

**THE EFFECTS OF WORKERS' PARTICIPATION ON  
ORGANISATIONAL PERFORMANCE  
A CASE STUDY OF POSTA – UGANDA  
LIMITED**

**BY**

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## DECLARATION.

I NANYITI FLORENCE, declare that to the best of my knowledge, this work has never been presented any where in any university for any award of a degree.

Sign...  .....

NANYITI FLORENCE

Date ... 07-07-09 .....

## APPROVAL

This is to certify that this work has been submitted for examination with my approval as the supervisor.

  
.....

Mr. BALIRUNO JOHN BAPTIST

Date.. 07/07/09 .....

## DEDICATION

I dedicate this report to my mum for the moral and financial support given to me throughout my study.

## **ACKNOWLEDGEMENT.**

I thank the Almighty God for without him nothing is possible.

I am very grateful to my supervisor for his time, guidance, kindness and courage in completing this project.

I would like to say a special thanks to my dear Mum, who has worked tirelessly to support me both financially and morally. I also thank my sisters and brothers for their guidance and for standing by me at all time. Great thanks to my sister Marie and I am sincerely grateful to all of you for your compassion, commitment and encouragement that has sustained me through out my study. You are all indeed a part of this book.

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# CHAPTER ONE

## INTRODUCTION

### *1.0 Background of the study*

Companies or organizations come into existence with well-set objectives, which must be fulfilled. Therefore to attain these objectives, a company has to sufficiently let its workers to participate and involve themselves in decisional and administration areas of the organization because failure to involve them and making them less participative greatly affects the performance of an organization. According to Prof Ahujja (1999).

In any organization, we have two distinct groups of people viz. Managers and Workers performing two separate functions as managerial and operative. Managers are held responsible for the work of their subordinates while workers are held responsible for their work. Therefore workers participation in management seeks to bridge the gap and authorizing workers to take part in managerial functions Cherunilam (2001).

The concept of workers participation in management was evolved with a view to give the workers a sense of belonging and to stimulate their interests in higher performance. Further it evolved to establish a cordial relationship between labour and management, to increase performance and welfare services for workers and training and development of workers to share responsibilities of management.

Posta -Uganda Limited is government owned organization. It was formerly Uganda Telecom but just of recent (1998) it split into Posta Uganda limited, to Post Bank and Uganda Telecom. It started with few branches but per now, it has expanded to various centers all over the country. Its main branch is within Kampala located along Kampala Road in the centre of the city and this is my case study.

Posta – Uganda - Limited deals in communication and deliveries of information. It was established to channel communication to various destinations local, national and international. Much as Posta has expanded, it has not realized the need to involve and make its workers participate in decision making and administration especially in wage distribution and investment areas of the organization and this is reflected in reduced morale of



employees, low motivation, turnover, absenteeism and the subsequent poor performance at the end result.

### ***1.1 Statement of the problem***

Despite of the fact that workers have done much in their respective organizations ,failure or lack of workers participation and involvement results to poor quality services, lost customer retention, turnover, lost morale, performance and lost profits of the organization.

### ***1.2 The purpose of the study***

To examine the effect of workers' participation and involvement on organizational performance.

### ***1.3 Objectives of the study***

To investigate the effect of worker's participation on organizational performance.

To examine the relationship between worker's participation and motivation.

To establish the relationship between workers participation and organizational performance.

### ***1.4 Research questions***

What is the effect of workers participation on organizational performance?

What is the relationship between workers participation and organizational performance?

What is the relationship between workers participation and motivation?

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

The study is useful to management of Posta Uganda in understanding the consequences of not involving workers in decision-making and possible measures to be taken in solving this problem.

It will also be useful to other researchers of human resource management when carrying out research on the similar topic of workers participation and organizational performance.

The study will provide relevant literature on the area of workers participation in management and how it affects organizational performance. Finally the study will help Posta Uganda limited to update its techniques of workers participation in management.

This research will be used for record and reference purposes for both Kampala International University and the management of Posta Uganda Limited and to other institutions of higher learning.

