1993).

Research on trust in teams suggests that trust increases the ability of group members to function together, with higher levels of trust resulting in better performance, high team satisfaction, high commitment (Costa, 2003). In agreement, Edmondson (2002) adds that Team working provides an atmosphere of psychological safety for team members, and only in such atmosphere can members accept criticism easily, discuss mistakes and express their thoughts freely so that they can increase synergy.

Teamwork suggests that people work in an atmosphere of mutual support and trust, working together cohesively, with good inter-group relations. Each other's strengths are valued. It should also foster an increasing maturity of relationship, where people are free to disagree constructively, and where both support and challenge are a part of helping teams work (Delarue, 2004).

Relationship between employee participation and organizational performance

Gary Dessler (2008) states that, when employees are involved in setting goals of an organization, they become committed to the achievement of such goals than those set by their Superiors. He adds that, participative set goals consistently result in higher performance than none participative set goals. Argyris (1991) adds that, employees should be given an opportunity to feel that they have a high degree of control over setting organizational goals and defining the path to these goals. When everyone in an organization participates in decision making process, organizational communication is much more effective and everyone produces more efficient results (Walker, 2007).

Participation is viewed as contributing to the achievement of organizational goals. Participation is defined as the mental and emotional involvement of a person in a group goal, and to share responsibilities. In that respect, shared decision making is perceived as contributing to the utilization of the manpower at the disposal of the organization head. It also gives a sense of belonging and ownership of goals and responsibilities, as it is generally believed that workers' participation in planning and decision making raises morale and productivity (Chakanyuka, 1996)

Conley (1991), is considered to be one of the pioneers in studying employee participation in the work place. He developed the productivity and efficiency rationale, assuming that there is direct link between employees' involvement in decision making and work outcomes such as the increase of job satisfaction and productivity. Participation in decision making can satisfy employees self-actualization needs and by doing so, increases employees' motivation and job performance (Lawler, 1992).

Mullins (2005), believed that participatory decision making leads to higher performance which is necessary for survival in an increasingly competitive world. Verma (1995) reiterated that boredom and frustration at work is a result of an employee's lack of involvement in decision making processes with the organization's goals and a feeling that their ideas are not wanted or listened to. He further expatiated that staff turnover increases employee's walkout of the door for more interesting jobs. Wilkinson (1999) corroborated this fact and saw involvement of employees in decision making as empowerment while a neglect of employees in decision making was seen as an assumption that workers are untapped resources with knowledge and experience and an interest in becoming involved. Employers need to provide opportunities and structures for their involvement. He also assumed that participative decision making is likely to lead to job satisfaction and better quality decisions and that gains are available both to employers (increased efficiency) and workers (job satisfaction), in short everyone – wins scenario.

Improving employee engagement opportunities is perhaps the most powerful medium used by most organizations to increase organizational productivity (Macey, 2009). This is because engagement is a positive attitude, which is held by an employee towards an organization and its values (Robinson, 2004). Organizations that have in 7,939 business units in 36 companies, found that employee participation in decision making is

directly associated with increased performance, customer satisfaction, effectiveness, productivity, profitability and a reduction of employee turnover (Konrad, 2006).

These findings are in line with research that was conducted by Defourney (1985). In his study he found out that corporate productivity is generally positively related to measures of workers' participation. Similarly, Massarik (2001) states that organizations or firms that offer worker participation in management have a tendency to be more productive. Therefore, following Bhatti (2007) definition, productivity is a performance measure, which encompasses both efficiency and effectiveness. In this study, the terms effectiveness and efficiency are used to determine the impact of employee participation on the productivity of the University under review.

According to Hughes (2008), there is a substantial relationship between employee participation and organizational performance. Isabirye (2007), also found that organizations could, through participative management become "world class" by improving work performance and productivity. Similarly, the Gallop Organization which studied the impact of employee participation in decision making found out that, participatory decision making aids organizational performance.

Westhuizen (2010), also asserted that giving employees decision-making power boosts their morale and commitment to the organization, which aids productivity; everybody benefits: businesses accrue higher profits and stability because they are more secure in their industry niche and workers are more fulfilled and attached to the companies because they have a voice in decision-making.

Reduced staff support and supervision requirements (more "self-management" and broader skills reduce the needs for staff support and supervision); more effective resolution of conflict and reduced number of grievances (better communication and an improvement in union-management relationship reduces the number of grievances); better decisions (better input and decision-making processes improve the quality of decisions); expansion of staff skills (problem-solving as well as technical skills are developed); improved morale and job satisfaction (Kamelgor, 2002).

Employees are the people who are closest to the customer and who can facilitate new product and service recognition' a central element in the entrepreneurial process (Leat, 2007). This means that employee participation in the planning process surrounding the potential innovations may facilitate opportunity recognition (Lawler, 1992). This leads to high volume of sales and profits. Employee participation can have a wide array of organizational benefits. Researchers have found that PDM may positively impact job satisfaction, organizational commitment, perceived organizational support organizational citizenship behavior, Labor-management relations, job performance and organizational profits and this leads to organizational performance (Lashley, 2000).

According to Gunnarsson (2010), by sharing decision-making with other employees, participants may eventually achieve organization objectives that influence them. In this process, PDM can be used as a tool that may enhance relationships in the organization, increase employee work incentives, and increase the rate of information circulation across the organization (Dessler, 2008).

Contributions of participatory decision making on organizational performance

According to Gunnarsson (2010), the contributions of participatory decision making include greater sum total of knowledge, greater number of approaches to the problem, greater number of alternatives, increased acceptance of a decision, better comprehension of a problem and decision.

Greater sum total knowledge is achieved when employees are involved in teamwork decision making where they use accumulation of information, skills and experience than when it has been generated by an individual.

Greater number of approaches is also achieved since most people develop patterns for decision making. Different individuals possess unique ways of getting information and analyzing problems. This promotes participatory decision processes which provide more angles attack at each stage of the decision making process.

Through teamwork decision making, teams can identify and evaluate more alternatives than one could through listening to each other's.

Increased acceptance of a decision results from shared decision making which breeds ego involvement. This is because employees like supporting and accepting decisions they make rather than those imposed to them by their managers. When more people accept a decision, they become committed to it and the implementation becomes successful.

Better comprehension of a problem and decision is achieved because many people understand a decision when it is discussed in a team. This becomes very important when team members are involved in executing the decision.

There is a growing evidence that organizational performance rests increasingly on the involvement of workers in decision making (Hughes, 2008; Khattack, 2013). Scholars have argued that employee involvement contributes to organizational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promotes commitment to the outcomes of the decision making process in the

workplace (Miller, 1986). According to Mecey (2009), workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance. A significant relationship between frequency of employee's consultation and organization commitment has also been established (Noah, 2008).

According to Sagie (2003), when employees are adequately informed about matters concerning them and they are afforded opportunity to make decisions relevant to their work, then there will be benefits for both the organization and the individuals. One of the contributions of participatory management is that, it increases employees' morale, job satisfaction and enhances productivity and efficiency (Changa, 1983). It also provides employees the opportunity to use their private information, which leads to better decisions for organization (Williamson, 2008).

As a result of the incorporation of the ideas and information from employees, organizational flexibility, product quality, and productivity may improve (Kingir, 2010).

Participatory decision making contributes to greater trust and a sense of control on the part of employees (Changa, 1983). Through employee involvement, resources required to monitor employee compliance such as supervision and work rules can be minimized, hence reducing costs (Arthur, 1994). When employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives (Kamelgor, 2002).

IV. METHODOLOGY

Research Design

The study employed descriptive research design since it enables the researcher to use both qualitative and quantitative techniques to collect and analyze data (Keth, 2004). It also provides information from various categories of people of subjects within the same spell of time (Gunnarsson, 2010; Williamson, 2008). This research design helped the researcher to gather the information about the attitudes of the respondents on the subject of participatory decision making in Uganda Martyrs University (UMU).

Area of study

The study was conducted in Uganda Martyrs University. The Institution was selected since it is a long existing and a private University established in 1990, with many branches around the Country and easily accessible by the researcher.

Study Population

All employees of Uganda Martyrs University at various levels were included in the study. However, a representative sample of 267 employees was randomly and purposively selected to participate in the study, and they were drawn proportionately across the entire organizational hierarchies. The whole population is 350 and therefore a sample of 267 was used to represent the population.

Sample size and selection

A size, according to Kakooza (2002), is a part of the population which is deliberately selected for purposes of investigating the properties of the parent population, or the target population. According to Krejcie and Morgan, (1990) concerning tables for determining sample sizes, the researcher used 267 respondents who constituted Management, Academic, Administrative and support staff for this study purposes out of 350 employees as explained in the table below:

Table 1: Sample size determination

Population category	Population	Sample	Sampling Technique
Management Staff	9	9	Purposive
Academic Staff	123	92	Simple random
Administrative	148	103	Simple random
Support Staff	79	63	Simple random
Total	350	267	

Sampling techniques

Sampling is the process of selecting a few from a bigger group to become the basis for estimating or predicting the prevalence of unknown piece of information, situation or outcome regarding the bigger group (Kumar, 2011). Sampling techniques are the systematically measures used to select a sample which are random and non- random (Kothari, 2004). Therefore, the study used simple random sampling for Academic staff, support staff, Administrative staff and purposive for Management staff.

Purposive sampling

Purposive sampling is where the sample is chosen with a purpose identified by the researcher (Ahuja, 2009). Therefore for that case, purposive sampling procedure was employed among the Management staff, because the researcher was very sure that they facts relevant for the study.

A simple random sampling

This is defined as randomization, whereby each element in the population is given an equal and independent chance of selection (Kumar, 2011). Simple random sampling was employed on the Administrative staff, Academic staff and support staff to enable them a chance of representation to the study.

Data collection methods

This study used interviews and questionnaires to collect data.

Questionnaire survey

According to Kumar (2011), a questionnaire is a written list of questions, the answers to which are recorded by respondents. Quantitative data was collected using questionnaires with closed ended items. The structure of the questionnaire was based on the study objectives and therefore they had sections with headings that reflected the study objectives.

Interviews

Qualitative data was collected using an interview guide tool. Interviews were administered to the after the consensus between the researcher and the respondents. The respondents who were interviewed were those that were selected purposively, and those were Management staff because the researcher believed that they had the adequate information relevant to the study.

Document review

Document review was used in studying the already existing literature. Various documents were perused through so as to get more information about the study variables. Among the documents the researcher reviewed include; A master plan, Students' registers, Human resource manual, training records and students' performance records. This was done in order to confirm what was got from respondents' perceptions from both questionnaires and interviews. Triangulation was applied to eliminate biases because of the different weaknesses in the data collection methods (Mugenda and Mugenda, 2003).

Data collection instruments

The study used self-administered questionnaires and interview guides

Questionnaires

Semi- structured questionnaires were administered to the Academic and support staff since they could easily read and interpret the questionnaire. Also, the instrument was opted to cater for academic staff that would not have time to be interviewed because of their tight schedule. It included closed ended questions. According to Mouli (2011), it yields quick response from a big population. This instrument required the respondents to tick the scale of preference upon five-point Likert scales (5=strongly agree, 4= agree, 3= not sure, 2= disagree, 1= strongly disagree). Kakooza (2002), suggested that this instrument is cheap and collects responses from many respondents with reduced errors and a respondent can answer in their free time.