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

### **Geographical Scope**

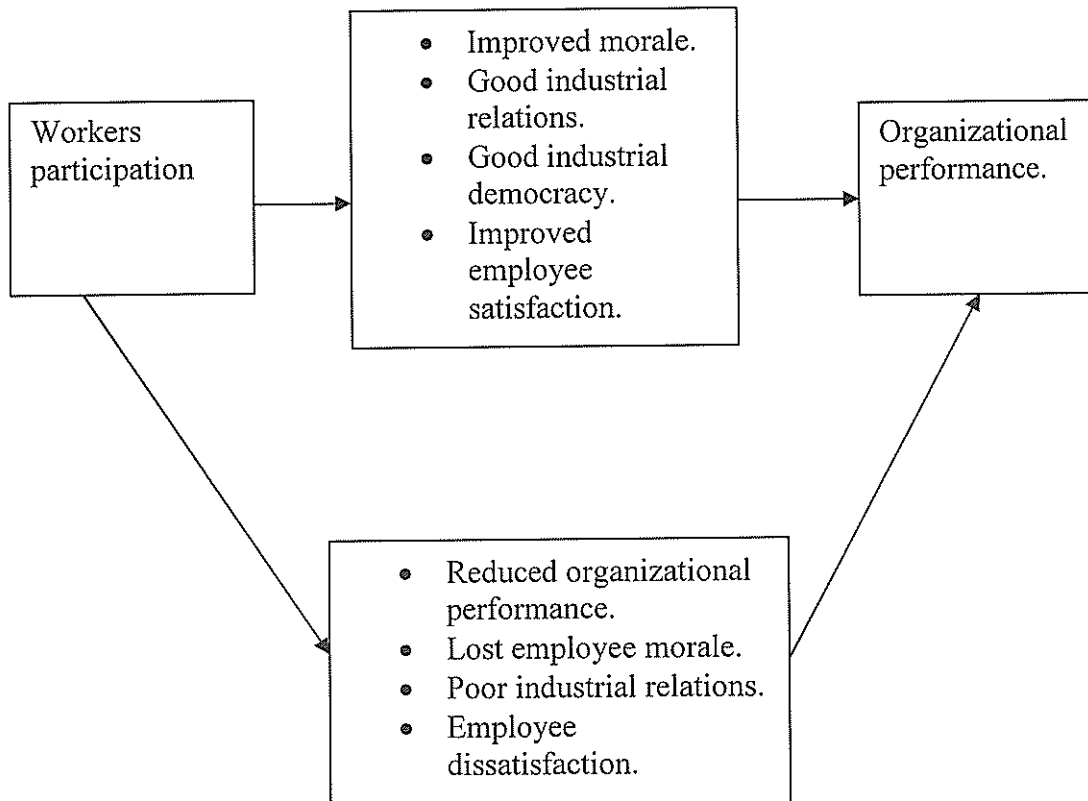
The study was carried out in Posta Uganda Limited located along Kampala Road in the city of Kampala.

### **Scope**

The research focused on the effects of Workers participation on organizational performance.

## 1.7 Conceptual framework.

Figure 1 showing Conceptual Framework



# CHAPTER TWO

## LITERATURE REVIEW

### ***2.0 Introduction***

This section reviewed the effects of workers participation in management, theoretical arguments for and against workers participation in management, the relationship between workers participation and motivation and the relationship between participation and organizational performance and some of the empirical evidence on this issue in details.

### **2.1 Definition of workers participation.**

Worker's participation in management crystallizes the concept of industrial democracy and indicates an attempt on the part of an employer to build his employees into a team, which work towards a common objective.

Davis (2001) defines it as a mental and emotional involvement of person in a group situation which encourages him to attain goals and share responsibilities in them.

Mamoria (2001) defines it as a system of communication and consultation either formal or informal by which employees of an organization are kept in formed about the affairs of the undertaking and through which they express their opinions to management.

Cherunilam (2001) defines workers participation as a principle of ensuring industrial democracy through mutual understanding, faith, trust and co-operation of workers and management by establishing an effective communication system for attaining the whole hearted involvement of each worker in the area of his / her competence and concern with a view to maximizing results in regard to achievement of the organizational goals and individual well being.

A.S. Bharnbra (1999) treats workers participation as a campaign or special program rather than a particular way of solving problems and managing change. He further argues that participation is used to mean involvement in a team with responsibility for a joint product (the product might be an asset or recommendations, a plan, and a decision or solution to a work area problem).

## **FORMAL VS INFORMAL PARTICIPATION**

Forms of worker's participation depend on the differences in the level of management, the subject matter of participation, strength of the union and the pattern of industrial relations.

Viramani (2001) has viewed that the differences in views of government, employers and employees is responsible for the unsuccessful functioning of schemes of participative management.

### **Performance**

Ford (1997) defines performance as the way in which activities are accomplished especially the level of standard to which a task is adapted and achieved within the working environment.

Note: Workers participation in management seeks to bridge the gap and authorizing workers to take part in managerial functions but unfortunately Posta Uganda has not realized this and it has led to a decline in its performance.

## **2.2.0 Forms of participation.**

### **2.2.1 Ascending participation.**

Prof K.K Ahulia (1999) argues that with in here workers are given an opportunity to influence managerial decisions at higher levels through their elected representatives to joint councils or the board of directors of the company.

### **2.2.2 Descending participation.**

Here workers are given more powers to plan and to make decisions about their own work and it is normally through delegation and job enlargement own and this can be achieved through collective bargaining. It should be noted that even in the same organization there may be high levels of participation in certain spheres where as the level of participation may be low in other spheres. Therefore the forms of participation through which workers participate in management vary from sphere to sphere.

The principal forms of workers participation in management are information sharing, consultation, joint decision-making and collective bargaining. Workers interpret participation as being equivalent to decision making or co-determination. Management generally interprets it as joint consultation prior to decision making while administrators and experts practically regard it as the association of labor with management without the final authority or responsibility in the general area of managerial functions.

### **2.3.0 Types of workers participation.**

#### **2.3.1 Joint management councils.**

The establishment of joint management councils is the first step towards achieving labour management association. Its function is to bring mutual consultation between employment and workers over important issues affecting industrial relations.

##### **Functions of Joint Management Councils (JMC).**

- Administration of welfare measures.
- Supervision of safety measures.
- Operation of vocational training and apprenticeship training.
- Preparation of schedules for working hours and breaks of holidays and payment of rewards for suggestions.
- Handles matters in which workers are expected to be consulted.
- JMC has not been successful because most companies have more than one trade union and there is intense rivalry among them. This awareness of conflict exists not only in public sector but also in private sector and has worked very hard to reduce the performance and growth of many organizations

In order to make joint management council successful it is necessary that provisions are made for the organization of one representative of each trade Union.

#### **2.3.2 Workers committees.**

The industrial disputes Act in the book of productions management (1999) encourages creation of workers committees on each unit consisting of representatives of workmen and employers with more or less equal representation. It lays down that "it shall be the duty of the workers committee to promote for securing a unity and good relations between workers and employers and to comment upon matters of their common interest of concern and endeavor to compose any material difference of opinion in respect of such matters.

But the national commission on labor by Cherunilam (2001) found that workers committees have not been effective due to inter union rivalries, union opposition and reluctance of employers and this has led to failure of work committees.

## **2.4 Objectives of workers participation.**

- To promote industrial peace.
- To promote industrial democracy.
- To give due recognition to the personality of the workers.
- To safe guard the interest of workers.
- To regulate the self centered actions of the capitalists.
- To give social orientation to the business.
- To ensure the best utilization of the human resources.
- To improve employee morale
- To satisfy worker's urge for self expression
- To improve productivity and performance

Much as the above are the objectives of workers participation, most of them have not been emphasized in Posta Uganda Limited which has in turn declined organizational performance on terms of services provided and out put. This is attributed to the fact that workers are not competent enough to understand and appreciate the managerial aspects of the enterprise. This discourages employees and makes them lose morale hence reduced organizational performance.

## **2.5 Levels of worker's participation.**

**Information sharing stage.**

**Problem stage.** Here the employer recognizes that workers make a contribution in certain areas such as material cost, quality of waste extra.

**Idea sharing.** Management indicates a willingness to have labor in initiated ideas in any kind of performance and personnel activities.

## **2.6 The relationship between worker's participation and motivation.**

Mamoria (2001), Viramani and Davis have argued that participation provides a higher or greater autonomy for subordinates and often leads to increased motivation and satisfaction. This is because participation permits members of the group to unfreeze their attitudes and engage themselves in decision making thus there is free and frank exchange of thoughts and opinions leading to improved organizational performance and growth. Also Lillis (1997) adds that participation stimulates motivation, satisfaction and morale which enhance organizational efficiency and general improvement in organizational growth. Failure to make workers participative leads to lost morale, dissatisfaction and a decline in performance.