Interview guides

Kumar (2010), defines an interview as the involvement of an interviewer reading questions to respondents and recording their answers. Interview guides also were used for the respondents because it was appropriate to have more detailed information and those were selected purposively. Interview Questions had questions that summarized the study objectives. A researcher also used a recorder to some respondents after seeking consent to make sure that data was captured well without missing a word. This instrument was preferred because it allows probing in addition to set questions where deeper investigation could be applied since it was a face to face tool. According to Keth (2004), it helps to observe nonverbal behaviors and to get first-hand information as respondents are answering for themselves.

Documentary Checklist

The researcher observed various documents containing vital information about the state of study variables in Uganda Martyrs University. A master plan, Students' registers, Human resource manual, training records and students' performance records.

Data quality control

Validity and reliability of data collection tools was done by pre-testing of instruments through piloting them. They were distributed with questions that reflected the study objectives before the study was conducted. Instruments were given to research experts from Bishop Stuart University and their validity and reliability coefficients were found to be 0.81. According to Amin (2005), this is accepted to be reliable and valid.

Validity

Validity was tested to determine the extent to which research instruments measured what they were intended to measure. To establish validity, the questionnaires were given to four research experts at Ndegye University to evaluate the relevance of each item in the tool. A content validity Index (C.V.I) was computed for each expert and after reaching the average, the questionnaire was rated at 0.81 of which according to Amin (2005) the instrument was valid. The table below shows the results:

Table 2: Validity test

Rater	Total number of items	Questions rated relevant	Fraction
I	15	12	0.80
II	15	13	0.86
III	15	11	0.73
IV	15	13	0.86
Total	60	49	3.25: 3.25/4=0.81

Source: Pilot study data

Reliability

The reliability test was done to determine the degree to which the instrument would give the same results the same way it is used under the same conditions with the same subject (Hair, 2007). The pilot study was conducted at Ndegye University. The Professors completed questionnaires and the data was analysed. The Cronbach's Alpha coefficient was used because the response categories were more than two. The instrument was administered once to respondents not in the study area explained. The Cronbach's alpha coefficient was found to be 0.807 as indicated in the table below: According to Amin (2005), if Alpha is equal to 0.7 or greater than 0.7, the questionnaire is considered reliable. Therefore, having a Cronbach's alpha of above 0.7 the questionnaire was found to be reliable qualifying to be used in the study.

Table 3: Reliability Test

Number of items	Cronbach's Alpha
39	.807

Source: Pilot study data

Procedure for data collection

For ethical considerations, after the proposal was approved by the supervisor, it was submitted to the Faculty of Business and Management Sciences for presentation and then forwarded to Research Ethics Committee of MUST for review. An introductory letter was also obtained from the committee and later submitted to Uganda Martyrs University. Thereafter, Umu Management granted me permission in writing and this was the letter I attached on the questionnaire to seek consent of respondents hence enhancing confidence among them, since the study was for academic purposes only. The study was then conducted with the consent of respondents after assuring them that the information given would be treated professionally. This enabled the respondents to voluntarily fill the questionnaires without any coercion

Data Analysis and Presentation

Before data was analyzed, the collected data was coded, entered in the computer using SPSS program, edited and verified ensuring accuracy, completeness and consistency. Qualitative data from the key informants was coded and themes generated according to the groupings of the responses.

Quantitative data analysis

Before quantitative data analysis, the collected data was coded, entered in the computer, edited and verified for ensuring accuracy, completeness and consistence. After the editing, Statistical Package for Social Scientist (SPSS) was used for analysis. Descriptive statistics were used to draw conclusions concerning the variable relations using data from respondents.

Qualitative data analysis

To interpret the meaning of all qualitative data produced by the interviews, the interview guide responses were transcribed into different themes. The themes were then edited, coded and arranged into different categories. Interpretations and conclusions on the research objectives were generated and deducted for reporting in narrative form from the different categories and themes.

Measurements of variables

The Independent variable (Participatory decision making) and the dependent variable (organizational performance) were measured on point likert scale with the assigned values in the format of strongly agree, agree, not sure, disagree, strongly disagree. According to Bill (2011) the Likert scale is able to measure perception, attitudes, values and behaviors of individuals towards a given phenomenon.

Ethical Issues

Ethical considerations were observed in the conduct of the research. Scientific validity was observed by referencing all work and ensuring there was no any plagiarism or fabrication of information. Data was processed fairly, accurately and lawfully and conclusions were based on the actual findings. In addition, participants were notified of the research with the help of the management and no one was coerced into participating in the study. Participation was strictly voluntary based on full information about the participant's rights and use of data. In order to ensure guarantee of confidentiality, names of respondents were not included on the questionnaires. Moreover, the research kept to its primary objective that information of a sensitive nature would not be disclosed and all information will not be used in any other form other than a research project to protect confidentiality of the organization.

V. DATA PRESENTATION ANALYSIS AND INTERPRETATION

Introduction

The results in this chapter are based on this study that was set out to investigate how participatory decision making is related to organizational performance. The study sought to observe teamwork in decision making, employee participation in decision making and contribution of participatory decision making on organizational performance. The chapter presents the response rate, description of the respondents, background characteristics and the entire findings in relation to the study objectives.

Response rate

The study intended to investigate the variables using the instruments stated in chapter three. The following table illustrates how employees of UMU participated in the study method;

Table 4: Response rate

Category	Sample size	Response	Response rate
Management staff	9	5	55.5%
Academic staff	92	82	89.1%
Administrative staff	103	96	93.2%
Support staff	63	56	88.8%
Total	267	239	81.7%

Source: field findings

From table 4 above, a total of 267 respondents were targeted but only 239 responded to the study yielding 81.7% response rate. According to Kothari (2004) a response rate above 50% or higher is adequate while that of above 70% is very good) it was observed that the high response rate was attributed to the research spirit the employees had towards research. Also, the interviews response was at 61% being attributed by the willingness of the management to encourage research though many were engaged in several meetings and seminars.

Respondents' social demographic characteristics

The social-demographic characteristics included respondents' gender, Age, period (years) in service, rank, highest level of education and department. The findings are presented and interpreted hereunder.

Respondents gender

The findings in figure 2 above indicated that the majority of the respondents were males (52.94%) while the females took a small portion of (47.06%). This implies that, UMU employs more males than females especially when it comes to Academic Staff and Administrative Staff.

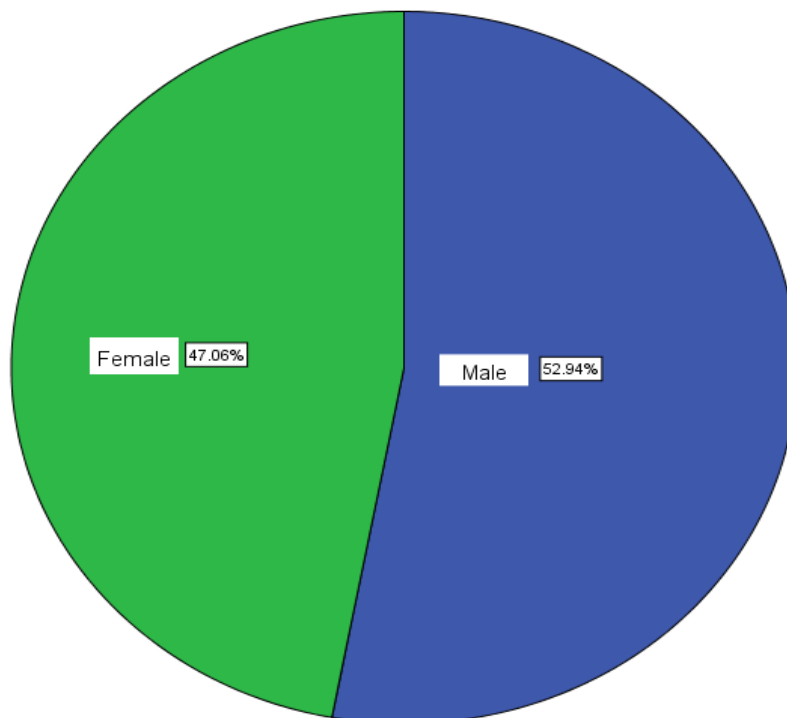


Figure 1: Gender respondents
(Source: Field Report, 2017)

Respondents age

The ages of respondents are as shown in Figure 3 below. 37.82% of the respondent were in the age group 26-35 and was the highest, followed by 33.61% who were in the age group 36-45, 15.13% were below 25 years, 4.202% didn't reveal their age. The lowest number of respondents was within the 56-65 age group which constituted 0.84%. The information below shows that majority of the respondents are young adults.

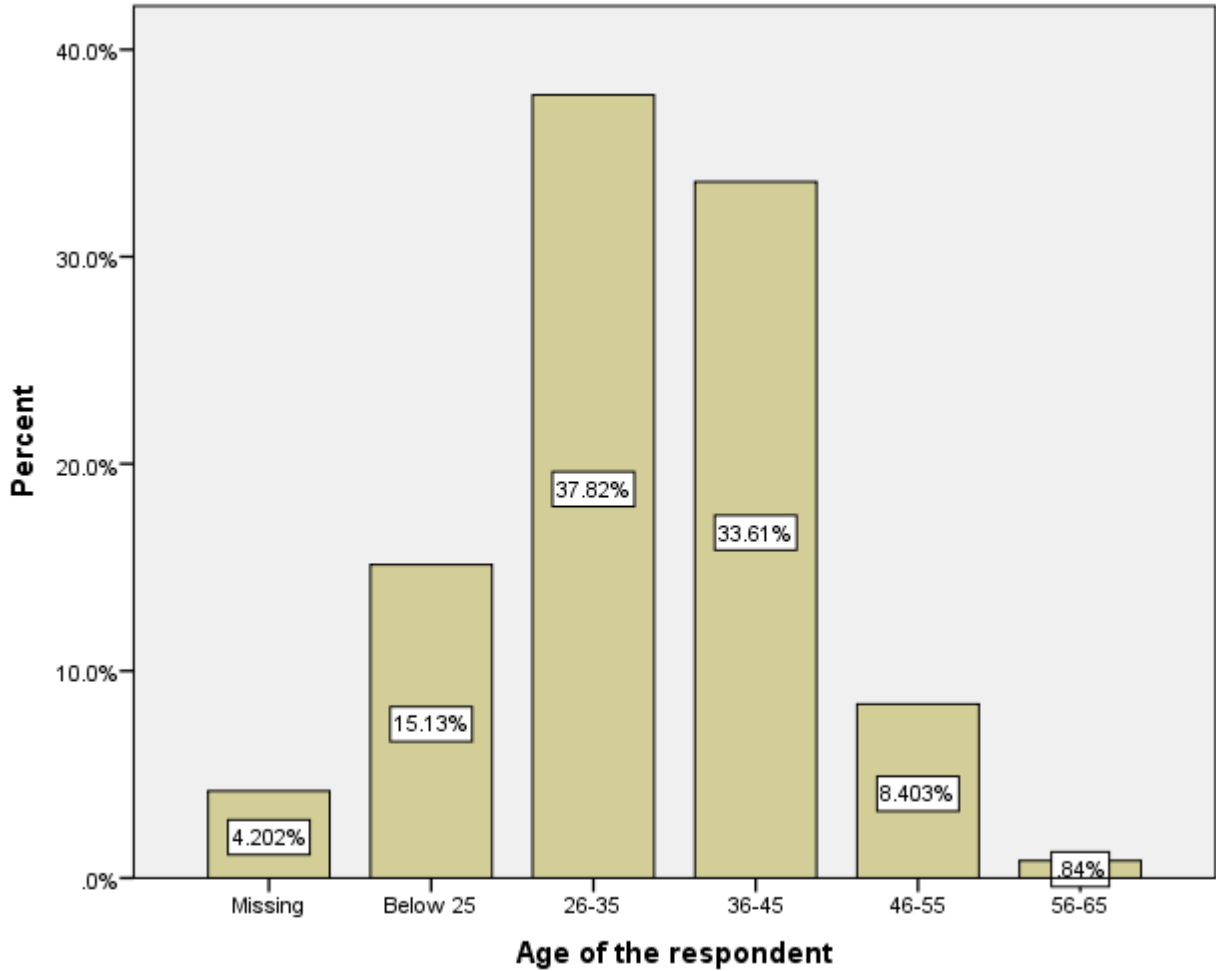


Figure 2: Respondents age
(Source: Field Report, 2017)

Period of Service

The number of years that respondents had spent serving the organization is shown in Figure 4. From the figure below, 26.05% fall within 1-5 years. 26.05% were within 11-15 years and 2.52% fell in the category of 16-20 years of service and 6.723% of the respondents didn't indicate their length of service. The majority of the respondents (38.66%) fall in the 26-35 years category of service length and this justifies the retention programs in UMU.

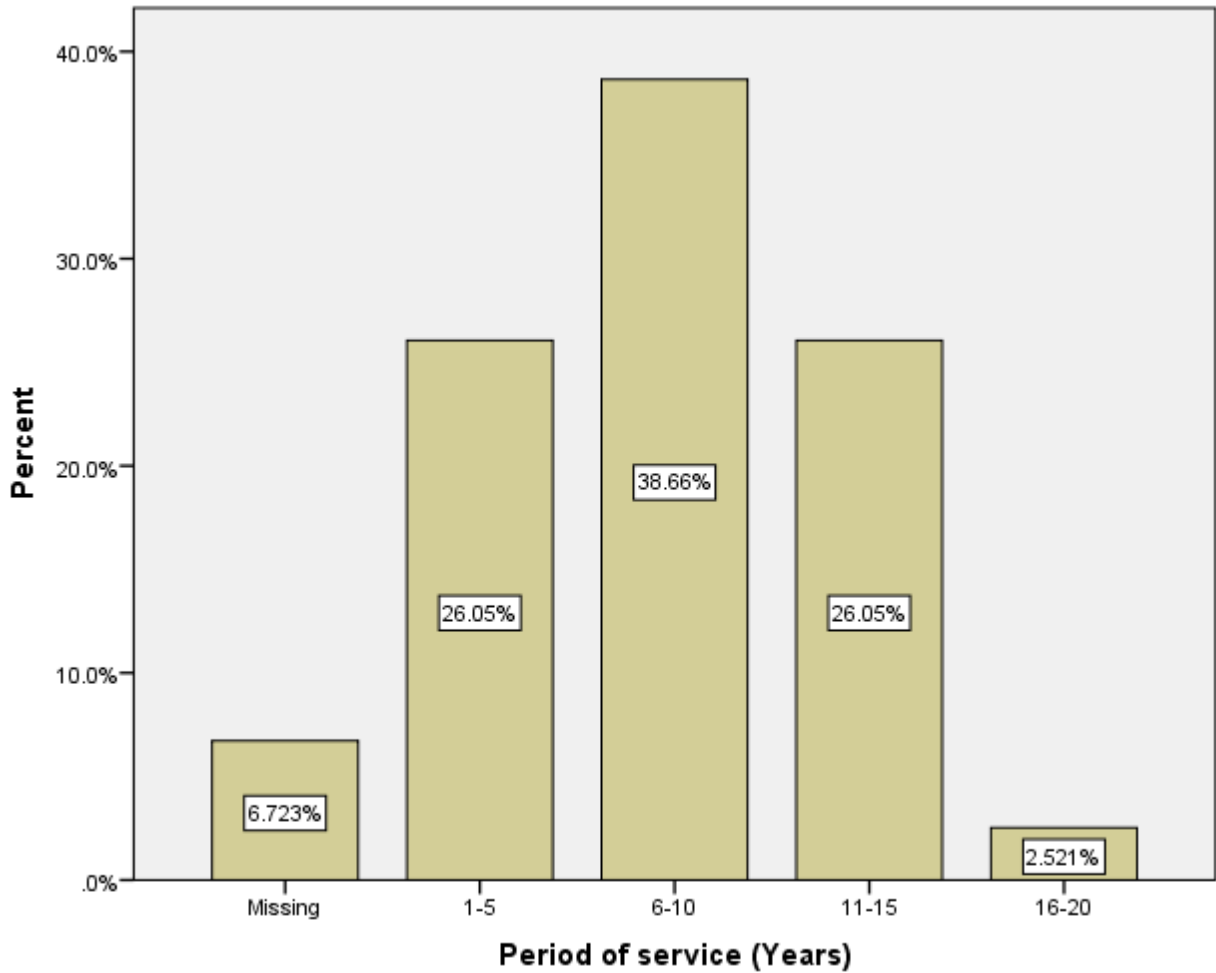


Figure 3: Period of service

Source: Field Report, 2017

Employee category

Basing on the findings in table 4, it is emerged that out respondents who completed the questionnaires, the majority of the respondents were Academic staff who constituted 44 %, Administrative staff, 22%, and 32% were support staff, while 2.52 % didn't indicate their category

Table 5: showing employee category

Employee category	Percent
Administrative staff	22%
Academic staff	44%
Support staff	32%
Missing	2.5%
	100%

(Source: Field Report, 2017)

Level of education

In the area of education, 22.22% percent of respondents have bachelor's degrees while 11.97 percent had a diploma. 5.983% completed A'level and 4.274% had O'level certificate. Based on these findings, it is apparent that the educational levels or backgrounds of respondents ranged from O'Level to post graduate. The majority (55.56%) of the respondents had post graduate qualifications. The great number of those that had postgraduate can be explained by the fact that academic institutions at the University level, needs postgraduate qualifications to be able to disseminate knowledge to students.

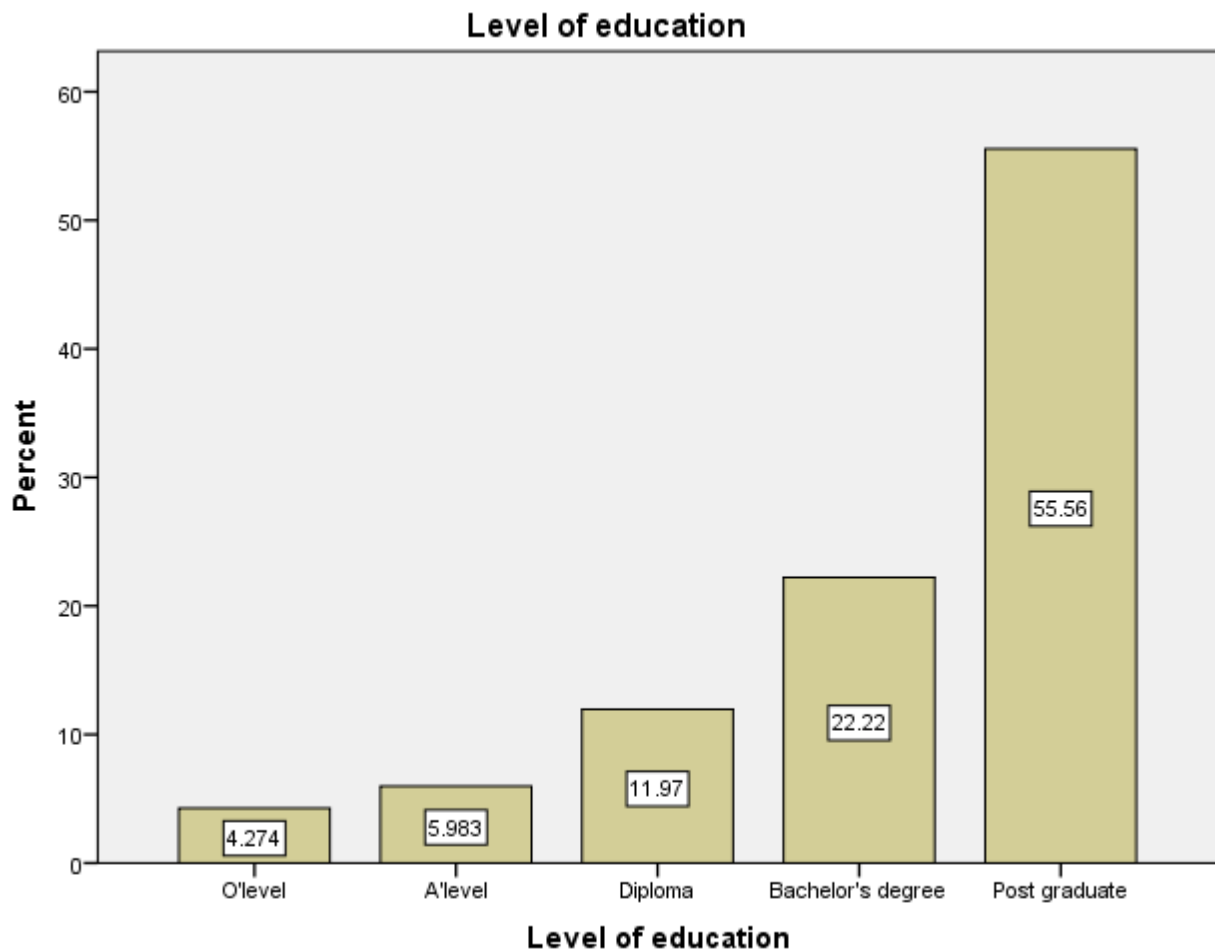


Figure 4: Level of education

Source: Field Report, 2017

Empirical findings

This section presents results in line with the study variables that are a basis of study objectives. The section presents, analyzes and interprets views and opinions of respondents from questionnaires administered and interviews conducted.