Tyson and Levin assert that workers participation in organizational matters leads to increased employee commitment and satisfaction which makes them to perform to the expectations of the company while the reverse is true, dissatisfaction leads to overall decrease in profits and lack of trust and honesty in the company.

Viteles (1997) argues that motivation represents unfulfilled or unsatisfied need which creates tension which makes an individual to move to a direction towards restoring this state of tension by satisfying the need. Therefore participation of workers in organizational issues improves motivation of employees and hence high performance is achieved.

Hertzberg (2000) asserts that achievement, responsibility, recognition and personal growth is as a result of employee participation in managerial issues because they are developed in both technical, operative and managerial spheres of operation which improves their motivation. It is also argued that participation and motivation are related in that workers feel that participation creates an exchange relationship since the boss listens to their problems and permits to be corrected without frustration which creates an atmosphere of encouragement and high satisfaction thus enhanced performance.

Generally high levels of workers participation in management led to high levels of employee satisfaction (motivation) and subsequent organizational performance.



## **2.7 The arguments for workers participation in management.**

Theoretical debate done by Levin and Tyson reprint (1996) argue positively that workers participation in management make important contributions to production, performance and innovation by improving information, communication, lowers monitoring cost encourage the accumulation of human capital, and enhance workers motivation and satisfaction.

They further argue that workers often have access to practical knowledge of production process and performance that is not available to management.

Participatory management allows workers to make more adequate use of their knowledge in their work and communicate their knowledge to the managers, thus workers participation improves a firm's performance with Posta Uganda inclusive.

Fredrik W. Taylor, the founding father of scientific management has it that worker's participation in decisional and managerial area enhances efficiency. That if labor contracts are complete and monitoring labor costs are low, conventional company will be efficient which is a positive argument for worker's participation in decisional and administrative areas in management.

Bowles, Gordon and Weisskopf (1990) did research and found out that even with a carefully designed piece rate system; worker's performance was far below what was potentially possible or expected. Therefore given the difficulty to monitor labor and the incompleteness of labor contracts Bowles (1998) reasonably suggest that assigning at least part of the residual claiming and control right to the workers can be efficiency enhancing.

Other scholars argue that worker's participation in management encourage the accumulation of human capital. Evidence has shown that if a worker invests in a company's- specific - human capital, he or she bears the risks that the entire rent generated by the investment could be fully appropriated by the manager. Therefore allowing workers to share some of the managerial power reduces the risk of managerial opportunism and encourages employees to be positive performer. Buchele and Christiansen (1999) made a similar argument. They argued that workers will not be willing to contribute their efforts or communicate information to management unless they have a reason to believe that they will indeed receive a fair share of the performance gains to which they have contributed.

Workers must be given powers, which prevent management from engaging in opportunistic behaviors and can be achieved through effective collective bargaining system and a set of worker's legal rights.

P. Subba, Rao (2001) still argue that participation itself raises worker's morale and satisfaction, increase their commitment to the organizations goals, and promote their trust and goodwill towards managers and fellow worker's. The positive psychological effects contribute to higher performance of the organization.

## **2.8 The arguments against workers participation in management.**

Interestingly, a major critique of participatory management rests on the argument that a participatory organization fails to monitor workers effectively. Alchian and Demsets

(1972) argued that when there is team production and out put is shared by the team members; individual members are likely to withhold their effort. According to them (Alchian) and (Demsets) an efficient firm provides adequate monitoring while a participatory firm does not.

They further argue that centralized monitoring is the only possible monitoring mechanism in team production which is an assumption central for their argument. Kruse, Pulterman and Weitzman (1990) criticize them. They argued that mutual monitoring by workers is often more effective than centralized monitoring.

Bowles and Gintis (1998) argue that mutual monitoring can work in large teams if team members are residual claimants and some members are motivated by reciprocity norms.

It is also argued that firms which allow workers to participate in decision making suffer from high costs of collective decision making, participatory management encourage costly political activities to build or break coalitions and reaching at a solution to a problem is time consuming. Hansmann (1996) and this affects organizational Performance negatively.