Table 6: Descriptive statistics showing respondents' views on Organizational Performance

Organizational performance	Frequency	Percent	
There are staff retention programs			
Strongly disagree	16	13.7	
Disagree	6	5.1	Not sure
2	1.7		
Agree	14	12.0	
Strongly agree	79	67.5	
Missing system	2	1.7	
	119	100.0	
There is stable student enrollment			
Strongly disagree	46	36.1	
Disagree	16	13.4	
Not sure	10	8.4	
Agree	12	10.1	
Strongly agree	37	31.1	
Missing	12	10.8	
	119	100.0	
Students 'grades are good in this university			
Strongly disagree	25	21.0	
Disagree	10	8.4	
Not sure	18	15.1	
Agree	17	14.3	
Strongly agree	48	40.3	
Missing	1	0.8	
	119	100.0	
Overall objectives of the university have been achieved			
Strongly disagree	28	23.5	
Disagree	14	11.8	
Not sure	29	24.4	
Agree	11	9.2	
Strongly agree	35	29.4	
Missing	2	1.7	
	119	100.0	
The University is ranked at a better position			
Strongly disagree	14	11.8	
Disagree	11	9.2	
Not sure	20	16.8	
Agree	22	18.5	
Strongly agree	49	41.2	
Missing system	3	2.5	
	119	100.0	
Financial performance is good			
Strongly disagree	38	31.9	
Disagree	14	11.8	
Not sure	15	12.6	
Agree	11	9.2	
Strongly agree	40	33.6	
	119	100.0	

Source: Field Report, 2017

The table above shows the questions which were asked respondents; they were asked whether there are staff retention programs, whether there is a stable enrolment, students' good grades, ranking position and whether the overall objectives have been achieved, as a sign of organizational performance. The table above shows their responses to show the contributions of participatory decision making on organizational performance.

Concerning whether there are retention programs in the University, the results indicated that 79 respondents representing 67.5% felt there are staff retention programs at the university, while 13.7% strongly disagreed that there are no staff retention programs at the university, 5.1 disagreed, 12.0% 14 agreed, while

1.7% were not sure of the retention programs. This is in agreement with the interviews conducted when three members stated that;

P1 *"Yes, there are retention programs such as training of staff by sponsoring them for further studies. Some staff have been retained and others not because of unknown problems. Others say we don't pay well"*

P2 *"We have several of them among which are training of staff, transport for those who reside in Kampala, meals, plus accommodation. I think these are among those which are very crucial"*

P3 *"Yes, such as training, free lunch, accommodation for top officials. It is not easy to retain staff 100%. Some go and others remain. I think is because of the geographical location and establishment of many other universities in urban centers"*

The above results agree with the evidence from Umu's Human Resource manual where retention programs such as training, housing, and meals are provided for. It is also worth to note that, housing is given as allowance depending on the scale of an employee.

On establishing whether there is a stable student enrollment as an indicator of performance, the majority 47% strongly disagreed, while 22.6% strongly agreed. 13.4% disagreed, 10.1% agreed, 8.4% were not sure and only 0.8% didn't respond to the question. This confirms with the interviews conducted where the following responses were stated;

P1 *"Seriously, of late the enrolment has gone down compared to past years and they also complain that our tuition fees is high and also many universities have been set up, any to me I don't know the real cause I don't know whether Top officials have tried to find out the cause for this"*

P2 *"The enrolment has declined in the last 4 or 3 years. I don't know where the problem is"*

P3 *"Enrolment is not stable. I don't know where the problem is. I think its high top officials should sit and find out since they are the ones responsible"*. In agreement, the above responses agree with the evidence from the documents which were reviewed. It was found out that in the last three years, the student enrolment has gone down by 11.1 percent. This shows that, a problem emerged.

The above responses indicate that student enrolment has declined and to most of them, they are not aware of the problem, although some of them attributed it to high tuition fees and mushrooming private universities that compete for students. They went ahead to give a suggestion to Top officials to sit and find out where the problem is coming from. This also proves what another respondent said in another interview that decisions are done at the top level management without involving lower staff.

Respondents were asked whether students at Umu get good grades as a sign of organizational performance. Majority of the respondents 40% strongly agree that there students get good grades, 21% strongly disagree, 8.4% disagree, 14.3% agree while 15.1% were not sure of the position. This validates what was got from interviews where the responses are as follows;

P1 *"Majority of the grades are good except a few who don't concentrate on their books"*

P2 *"Student grades cannot be good for all the students. Some are good and others are bad but it is because of lack of concentration on the side of students. Good grades are caused by strictness of management on lecturers"*

P3 *"Those who concentrate on their books achieve higher grades but those who don't get bad ones. The university has ensured well trained staff to teach students but some students dodge Lectures and this finally affects their grades"*

P4 *"Not all students can perform well but some are good and others are bad. There is regular lecturing and no dodging. However, there are students who dodge and these have bad grades"*

"There are subjects where you find students with low grades and I think this is caused by unmotivated staff."

When the performance records were reviewed, a number of students who were performing well with Second Class Upper and First class were the majority in past years, but of late, the majority fall in Second Class Lower, followed by Upper, Pass and First Class. This showed that, the performance of students is declining in these recent years compared to past years.

Respondents were asked if the overall objectives of the university have been achieved and the responses were as follows; 28% of the respondents strongly agreed, 14% agreed, 9.2% disagreed, 29.4% strongly disagreed while 24.4% were not sure of whether the University has achieved its objectives. When interviews were conducted, the following views were received:

P1 *"Some objectives have been achieved but others no. For example ethics and discipline, students behave the same way as those of Makerere and yet one of the objectives was to instill Christian ethics and discipline to Christian students and in this real it has not been achieved. I think Management should look into this"*

P2 *"Actually I am not sure but what I know among others is the quality of education but the rest of the objectives are still lacking"*

P3 *"For quality of education I can say yes but others fifty fifty"*

P4 *"Some yes, some no. Quality of education yes, but ethics is lacking. This 'dot com' has caused us problems"*

The above findings agree with the evidence got from UMU's, Master plan where it is very well indicated that some objectives are achieved, and others not. Among the objective which were identified as achieved were quality teaching among others though it disagrees with the students' performance records for recent days.

When respondents were asked whether Uganda Martyrs is ranked at a good position as a sign of performance, the following were the responses; 49% which composed of the majority of the respondents agreed that Uganda Martyrs is ranked at a good position, 18.5% agreed, 11.8% strongly disagreed, 9.2% disagreed while 16.8 did not have the idea. This disagrees with what the responses from the interviews where three respondents stated that:

P1 *"It is at 8th position in Uganda which is not good considering the period it has been in existence and it is worse internationally"*

P2 *"We are not all that good but still we are not bad in Uganda. In African we in 251st position"*

P3 *"To me not yet especially in Uganda the 8th position is not appealing it was once ranked at the 5th position but it has been pushed I think by the young universities. To me it has backslide a little bit, meaning that it something is going wrong. But we shall recover our position and even better"*

From the above findings, it is noted that Uganda Martyrs University is ranked at the 8th position nationally and 251 internationally which the three respondents did not appreciate to be a good position comparing to the time it has been in existence. This means that much as the majority of the respondents strongly agreed that it is ranked at a better position, it would be because the majority of people do not know the ranking position of the university, and those who know the position think that the 8th position is good. But those who know the position it is ranked at right now and before failed to agree that it is at the best position especially in Uganda compared to young universities that have just been established.

Finally, the respondents were asked whether the financial performance for the University is good and these were their responses; 16.6% of the respondents strongly agreed, 9.2% agreed that the financial position is good, 48.7% strongly disagreed, and 11.8% disagreed whereas 12.6 were not sure of the position of financial performance of the institution. However, when interviews were conducted to find out the views of the Management staff, the following responses were detailed:

P1 *"Not good. We still experience a problem of delayed salaries, poor infrastructure, some of the buildings were inherited from the NTC, staffs are not well paid and I think it is the reason we are experiencing staff turnover"*

P2 *"I can't say good and neither can I say yes because at times salaries delay. For example the salary for April, we got it on 23rd May and this is 9th June we have not received the May salary. However, they used to pay us in time"*

P3 *"Since the university is depending on the students' tuition entirely, at times there are delays in payments caused by delays in tuition payment therefore I cannot call this good financial position. Now what if students refuse to pay tuition or the number reduces as low as how it is now, does it mean that we cannot be paid, I think there should be another source of income to cater for financial needs in case of any crisis. I don't think the financial performance is good really"*

Much as there were respondents who indicated that financial performance is good, the majority felt it is not good which is a sign of poor performance, quoting the delay of salary payments, poor infrastructure and lack of any other source of funds to supplement the tuition fees the institution is using to fund its expenses.

Participatory decision-making

With the aim of understanding whether participation of employees (as seemed to be observed) exists at Uganda Martyr's University, a question related to this area was asked to the respondents. Their perceptions are summarized in Table 7.

Table 7: There is participatory decision making in this university

	Frequency	Percent
Strongly disagree	71	59.66%
Disagree	10	8.4
Not sure	4	3.4
Agree	8	6.7
Strongly agree	26	21.8
Total	119	100.0

Source: Field Report, 2017

From the above findings, it can be seen that the majority of respondents, 59.66% strongly disagreed that there is no existence of participatory decision-making process. However, 21.8% percent of respondents strongly agreed that there is participatory decision making, 8.4% disagreed, 6.7% agreed and the remaining respondents 3.4 percent did not have a clear idea or opinion on this issue. These findings were in corroboration with interview findings where three administrators said;

P “Yeah me I have always been involved in the matters of the university simply because I am in a management position. Here decisions are taken at a higher level with top officials”

P2 “To a few members such as top officials but to lower cadres we have what we call order from above. P3 “We have a representative but at times their views are not taken serious. However, we still work. There is nothing to do”

According to the findings, we can conclude that there is minimal participatory decision making in Uganda Martyrs University and a few who participate are at a higher level and this means that lower carders are not involved in any matters of the University.

Cross tabulation of employee category involvement in decision making

The Researcher went ahead to find out whether there a specific category of Staff involved in decision making of the University, since there were responses indicating that there is participatory decision making in Uganda Martyrs University.

Table 8: Category of staff and employee participation in decision making in UMU Cross tabulation

		There is employee involvement in decision making					Total
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
Category of staff	Academic staff	36 20.2%	12 12.6%	6 7.0%	8 6.5%	20 10.7%	82 55%
	Administrative staff	40 20.5%	18 9.7%	11 7.5%	9 6.3%	18 12%	96 25%
	Support staff	35 40.8%	4 44.4%	2 50.0%	5 62.5%	10 41.3%	56 20%
Total		49 100.0%	9 100.0%	4 100.0%	8 100.0%	46 100.0%	116 100.0%

Source: Field Report, 2017

Basing on the above results, it can be said that those who recognized the existence of participatory decision-making as a practice were a few academic staff who normally have the privilege to participate in decisions made at the Top level of Management. Support staff’s responses show that participatory decision-making does not exist though there are those who agree that it exists. Thus, this leads one to conclude that participatory decision making in Uganda Martyrs University exists at Top level of Management and this denies employees a voice in the decisions made at the workplace. In other words, employees just carry out decisions made by the top management without any influence. However, the two workers who responded "not sure" seem to be new, therefore, they do not have a precise idea about this matter.

Relationship between Respondents’ age and participatory decision making

From Table 9 below, 18.4%, 25.0% and 13.6% of respondents who strongly disagreed, agreed and strongly agreed respectively are below 25 years, 36.7%, 77.8%, 25.0% and 38.6% of respondents who strongly disagreed, disagreed, agreed and strongly agreed respectively are in the range of 26-35 years, 36.7%, 11.1%, 37.5% and 38.6% of respondents who strongly disagreed, disagreed, agreed and strongly agreed respectively are also in the range of 36-45, 8.2%, 11.1%, 12.5% and 6.8% who strongly disagreed, disagreed, agreed and strongly agreed respectively are in the range of 46-55 years whilst 2.3% of respondents who strongly agreed are in the range of 56-65 years. Responses reveal that 38.6% of the majority of respondents who strongly agreed are in the range of 26-35 years and 36-45. The table indicates that 38.6% of majority of respondents who strongly agreed that there is employee involvement within the age limit of 26-35 year and 36-45 years showing a youthful group of respondents.

Table 9: Age of respondents and participatory decision making in UMU

		There is employee involvement in decision making					Total
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	

Age of the respondent	Below 25	9 18.4%	0 0.0%	1 25.0%	2 25.0%	6 13.6%	18 15.8%
	26-35	18 36.7%	7 77.8%	1 25.0%	2 25.0%	17 38.6%	45 39.5%
	36-45	18 36.7%	1 11.1%	1 25.0%	3 37.5%	17 38.6%	40 35.1%
	46-55	4 8.2%	1 11.1%	1 25.0%	1 12.5%	3 6.8%	10 8.8%
	56-65	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	1 0.9%
Total		49 100.0%	9 100.0%	4 100.0%	8 100.0%	44 100.0%	114 100.0%

Source: Field Report, 2017

Relationship between period of service and participatory decision making

Further, the level of involvement was categorized by number of years staff spent with the organization and to understand the relationship number of years spent in the organization and the level of employee involvement in decision making is presented in Table 8 below.

Table 10: Period of service and employee participation in decision making

		There is employee involvement in decision making					Total
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
Period of service (Years)	1-5	13 28.3%	1 12.5%	4 100.0%	3 37.5%	10 22.2%	31 27.9%
	6-10	20 43.5%	4 50.0%	0 0.0%	2 25.0%	20 44.4%	46 41.4%
	11-15	12 26.1%	3 37.5%	0 0.0%	2 25.0%	14 31.1%	31 27.9%
	16-20	1 2.2%	0 0.0%	0 0.0%	1 12.5%	1 2.2%	3 2.7%
Total		46 100.0%	8 100.0%	4 100.0%	8 100.0%	45 100.0%	111 100.0%

Source: Field Report, 2017

From the table 10, above, 28.3% of the respondent strongly disagreed, 12.5% of respondents disagreed, 37.5% of the respondents agreed and 22.2% of the respondents who strongly agreed had been in service for 1-5 years. 43.5% of respondents who strongly disagreed, 50.0% disagreed, 25.0% agreed and 44.4% strongly agreed fall within 6-10 years. 26.1% of respondents who strongly disagreed, 37.5% disagreed, 25.0% agreed and 31.1% strongly agreed fall between 11-15 years. 2.2% of respondents strongly disagreed, 12.5% agreed and another 2.2% strongly agreed fall between 16-20 years.

Relationship between Gender and participatory decision making

Also the participatory decision making was stratified by the Gender of respondents and presented in Table 11 below. From the table below, 41.2%, 60.0%, 87.5% and 60.9% of respondents who strongly disagreed, disagreed, agreed and strongly disagreed to the questions were males. 58.8%, 40.0%, 12.5% and 39.1% of respondents who strongly disagreed, disagreed, agreed and strongly agreed to the questions respectively were also females.

Table 11: Gender of the respondent and employee participation in decision making

		There is employee involvement in decision making					Total
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
Gender of the respondent	Male	21 41.2%	6 60.0%	1 25.0%	7 87.5%	28 60.9%	63 52.9%
	Female	30 58.8%	4 40.0%	3 75.0%	1 12.5%	18 39.1%	56 47.1%
Total		51 100.0%	10 100.0%	4 100.0%	8 100.0%	46 100.0%	119 100.0%

Source: Field Report, 2017

Relationship between level of education and participatory decision making

Employee involvement was also categorized by the category or rank of the employee and the results are presented in Table 12. From the table below, 59.2%, 55.6%, 37.5%, and 58.7% of respondents who strongly disagreed, disagreed, agreed and strongly agreed to the questions were academic staff. 40.8%, 44.4%, 62.5% and 41.3% of respondents who strongly disagreed, disagreed, agreed and strongly agreed to the questions respectively were support staff.

Table 12: Level of education and participation in decision making

		There is employee involvement in decision making					Total
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
Level of education	O'level	2 4.0%	0 0.0%	0 0.0%	0 0.0%	3 6.5%	5 4.3%
	A'level	3 6.0%	0 0.0%	0 0.0%	1 12.5%	3 6.5%	7 6.0%
	Diploma	7 14.0%	2 22.2%	0 0.0%	1 12.5%	4 8.7%	14 12.0%
	Bachelor's degree	7 14.0%	2 22.2%	0 0.0%	3 37.5%	14 30.4%	26 22.2%
	Post graduate	31 62.0%	5 55.6%	4 100.0%	3 37.5%	22 47.8%	65 55.6%
Total		50 100.0%	9 100.0%	4 100.0%	8 100.0%	46 100.0%	117 100.0%

Source: Field Report, 2017

Teamwork in decision making

The researcher also established whether there is a problem solving team, whether there is information flow in Uganda Martyrs University, information flow and Employee exchange of ideas as indicators of Teamwork in decision making that can lead to organizational performance.

Table 13: Descriptive statistics showing Respondents' views on teamwork in decision making

Team work	Frequency	Percent
There is employee participation in decision making in this university		
Strongly disagree	71	59.66
Disagree	10	8.4
Not sure	4	3.4
Agree	8	6.7
Strongly agree	26	21.8
	119	100.0
There is problem solving team		
Strongly disagree	56	47.1

Disagree	14	11.8
Not sure	6	5.0
Agree	10	8.4
Strongly agree	33	27.7
	119	100.0
There is information flow in this University		
Strongly disagree	42	35.3
Disagree	12	10.1
Not sure	3	2.5
Agree	14	11.8
Strongly agree	48	40.3
	119	100.0
Employee exchange ideas		
Strongly disagree	56	47.1
Disagree	11	9.2
Not sure	4	3.4
Agree	12	10.1
Strongly agree	36	30.3
	119	100.0

Source: Field Report, 2017

Basing on the above table, respondents were asked whether there is a problem solving team and the following were the responses; 27% of the respondents agreed that there is a problem solving team, 8.4% of the respondents agreed, 11.8% disagreed and 47.1% strongly disagreed that there is no any problem solving team in Uganda Martyrs University. This indicates that much as the majority indicate that there is no any problem solving team, there are those who are at an advantage whose problems are solved and they don't feel like knowing whether there is a problem solving team or not.

This corroborates with the responses from the interviews, where respondents stated as follows:

P1 "Ahaa oba what is that!?! I have never heard of a problem solving team in UMU. Not at all"

P2 "There is no specific Team but when there is a problem, the university always calls a top management meeting to handle but it depends on the intensity of the problem. At times some are handled at a departmental level but others at a top management level"

P3 "No. This team has never existed in UMU. But those who feel they have problems like they want to be promoted, they approach responsible people and at times, their problems are solved and others not"

P4 "hahaha hhmhm nga I have never heard of that problem solving team!! Maybe these other committees such as Management meetings, Senate but that one no."

To conclude from the above responses, it sounds very clear that in UMU employees' problems are solved basing on the intensity and those who feel they want their problems to be solved, they approach concerned officers who always handle them accordingly.

Respondents were asked whether there is information flow in Uganda Martyrs University and the following responses were obtained: 40% of the respondents strongly agreed that there is information flow in the institution, 11% agreed, 35.5% strongly disagreed, 10.1% disagreed while 2.5% were not sure of the answer. This means that, there is information flow in the University as the majority of the respondents suggest, though the big number which composed of 35.5% strongly disagreed with the statement. This confirms what other respondents mentioned when they were interviewed:

P1 "There is information flow through our staff mails, notice boards and may be websites"

P2 "It is normally sent to us by Human Resource department on staff mails and when you want more, you go the websites. Other information which is confidential there is no access"

P3 "We always get that information through our staff mails, our websites and at times individuals are written to if necessary."

Basing on the above responses, it indicates that, information flows through the staff mails and it is on individual basis not through teams as also a sign that there is no participatory decision making in UMU.

Also, respondents responded as follows when they were asked whether they exchange ideas as an indicator of participatory decision making; 30.3% strongly agreed, 10.1% agreed, 9.2% disagreed, 47.1% strongly disagreed that there is no exchange of ideas of employees at Uganda Martyrs University. 3.4% were not aware of the issue. This implies that much as the majority disagreed that there is no exchange of ideas, a reasonable percentage admits that they exchange ideas and these were earmarked to be those few who participate at the top management level where decisions are made.

This supplements the responses received from the interviews where members stated as follows:

P1 "In UMU, we don't exchange ideas because we are not involved in those meetings apart from our representatives".

P2 " We have several committees such as management committee that sits every Tuesday of the week, Senate and Council and this is when different members exchange ideas and make decisions from. S you know, all people cannot be involved in such meetings"

P3 "Here at UMU, exchange of ideas is done in meetings where top officials are involved but lower carders and most Lectures are not involved may be through their representatives"

Relationship between teamwork and organizational performance

The researcher first established if there was any significant relationship between teamwork in decision making and organizational performance the two variables. This was tested through correlations coefficients test. Pearson's product moment correlations coefficient (.327**) indicated that employee teamwork in decision-making and employees' performance are significantly and positively correlated with each other at 0.01 level of significance. Thus, there is a significant relationship between teamwork in decision making and organizational performance. This implies that as the level of team work increases, the level of performance also improves.

Table 14: showing Pearson Product Moment Correlations of teamwork and organizational performance

		team work	organisational performance
team work	Pearson Correlation	1	.327**
	Sig. (2-tailed)		.000
	N	119	118
organisational performance	Pearson Correlation	.327**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

A Pearson correlation was used to test whether there is a relationship between employee teamwork in decision making and organizational performance as well as the nature of relationship in terms of strength. Findings in Table 14 above indicated a significant relationship between the two variables. The results above indicated a moderate, positive (.327**) and statistically significant relationship between teamwork and organizational performance.

Employee Participation in Decision making

Respondents were asked the contributions of participatory decision making in Uganda Martyrs University and their views are represented in the table below:

Table 15: Descriptive statistics showing responses on employee participation in Decision making

Employee participation in Decision Making	Frequency	Percent
Acceptance of responsibility is easy in this University		
Strongly disagree	21	17.6
Disagree	16	13.4
Not sure	5	4.2
Agree	19	16.0
Strongly agree	58	48.7
	119	100.0
There is delegation of duties to subordinates		
Strongly disagree	15	12.6
Disagree	24	20.2
Not sure	8	6.7
Agree	28	23.5
Strongly agree	42	35.3
	119	100.0
There are committee meetings where most of the issues are discussed		
Strongly disagree	39	32.8
Disagree	10	8.4
Not sure	9	7.6
Agree	14	11.8
Strongly agree	46	38.7

Missing	1	0.8
	119	100.0
Suggestion schemes in this University		
Strongly disagree	52	43.7
Disagree	17	14.3
Not sure	13	10.9
Agree	12	10.1
Strongly agree	25	21.0
	119	100.0

Source: Field Report, 2017

On the basis of above results, respondents were asked whether there is easy acceptance of responsibilities, delegation of duties, committee meetings where most of the issues are discussed and Suggestion scheme in the University as a sign of participatory decision making in UMU. The majority of the respondents (48.7%) strongly agreed that there is easy acceptance of responsibility in the University, 16% agreed, 17.6% strongly disagreed, 13% disagreed and only 5% were not sure whether there is easy acceptance of responsibilities. Much as the majority the majority admitted that there is easy acceptance of responsibilities, another good percentage strongly disagreed that acceptance of responsibilities is not easy. When interviews were conducted on this issue, the responses were as follows:

P1 "Yes, for us we just work whenever we are given any assignment because here if you don't work as expected, you will be dismissed or else your contract will not be renewed. So whether things are good or bad, you have to work until you get somewhere else to go".