## **2.9 The effect of worker's participation on organizational performance**

Empirical studies often find that worker's participation in management has positive effects on organizational performance. Levine and Tyson (1996) reviewed a large number of empirical studies that used a wide variety of methodologies including field studies/experiments and case studies. They concluded that workers participation usually leads to short- run improvements in performance, sometimes leads to significant, long-lasting improvements in performance and almost never has a negative effect.

They further concluded that participation is more likely to produce significant, long lasting increases in productivity and performance when it involves substantive rather than consultative arrangements. Levine and Tyson (1996), Ichniowski, Shaw and Pennushi (1997) found that participatory work practices have positive effects on organizational performance. This substantially increased performance in almost every department of the organization. While organizations which discourage workers to participate in management issues are bound to collapse hence workers participation encourages continuity of the organization.

Winther and Marens (1997) studied performance of participatory employee ownership firms and conventional firms in New York. The results showed that participatory decision making contributed to the better performance of employees and to the overall organization. Kruse (2002) testified that performance in the House of Representatives that is (performance) improved by 4-5 percent on average and that higher performance level was maintained in subsequent years. Therefore workers participation has a great effect on organizational performance.

Barb I etl (1992) did research in labor managed co-operatives and private firms and the results indicated that labor managed co-operatives were more productive and efficient hence great performance was realized. It is further argued that efficient employees benefit the organization hence realizing great profits from its investment.

Jones and Kato (1992) found that employee participation in decision and administrative areas had a positive impact or effect on organizational performance.

Buchele and Christian (1999) carried out research on fifteen advanced countries and found out that strong workers rights and co-operative labor management relations had positive effects on long-run productivity, growth and performance. Vodopivec (1997) was also of the same view.

## **2.10 The relationship between workers participation and organizational performance.**

Prof .K Ahujja (1999) with other scholars like Kruse (2002) have argued that if workers participate in decision making, the employee's powers to influence important decisions are high and the status between them and management is very high which leads to high performance levels and the reverse is true.

They go a head to argue that worker's interests lies in improving their earnings. Therefore if participation is to be effective, it should be integrated with a scheme of improving performance and gain sharing. High gains lead to high performance while low gains leads to lower performance as by P.S.Subba Rao (2001). That if futility, frustration and isolation are eliminated, the sense of industrial peace, belonging, democracy is created and this leads to high performance. Too if there is a low level of workers participation in management, performance is also low.

It is further argued that high participation permits a more balanced interaction partner and therefore results to increased performance in the organization and vice verse. Worker's participation permits a more balanced interaction pattern and therefore results in less resistance to innovation. Participation reduces the negative valence towards the task and increases motivation for work hence high performance. Hansmann (1996) asserts that a participative situation leads to a higher degree of involvement of the employees in the company. This acts as a morale booster therefore workers feel psychologically satisfied and increase the performance of the organization.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction.**

This section examined the research design, population of the study, sampling techniques that were employed in collecting the data, location/study area, research instruments or procedure and the limitations of the study from the research that was carried out.

#### **3.1 Research design**

The researcher employed qualitative, descriptive and quantitative methods in gathering and compiling data from the field.

#### **3.2 Population of the study**

The population of the research considered managers, supervisors and employees. A total of 80 were the population considered out of which 60 made up a purposeful sample that which was of great importance to the researcher.

#### **3.3 Sampling design**

The researcher used random selection technique without informing the respondents in collecting the necessary information sought. Primary data was used purposely for the problem that was being investigated. The sample size was 80. On the other hand secondary data was used to supplement primary data.

#### **3.4 Study area**

The area of the study was Posta Uganda limited located along Kampala road and in the centre of the city and it basically deals in communication and delivery of information.

#### **3.5 Research procedure**

The researcher sought an introduction letter from the School of Business and Management, which he presented to the Human Resource Department of Posta Uganda limited in seeking permission to carry out the research.

### **3.6 Research instruments**

The following research instruments were employed in gathering the data.

#### **Questionnaires**

These were in form of preformatted set of written questionnaires where by considered respondents had to feel them. Also self-administered questionnaires were used to identify the targeted respondents. The purpose of using questionnaires was to get fast hand information from the respondents from the field who had different views on the area of study.

#### **Interviews**

The use of interviews was also of great importance to the researcher. It targeted all respondents considered including managers, supervisors and employees. The researcher had to explain the importance of the research to the respondents using face to face interaction. This gave them chance to ask questions and got answers there and then.