P2 " In Private organizations, once you are given an assignment, there is no question you have to work"

P3 " Once you don't accept the responsibility, then you find your exit here, there is no joke"

P4 "I wish there was an option to refuse work, at times it is too much but nothing to do"

P5 "We just accept the responsibilities not because we are willing but because we are required to under employment policy"

P6 "We do accept the responsibilities but at times there are complaints such as, am I the right person to do this really!, am I supposed to handle such a matter? But since there is no option, you find yourself complying with the instruction.

Much as the majority from the questionnaires said accepting responsibilities is easy in UMU, it has been revealed from the interviews that employees just accept responsibilities for fear to be fired but not enjoying the assignments given.

On whether there is delegation of duties to subordinates, the majority of the respondents (35.3%) strongly agreed with the statement, 23.5% agreed, 20.2% disagreed, 12% strongly disagreed and only 6.7% were not sure. When interviews were conducted, the following responses were given:

P1 "yes especially when Bosses are absent"

P2 "Delegation is done to a few not all and most issues which are sensitive cannot be delegated"

P3 "Only minor assignments, but big ones, no so to me it is meaningless" you will never learn and the work is so boring"

P4 "Only assignments that do not involve money, you can imagine"

It is noted that, in UMU there is culture of delegation of duties but most respondents were not happy because the assignments delegated are minor and others which do not involve money. This was found to be discouraging and demotivating.

Respondents were also asked whether there are committee meetings where issues are discussed as a sign of participatory decision making and the responses were; the majority 38.7% strongly agreed, 11.8% agreed, 32.8% strongly disagreed, 8.4% disagreed and 7.6% were not sure of the practice. Responses show that, the majority strongly agree that there are committee meetings, but a big numbers also strongly disagree that there are no committee meetings where issues are discussed and this called for comparison with the interviews conducted, which involved Management staff. Their responses were as follows:

P1 "Yes, several committees, such as Senate, Council, Top Management, and weekly meetings"

P2 "Yes there are several committees but these involve only Top officials"

P3 "Yeah, there several committee but they do not include lower carders"

P4 "We have them but at top level"

It was revealed, much as there are several committees in that discuss issues in UMU, they only involve top officials in Senate, Council, Top Management and Administrative weekly meetings. It is suspected that it could have been the reasons why a big percentage of respondents strongly disagreed that there are no committee meetings since they are not involved in any of them.

When respondents were asked whether there are suggestion schemes in the University, 21% of the respondents strongly agreed, 10.1% agreed, 43.7% strongly disagreed and 14.3% disagreed while 10.7% percent were not sure of whether there are suggestion schemes in the University. The majority of the respondents strongly disagreed, though there are those who said that such schemes exist in UMU. This collaborates with the responses from the interviews where respondents stated as follows;

P1 “ I have never heard of any suggestion schemes in UMU, for heaven’s sake”

P2 “hahaha..... here in UMU, I have never heard of that. Here you just receive order work and go. There is nothing like to suggest. Orders here are from above, and for us here we are just to implement them, nothing else”.

P3 “We have a suggestion box, but it is rare to find any suggestions in it. I don’t know whether people are aware of it, but I think they are aware, but why they don’t use it, I don’t know”

P4 “I have never heard of suggestion schemes in UMU. May be Staff mails where you have to be extra careful with the information shared”.

P3 “We only have a suggestion box at the reception, but I don’t think it is of any help. I have never heard Management talk about it”.

Basing on the above responses, it is clear that there are no suggestion schemes in UMU and also employees do not want to know whether they are there or not. This is because, some respondents who noticed the existence of the suggestion boxes did not find any importance of it since all the decisions are made at the top level leaving no room for other employees to participate in decision making.

Relationship between employee participation and organizational performance

The researcher went ahead further to establish if there was any significant relationship between participatory decision making and organizational performance. This was tested through Pearson’s product moment correlations coefficient.

Table 16: Pearson Product Moment Correlations of employee participation and organizational performance

		Employee participation	Organizational performance
Employee participation	Pearson Correlation	1	.399**
	Sig. (2-tailed)		.000
	N	119	118
Organizational performance	Pearson Correlation	.399**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

A Pearson correlation was used to test whether there is a relationship between employee participation and organizational performance as well as the nature of relationship in terms of strength. Findings in Table 14 above indicated (.399**) significant relationship between the two variables. The results above indicated a moderate, positive and statistically significant relationship between participatory decision making and organizational performance.

Contributions of participatory decision making

A regression analysis was further done to ascertain the contributions of participatory decision making and organizational performance as illustrated on table 15 below;

Table 17: showing the contribution of participatory decision making on organizational performance

Table (a) model summary

Model	R	R Square	Adjusted R Square
1	.399 ^a	.160	.152

a.Predictors: (Constant), participatory decision making in organization

Table (b) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.878	.361		5.198	.000

Participatory decision making	.496	.106	.399	4.692	.000
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Dependent Variable: organizational performance

In table (b) above, the results showed is a contribution to knowledge as it at tests to the fact that that employees' participation is a contributing tool to ensuring organizational performance. Employees' participation is significantly positively related to organizational performance, from the table showing a moderate correlation value (R) which is .399 (39.9%). R square shows the percentage of total variation of the dependent explained by the independent variables. The results showed that, R square are .160 (16.0%), which implies that, the variation in organizational performance are explained by changes in employees' participation in decision making. The remaining percentage is explained by other factors not captured in the model.

The above information can be corroborated with the interviews when the respondents were asked whether participatory decision making has got any contribution to the University. The four respondents stated as follows:

P1 " you see for us here, most employees are not involved in decision making process for the organisation, it is only the top officials who are involved and therefore ascertaining its contribution is hard for me".

P2 "Yeah, to me it has a very big contribution to the organization because when employees are engaged in the meeting, they exchange ideas and come up with the best solution that is beneficial to the University. But the problem with us here, participation is for a few members and whenever you feel you have any suggestion there is no any platform to air it out".

P3 "I think it very beneficial for example in this University, those who are involved in the decision making process are informed about many things of the organisation, and whenever there are complaints, they are the ones that console and counsel people to remain calm".

P4 "Actually it is a very big weapon here because whenever problems arise, meetings are held by top officials to discuss the way forward. That is how UMU has developed.

The above responses indicate that, participatory decision making in UMU is partial and if it was fully practiced, the percentage would be high. This is because it breeds into job satisfaction and job commitment of all employees which at the end enhances organizational performance.

VI. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summery of findings of the study, how the findings have been discussed, the conclusions and recommendations made for the areas that can be improved and for further research. The chapter is also presented according to the study questions.

Research question one

What is the difference between teamwork and organizational performance?

In response to the first research question, table 11 together with the relevant interview questions were analysed. The majority of the respondents from UMU conceded that, there is no teamwork in decision making in UMU and this was evidenced by the responses from the respondents when they were asked whether there is a problem solving team and the following were the responses; 27% of the respondents agreed that there is a problem solving team, 8.4% of the respondents agreed, 11.8% disagreed and 47.1% strongly disagreed that there is no any problem solving team in Uganda Martyrs University. This indicates that there is no problem solving team in UMU that can solve employees' problems at lower levels. This is in contrary with Westhuizen (2010), who states that a problem solving team relieves employees' problems and this creates harmony among employees. In agreement, Owolabi (2011) states that, teamwork enhances greater commitment and motivation by team members because of the presence of the goals shared and willingness to contribute to the overall success through hard work. Successful team members understand each other perfectly through great cohesion and synergy, which is achieved through collective training and efficient communications which do not lead to misunderstandings, and this leads to a quick response on any relevant issue. They also revealed that information flow in the University is through staff mails and notice boards, websites and individual letters circulated by the Human Resource department. This indicates that information is got on individual basis not through teams and this is also a sign that there is no teamwork in UMU.

Also, respondents responded as follows when they were asked whether they exchange ideas as an indicator of teamwork and participatory decision making; 30.3% strongly agreed, 10.1% agreed, 9.2% disagreed, 47.1% strongly disagreed that there is no exchange of ideas of employees at Uganda Martyrs University. 3.4% were not aware of the issue. In the words of Bonito (2011) as cited by Bevandam (2000), recent changes have seen the rise of employee-involvement management concept as a tactic employed by organizations to improve performance. Research has shown that, participation increases ownership and

commitment, retains best employees and raise an environment in which people chose to be motivated and contributing.

The study revealed a positive relationship (0.327) between teamwork and organizational performance. A positive relationship between teamwork and organizational performance is found in a number of studies. In their study of a textile manufacturer, Sagie (2003) found that team-sewing increased productivity by approximately 18%. According to Cohen (1996) a form of work organization incorporating teams and strong employee involvement had a significant impact on both quality and efficiency. Reducing the number of management layers, working with flexible job descriptions and the introduction of team-working were all positively associated with different operational outcomes in the study of Baligidde (2006). Cooke (1996) focused on HR effectiveness in acute hospitals using health outcomes as operational measures, and found a significant relationship between team-working and reduced patient mortality. An improvement in both quality and labour productivity was also recorded by Tata and Prasad (2004). Positive productivity effects were found in studies relating to the Australian economy (Glassop, 2002). Finally, Batt and Applebaum (1995) report improved quality. However, little or no statistically significant evidence of beneficial productivity effects was found in five studies. A study that linked the work organization of Flemish firms to different performance indicators Delarue (2004) found no relationship between the application of teamwork and labour productivity, although positive correlations with innovation and personnel fit were registered. Ichniowski (1997) found that bundles of HRM practices had a significant impact on organizational performance, but teamwork did not when considered in isolation. Similarly, Bulach (2008) , found that, although empowerment had a significant effect, this was not true of their measure of self-managed work teams.

Both Black and Lynch (2002) found little evidence of positive productivity effects in their industry-wide studies, although it should be noted that this lack of significance applied to a number of the independent variables used in their studies (including bundles of work practices). With no studies indicating a negative effect and 18 out of the 23 that measured operational outcomes finding beneficial effects, we can say that, in general, teamwork enhances organizational performance. This confirms our first proposition an interesting, if not entirely unexpected, result. Although the research settings are different and the studies measure teamwork and organizational outcomes in different ways, a degree of consistency emerges in their findings

Research question two

What is the relationship between employee participation and organizational performance in Uganda Martyrs University?

In response to the second research question, tables 13 together with the interviews were analyzed. The majority of the respondents from UMU conceded that, there is no employee participation in UMU.

When respondents were asked whether employees in UMU accept responsibilities easily as an indicator for employee participation, the majority of the respondents (48.7%) strongly agreed that there is easy acceptance of responsibility in the University, 16% agreed, 17.6% strongly disagreed, 13% disagreed and only 5% were not sure whether there is easy acceptance of responsibilities. Much as the majority of the majority admitted that there is easy acceptance of responsibilities, another good percentage strongly disagreed that acceptance of responsibilities is not easy. This contradicts the findings from the interviews where it was discovered that employees in UMU just accept responsibilities for fear to be sacked but not willingly. Respondents further explained that since UMU is a private organisation, should you fail to accept responsibility, then you find your exit or else your contract will never be renewed.

Respondents also conceded that, delegation of duties to subordinates is a practice in UMU but only minor tasks and those that do not involve funds and less sensitive. This makes one to conclude that delegation of duties is restricted in UMU. This is in contrary with David (2005) who asserted that, delegation of duties is the ground on which the superior-subordinate relationship stands. He added that, an organization functions as the authority flows from top level to bottom and this also shows that through delegation, the superior-subordinate relationship become meaningful. The flow of authority is from top to bottom which is a way of achieving results (S. Cook, 2008).

Armstrong (2009) , affirmed that, delegation of authority in a way gives enough room and space to the subordinates to flourish their abilities and skill, and through delegating powers, the subordinates get a feeling of importance, get motivated to work and this motivation provides appropriate results to a concern leading to organizational performance. He added that, Job satisfaction is created which is an important criterion to bring stability and soundness in the relationship between superior and subordinates which leads to organisational performance. Bevandam (2000), stressed that, delegation also helps in breaking the monotony of the subordinates so that they can be more creative and efficient and this enhances their performance. This is in disagreement with the results from UMU where only minor tasks are delegated, and this does not add any value to them.

Therefore, basing on the above scholars, delegation of responsibilities is not only helpful to the subordinates but also helps the managers to develop their talents and skills. Since the manager gets enough time

through delegation to concentrate on important issues, their decision-making gets strong and in a way they can flourish the talents which are required in a manager, leading to organisational performance. Florence (2011) declared that, through granting powers and getting the work done, helps the manager to attain communication skills, supervision and guidance, effective motivation and the leadership traits are flourished. Therefore it is only through delegation, a manager can be tested on his traits. According to the study carried out by Dessler (2008), it was found out that, delegation of responsibilities increases the morale and confidence of employees and this encourages them to work towards achieving organizational goals. Subordinates are motivated to give their best at the job when they have authority with responsibility; they put much more effort in the work, generally cautious and careful in their work and this enhances quality and quantity in an organization.

When respondents were also asked whether there are committee meetings where issues are discussed as a sign of participatory decision making, the responses were; the majority 38.7% strongly agreed, 11.8% agreed, 32.8% strongly disagreed, 8.4% disagreed and 7.6% were not sure of the practice. Responses show that, the majority strongly agree that there are committee meetings, but a big percentage also strongly disagreed that there are no committee meetings where issues are discussed and this called for comparison with the interviews conducted, which involved Management Staff. It was then discovered that, committee meetings that most of the respondents referred to were those top officials meetings such as Top Management meetings, Senate, Council and these do not involve lower cadres.

According to Price (2004), Committees are the operating system of an organization and they involve members in the development and delivery of services, represent member opinion in decision-making, and help serve member needs through interaction. They also offer the opportunity for group problem-solving and can be a forum for presenting multiple points of view. Committees are also the training ground for future leadership and an arena where emerging leaders can test and refine their skills and abilities. For these reasons, committee effectiveness is critical on organizational performance (Mullins, 2005).

The same respondents admitted that there are no suggestion schemes in the University, where employees can air out their views. 21% of the respondents strongly agreed, 10.1% agreed, 43.7% strongly disagreed and 14.3% disagreed while 10.7% percent were not sure of whether there are suggestion schemes in the University.

This indicates that, in UMU suggestion schemes are not in place and this denies employees from giving out their views which would be beneficial to the organization. For instance the findings from UMU indicates that, enrolment of students has gone down in the last few years where some management staff have admitted that they have not discovered where the problem is coming from. In this case, if employees were given opportunity to participate in such matter, it would have helped the management to find the way out.

According to Rathnakar (2012), suggestion schemes promote the involvement of employees in assisting an organisation to achieve its goals. The benefits can be direct; financial savings and cost reduction as ideas for increased efficiency are implemented. Other benefits are increased productivity, improved safety standards, revenue generation, improved customer service and satisfaction and improved employee morale which all lead to organisational performance. A suggestion programme can also act as a driver for other quality initiatives with which it should be integrated, and can also create a culture of participation and involvement whereby submitting ideas for change becomes the natural and accepted activity of each and every employee (Scarborough, 2002). Admittedly, Smith (2001) upholds that, a suggestion scheme is a program where there is a continuous supply of new ideas that will lead to increased productivity, reduce costs, eliminate waste, improve customer service and satisfaction, improve employee morale, all contributing to a more competitive organisation.

In the same vein Sulaiman (2011) alleges that, involving employees in decision making can influence their attitudes towards change. It is recognized that people have a natural reluctance to accepting change, however, if employees are encouraged to put forward their own ideas for changes in working methods or practices they tend to become more receptive to changes introduced by management, and they feel more involved and more secure.

The study according to table 14, revealed a significant positive correlation (0.399) between employee participation in decision making and organizational performance. The variables showed positive response to the question. This is in conformity with the study conducted by (Bhatti, 2007) that employee participation in decision making will have positive effect on employee commitment which leads to organizational performance. Various studies from the literature reviewed, point to the fact that employee participation does influence organization effectiveness, some of which includes lower absenteeism Massarik (2001) and lower employee turnover Vendenberg (1999) which again is in agreement with the findings of the study.

Other contributions from the literature reviewed, such as Lawler (1992) identifies that, participatory decision making is expected to lead to greater innovation, lower employee absenteeism and turnover. The study carried out by Probst (2005) found out that involving employees in decisions affecting the job or work is an

important factor, which was strongly associated with high levels of employee engagement thus demonstrating it as an important driver for organizational performance.

There have been a lot of studies on the benefit of PDM in organizations. Appelbaum (2005) affirms that, Employee participation and empowerment approaches aim at enhancing responsibility, increasing authority, and making jobs challenging and interesting to employees, based on their abilities and the needs of the organization. The yield on such will come in the form of higher levels of employee motivation, creativity, productivity, and commitment which benefits the organisation. There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, then there will be benefits for both the organization and the individual.

The analysis of the results is related with key theories that explain the role that employee's participation in decision-making play in enhancing performance. In reference to the literature reviewed, the results provide support for PDM as having a positive influence on productivity from an employee's perspective though at varying degrees of influence. It was discovered that, employee participation had 50% influence over the performance of organizations (Macey, 2009; Sun, 2000). This study concurs with these researchers (Changa, 1983; Defourney, 1985) that firms with low involvement may not match the performance of those that highly involve their employees in decisions. This study proves why UMU is not doing well compared to other Universities in terms of ranking position in Uganda at 8th position which is not a good one compared to other Universities which have just started. Malhotra (2003) and Lashley (2000) add that employee involvement positively enhances the contribution of Total Quality Management and employee empowerment to the improvement of business performance and service efficiency respectively.

The results show a greater desire for involvement among the middle age groups (26-35) and 36-45 years. These are the groups in their mid-career stage who have settled in their jobs and wish to exercise their wealth of knowledge and experiences to achieve personal satisfaction as well as organizational goals. They feel a sense of maturity and exhibit confidence to make important decisions concerning their work.

When correlation between the level of education and PDM was done, it was discovered that postgraduate degree holders strongly agreed that there is employee involvement in decision making compared to their counterparts. It was discovered that, most postgraduate degree holders are the Academic Staff who are given opportunity to participate in decision making at the top level denying a chance those at lower levels. This is in contrary with Walker (2007) who strongly encourages the Management to always engage its employees in decision making from the lower level to top level. He adds that, different people have got different talents, opinions and abilities which can help the organization to perform better. According to Saini (2006), engaging employees in decisions of the organization creates good relations between employers and employees and when there is cooperation between the two groups, the organization will always perform better.

As far as the gender of respondents is concerned, the data analyzed indicated that men have a higher desire for involvement in decision making compared to women (40% against 26.9% respectively). It is interesting to note that a similar percentage (40%) of women preferred some little or no involvement in decision making compared to men at 13.5%. The majority of the male respondents preferred middle ground involvement (59.6%) compared to female respondents' 20%.

The research findings for UMU could be explained through McGregor's theory Y and Monge and Miller (1986) who observed that subordinates have capabilities, experiences, knowledge, skills and creativity in work and problem solving thus a climate of sharing decisions making will enhance their productive efficiency. Humphreys (2000), stresses that, productivity could be increased by increasing the involvement of workers in elements that are truly job related has received backing. PDM can therefore be used as a tactic by management to get the most out of workers to enhance performance (Probst, 2005). The results could also be argued in support of the affective theories proposition that participation in decision-making leads to the attainment of higher order needs of morale, job satisfaction and motivation which in turn enhances quality and productivity (Miller, 1986; Scott, 2004).

Cotton (1988), found out the informal involvement leads to greater satisfaction and productivity. Similar results have been found by other scholars Scarbrough and Black (2002) who observed that low productivity was a result of low job satisfaction and low motivation in line with Vroom (1973) expectancy theory. The theory stipulates that employees will not work to their full potential if they perceive that the organization does not appreciate their efforts and reward them accordingly. According to Maslow's theory, employees need extensive involvement in and identification with the organization in order to satisfy their higher order needs. The perceived connection between participation and productivity is also supportive of Herzberg's, Two-factor theory whereby PDM is considered a motivator for productivity. Black (2001) defined high involvement work practices as a specific set of human resource practices that focus on employees' decision-making, power, and access to information, training and incentives. Lawler (2006) used the term to describe management systems based on commitment and involvement as opposed to the old bureaucratic model base0d

on control. He hypothesized that employees will increase their involvement with the company if they are given the opportunity to control and understand their work.

Analysis of some responses agree with Black (2001) perception that while some employees may like to participate, this did not necessarily lead to positive impacts on productivity or job satisfaction. This could be looked from the angle that different people may be motivated by different things. Singh (2009) Noted that, much participatory decision making motivates employees by making them feel wanted and respected, there are other things that motivate employees, and these are Organizational policies, Performance management, good working environment, resources and job satisfaction. Cotton *et al*(1988) found informal involvement to lead to greater satisfaction and productivity.