### **3.7 Data analysis and interpretation method.**

The facts /data were collected and analyzed using qualitative and descriptive methods. Were quantitative method was used to present the discoveries in percentage form.

### **3.8 Limitations of the study.**

1. The student faced financial constraints because the source of income was limited but the researcher had to apply all available means and efforts to carry out the findings / search without fail.
2. The researcher also faced a problem of inadequate release of data from the respondents. For example respondents were not willing to release data to the researcher for confidential purposes.

3. Time pressure and constraints. The prescribed time allocated to the researcher was not enough to complete his findings, However extra efforts were made possible to finalize everything in time.

## CHAPTER FOUR.

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DISCOVERIES

#### 4.0 Introduction.

This chapter concerns itself with presentation, analysis, interpretation and discussion of the findings of the study. The findings and other general discoveries were based on the research questions and objectives as shown below:

#### Demographic characteristics of respondents.

The effect of worker's participation on organizational performance.

The relationship between worker's, participation and organizational performance,

Examining the relationship between worker's participation and performance.

#### 4.1 Demographic characteristics of respondents.

A total of 40 questionnaires were delivered to different respondents. 35 were

Filled. 25 individuals were interviewed making a total of 60 respondents.

Age	Frequency	Percentages
Below 25	0	0
26 - 35	30	50
36 - 45	19	31.7
46 - 55	9	15.5
Above 55	2	3.3
<b>Total</b>	<b>60</b>	<b>100%</b>

Source: Primary Data.



## FINDINGS

Table 1. Shows that (50%) of the respondents considered were between 26 - 35 years. This indicated that they were experienced and were knowledgeable and had technical competencies to handle managerial tasks and were the majority. (31.7%) were between 36 - 45 while those between 46 - 55 were (15.5%). (3.3%) showed those above 55. No respondents below 25 years were considered.

**Table 2** Shows educational **background / qualifications** of respondents.

Variable	Frequency	Percentage
Certificates holders	14	23.3
Diploma	14	23.3
Degree	28	46.7
Masters	4	6.7
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Primary Data**

Table 2 Indicates that Degree holder's (46.7) formed the largest percentage according to The findings. (23.3) Formed both Certificate and Diploma holders respectively and these needed advancement in their skills needed to participate in decisional areas. 10% were master holders. This was according to the research, which was carried out in Posta Uganda Limited.

**Table 3 Shows the Sex levels in Posta Uganda Limited.**

<b>Sex</b>	<b>Frequency</b>	<b>Percentage</b>
Male	37	61.7
Female	23	38.3
<b>Total</b>	<b>60</b>	<b>100</b>

Table 3. Indicates that the majority of the respondents were Male with (61.7%) only (38.3%) were female respondents. This therefore showed that the ratio of males was large Compared to females in Posta Uganda Limited according to the findings.

#### 4.2. The effect of worker's participation on organizational performance.

Table 4 shows the responses on the effects of worker's participation.

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
High morale	33	55
Reduced operational costs	15	25
Job satisfaction	10	16.7
Commitment of workers	2	3.3
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Primary Data.**

Table 4 shows that the largest percentage 55% of the respondents said that workers participation had a great effect on organizational performance (high morale). The researcher found out that workers were not allowed to participate in certain, organizational matters such

as business planning, in investment decisions and wage distribution in Posta Uganda Limited but instead they were just represented by their representatives that reduced their morale and subsequent performance morale. (25%) indicated that workers participation reduce operational costs while (16.7%) said that job satisfaction could be achieved through participation, (3.3%) identified commitment as one of the positive effects of workers participation in management. The researcher also found out that lack of workers participation led to increased misunderstandings between management and labour, thus, poor industrial relations, lack of industrial democracy and harmony, lost morale, increased operational costs, dissatisfaction of employees and subsequent lost organizational performance.

They also attributed the above to the fact that management does not consider their views, ideas and opinions, which they consider to be of great importance to both the organization and for personal development on part of the employees.

It was discovered that lack of workers participation gave a negative effect of inefficiency and ineffectiveness on part of the workers. Workers could not do their assigned tasks appropriately as expected from them and with in time.