Research question three What is the relationship between teamwork and organizational performance? In response to the third question, tables 15 together with the interview questions were analysed. It was discovered that the correlation coefficient using predictor variable of participatory decision making as .399, R square is .160 where as adjusted R square is .152. These other factors could be organizational policies, performance management, motivation, job satisfaction, employee training, good working environment and resources as indicated in the conceptual framework. According to Maslow's theory, employees need extensive involvement and identification with the organization in order to satisfy their higher order needs. The perceived connection between participation and productivity is also supportive of Herzberg's, Two-factor theory whereby PDM is considered a motivator for productivity. The findings of this research support a previous study by Monge and Miller (1986) that the lower cadre employees had a more desire for involvement in decision making. This is in sharp contrast to Vroom (1960) observation that participation may be less desirable or of much value at the lower levels where jobs are mostly routine in nature. Monge and Miller explained the scenario that PDM influence the lower level employees because managers higher order ego may well be fulfilled by other aspects of their work. Data analysis revealed some manifestation of contingency elements in PDM. Contingency theorists are of the view that PDM will result in different effects for different people in different situations. This is apparent in the differing desire for involvement as indicated by the varying demographic categories studied. Caroselli (2000) feels that assuming that all workers desire participation opportunities is to lack sensitivity to individual needs; this study has shown that some employees depending on age, education, job or gender may not be interested in PDM. Dessler (2008), found a difference in participation based on cultural differences between Nigerian and American workers.

High participative decision making involves treating employees as partners in the enterprise whose interests are respected and who have a voice on matters that concern them. The aim is to create an environment in which discussions between managers and the members of their teams take place in order to define expectations and share information on the organization's mission, values and objectives. This establishes common understanding of what is to be achieved and the agenda for managing and developing people to ensure that it will be achieved (Singh, 2009).

High performance working strategy has been adopted by HR practitioners to make an impact on the performance of the organization in such areas as productivity and quality (Armstrong, 2009). As defined by Appelbaum *et al* (2000), high-performance work systems comprise of practices that can facilitate employee involvement, skill enhancement and motivation. It calls for designing work in ways that enable employee collaboration in problem solving and provide incentives to motivate workers use their discretionary effort. Glassop (2002), include high-involvement as one of the three broad areas of high-performance work system. Ichniowski *et al* (1997) reviewed a number of theories that proposed that high skill, high involvement workplaces are believed to be more effective than traditional 'top-down' management regimes. They divide these theories into two distinct basic groups; working harder and working smarter.

"Working harder" theories focus on the effort and motivation of workers. People may work harder if they find elements of a job to be interesting or enjoyable, and this may come from rewards or feedback. They are also less likely to resent aspects of the job if they themselves have contributed to its design.

On the other hand "working smarter" theories focus on changes in the structure of the organizations that produce improvements in efficiency. Innovative work practices can lead to improved efficiency. Workers can suggest improved work practices because they have a more intimate knowledge of the job than managers or external consultants. Moreover, open discussion allows employees to modify their own work processes to fit more effectively with others as they become aware of the 'bigger picture. This does not match the findings from UMU where majority of respondents stated that, employees do not exchange ideas and this could have been the cause for the poor performance evidenced by high rate of employee turnover, poor grades, enrollment drop down and poor financial performance.

The researchers point to the need to change work culture from 'rate-busting' discouraging high levels of performance to one that values greater efficiency. Theories in the second group may emphasize innovative work practices which can also lead to improvements in organizational structure that are independent of motivational effects. They suggested the adoption of cross-training and flexible job assignment to reduce the cost of

absenteeism; delegating decision-making to self-directed teams to reduce supervisory levels; training in problem solving and computer skills to enhance benefits of information technology and finally, involving workers and unions in decision making to reduce grievances.

It is clear that such changes associated with employee involvement are complex and make it 'difficult to isolate any single causal mechanism that produces their effects on economic performance.' Nevertheless Ichniowski *et al.*, (2000) conclude that the companies which adopt such practices 'should enjoy higher productivity and quality, leading to lower costs and higher product demand, all else equal.' But this may come at a cost because employee involvement programmes can be expensive due to extra meetings and related activities.

Responses from the interviews conducted were showing that, participatory decision making breeds into job satisfaction and job commitment which at the end enhances organizational performance. It was noted that, employees who are involved in the decision making process of the University are always pro the management despite the mistakes the Management makes. They further explained that, these individuals who are involved in the decision making have always been seen trying to convince other employees to remain calm whenever there is any problem. This implies that, they are always been updated about the way the University is functioning. These findings are in line with Steven (2006) who asserts that, when employees are involved in the setting goals and objectives of an organisation, they are always responsible for whatever outcomes.

Admittedly, Scott (2004) states that, participatory decision making leads to a change in work attitude positively towards work. He noted that when employees participate in decision making, they feel motivated, see themselves as recognized in the organization and this leads to organisational performance. Also, employees are committed to the decisions taken which has had a positive and negative impact on productivity.

According to the research conducted in the Community Banks in the Upper East region of Ghana Saunders (2009), it was to examine the contributions of participatory decision making and organisational performance. Managers expressed concerns that both banks have experienced many benefits of participatory decision making in their institution which has led to the yearly increase in profit since employees are committed to work hard in increasing productivity.

In agreement Tohidi (2011), affirms that, Organizations that focus on their employees tend to increase to employee satisfaction, commitment and organizational success. Through participatory decision making, productivity is expected to increase since commitment by employees towards implementation of decisions to achieve enhanced productivity and overall organizational goals will be high and help reduce agitations, misconceptions and lack of commitment on the part of employees (Robinson, 2004).

However, Wilkinson (1999) was of the view that allowing all employees participate in decision is the best but leads to waste of time when employees are not having the necessary skills needed in order to make their participation effective as clearly noted by (Rathnakar, 2012). Employers therefore noted that employees should be given the necessary training to enable them participate positively on decision making to avoid waste of time and unnecessary comments with participatory decision making. Employees should be first trained to have a full control and idea of what the work is all about so that he will be able to contribute positively towards his field (Batt, 1995). In the same vein, Sycara and Sukthanker (2006) affirm that, when employees are made to participate in decision making in any form of the decision making process, it helps enhance performance. They noted that employees will feel motivated, feel recognized and part of a team working to achieve the goal of the organization and since they are part of the decision making process, they will not feel that decisions are "pushed down their throats". This findings are corroborated by earlier researchers (Gibbert *et al.*, 2002; Leat, 2007).

According to Williamson (2008) Employees who are involved in the decision making of the organisation become very committed since they were part of the team in making those decisions. He adds that employees feel discouraged when management does not recognize their knowledge and skills and implementation of such decisions that were imposed on them, becomes difficult.

Conclusions

The aim of this study was to establish the relationship between participatory decision making and organizational performance in Uganda Martyr's University. The study conducted and took a quantitative approach using questionnaires to collect data from a sample of respondents and qualitative approach using interviews.

Teamwork and organizational performance

Basing on the findings presented in chapter four and discussions above, the study concludes that, Teamwork in decision making significantly affect organisational performance in Uganda Martyrs University. The study therefore concludes that, once employees are encouraged to work in teams, it enhances greater commitment and motivation by team members because of the presence of the goals shared and willingness to contribute to the overall success through hard work. Successful team members understand each other perfectly through great cohesion and synergy, which is achieved through collective training and efficient communications which do not lead to misunderstandings, and this leads to a quick response on any relevant issue.

Employee participation and organizational performance

In the view of correlation from empirical findings in chapter four and the discussions presented above, the study concludes that, there is a strong relationship between employee participation and organizational performance. This is because, people have a natural reluctance to accepting change, however, if employees are encouraged to put forward their own ideas for changes in working methods or practices they tend to become more receptive to changes introduced by management, and they feel more involved and more secure. It was also noted that, employee participation in decision making will have positive effect on employee commitment which leads to organizational performance. Participatory decision making among others is expected to lead to greater innovation, lower employee absenteeism and turnover.

Contributions of participatory decision making on organizational performance

In table (b) above, the results showed is a contribution to knowledge as it at tests to the fact that that employees' participation is a contributing tool to ensuring organizational performance. Employees' participation is significantly positively related to organizational performance, from the table showing a moderate correlation value (R) which is .399 (39.9%). R square shows the percentage of total variation of the dependent explained by the independent variables. The results showed that, R square are .160 (16.0%), which implies that, the variation in organizational performance are explained by changes in employees' participation in decision making. The remaining percentage is explained by other factors not participatory decision making.

Recommendations

The study revealed that participatory decision making is an effective mechanism to enhance organizational performance. The research revealed that allowing all employees to participate in decision making is best and help to increase commitment level of employees as well as promoting creativity and innovation in the organization, which is a key to organizational performance.

In relation to objective one, research recommends that, to make employees feel part as owners and stakeholders of the organization, employees should be encouraged to work in teams where they can easily share ideas in the organization which will promote good attitude towards work to enhance productivity. Relationship between supervisor and employees should be good to enhance easy consultation and free flow of information in an organization. Since it was discovered from the findings that the only meetings in UMU are those that involve only top officials, the study recommended that, regular meetings should also be held to solicit the views of all employees from lower to higher levels to make them feel part of the organization.

A number of theoretical arguments have been developed to explain why team working might lead to improved organizational performance. Some theories focus on the effort and motivation of individual workers by involving them in decision making and claim that, they work harder. Strategic HRM theory, for example, suggests that an appropriately designed HR system, which typically includes teamwork, will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioural changes that result in improved organizational performance

Regarding objective two, the study recommends that, Management of Uganda Martyrs University should adopt theory Z where organizations, managers and workers share responsibilities; the management style is participative and employment is long term and often lifelong. Theory Z results in employees feeling organizational ownership which may produce positive attitudinal and behavioral effects such as satisfaction and motivation to enhance organizational performance. Involvement programs strive to give employees more control over their jobs while making them more responsible for the outcomes of their efforts. An adaptation of the theory in use by practitioners is quality circles whereby each team manages itself and is responsible for its quality, scheduling and problem solving. This tends to boost morale, productivity, quality and competitiveness. Therefore, since Uganda Martyrs' University has sensed an enrolment drop down and staff turnover among other things, suspecting that it could be as a result of establishment of private universities in Uganda, it needs to grow and edge out competition, its management should encourage increased participation of employees in decision making activities in order to tap all the talents of all employees from top to bottom, for the betterment of the their University.

It also recommended that employees must be made to participate in decision-making so as to promote creativity and innovation. However employees should be given the necessary skills needed on specific matters of which decisions are to be made to enhance quality decision making in the process. This will help employees execute their responsibilities without any difficulty.

The study recommended the involvement of (26-35) and 36-45 years since these two categories showed a greater desire for involvement among the middle age groups. This is because these are the groups in their mid-career stage who have settled in their jobs and wish to exercise their wealth of knowledge and experiences to achieve personal satisfaction as well as organizational goals. They feel a sense of maturity and exhibit confidence to make important decisions concerning their work.

Limitations of the study

During the study, the respondents would reach an extent where they would feel that it was not right for the information to be released but the challenge was overcome by keeping on reminding them that the information was for study purposes only and that is why the UMU Management gave me permission and also the feedback would be beneficial for their Organization.

Areas for Future Research

This study was done on one University which is UMU, and therefore other similar studies can be done in other Private Universities in Uganda in order to justify generalization of the findings. Secondly, a similar study may be done to replicate it in other sectors of the economy to compare findings. Thirdly, future research to investigate the influence of employee involvement in decision making on labour turnover might be useful as organizations would not wish to lose its talented resources to competitors. Finally, the study was done in the private University. It would be more informative if future research was conducted on the public universities.

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