Lack of workers participation also led to turnover and increased rates of absenteeism and hence increased costs of recruitment and selection in Posta Uganda Limited.

### 4.3 Levels of workers participation.

Table 5 shows responses on the levels of worker's participation.

Responses on the levels	Frequency	Percentage
Information sharing stage	26	43.3
Problem sharing stage	13	21.7
Idea sharing stage	21	35
<b>Total</b>	<b>60</b>	<b>100</b>

Source: Primary data

From the responses above, it was realized that the majority (43.3%) of the respondents were involved in information sharing. (35%) Joined those respondents who said that they were involved in idea sharing, while, (21.7%) were the minority who were involved in problem sharing stage. According to the findings, much as workers were involved in the above levels of workers participation, they only gave views, which were to be judged by management of Posta Uganda. Therefore, worker's argued that management should enable them to make personal judgments on their own which would improve their skills and capabilities and consequently improved organization performance.

They also argued that when management allows them to participate, they would be willing to cut material costs, quality of services and reduce waste this leading to improved productivity and performance.

Employees also argued that involving them in management could create commitment, boost morale and create an atmosphere of information sharing, because lack of this leads to job dissatisfaction, operational and functional costs thus reducing organizational profitability.

#### 4.4 Worker's Participation and Organizational Performance.

Is there a relationship between workers participation and performance in Posta Uganda?

Table 6 shows the response on the above

Response	Frequency	percentages
Yes	35	58.3
No	11	18.3
Not sure	8	13.3
Do not know	6	10
<b>Total</b>	<b>60</b>	<b>100</b>

The findings above indicate that (58.3%) of the respondents correlated worker's participation and organizational performance. (18.3%) of the respondents did not notice any relationship. (13.3% were not sure (10% completely did not know. Therefore from the findings, worker's needed to be sensitized about participation in management.

#### 4.5 Worker's Participation and Motivation.

Table 7 shows the response of worker's participation and motivation

Response on motivation	Frequency	Percentage
Strong	42	70
Weak	18	30
Total	60	100

Table 7 Shows that the majority of the respondents (70%) correlated participation and Motivation while (30%) showed a weak relationship. Therefore from the discoveries Employees said that lack of participation resulted to lack of motivation, which in turn led to reduced organizational performance.

## **CHAPTER FIVE:**

### **DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS.**

#### **5.0 Introduction.**

This chapter discusses, concludes and recommends on the findings from chapter four and what management of Posta Uganda Limited should do to improve on worker's participation in organizational issues and areas for further study in line with worker's participation.

#### **5.1 Discussion.**

The study aimed at examining the effects of workers participation in Posta Uganda limited, establishment of the relationship between workers participation and organizational performance and the relationship between participation and motivation in Posta Uganda Limited.

The Instruments employed in collecting data were interviews and questionnaires and this data was afterwards analyzed and presented.

According to the research, the respondents considered had different opinions about the area of worker's participation in management. Lack of motivation, morale, and dissatisfaction, poor industrial relations, absenteeism was as a result of lack of worker's participation especially in business and investment decisions, wage distribution areas and enterprise internal rules. This greatly affected organizational performance and efficiency of employees.

## **5.2 Conclusions**

It was noted from the findings from that lack of worker's participation in organizational matters created an atmosphere of dissatisfaction, lack of industrial peace and democracy. Therefore management of Posta Uganda should allow active participation of employees in areas of wage distribution, company internal rules and in business and investment decisions. Motivation should be encouraged throughout the whole organization to enhance employee satisfaction and performance. All levels of worker's participation that is to say problem solving, information sharing and idea development should be encouraged strongly with in the organization in order to enhance its performance.

## **5.3 Recommendations**

The research found out that motivation was very low as a result of lack of worker's participation in Posta Uganda Limited.

Therefore the organization should involve workers to actively participate in organizational issues because they are the ones on which the organization depend on (human resources).

Management should also try to involve workers in the decision making such that they are given chance to adhere their views and opinions. This will make them more committed to their work, job satisfaction will increase which will increase organizational performance as well as individual growth on part of the employees.

The organization should boost the morale of employees by letting workers to give views on wages and salary distribution, they should be given chance to bargain collectively for the improvement of their salaries because they contribute greatly to profit maximization of the organization.

The researcher also recommends that training and development of workers who are certificate and Diploma holders should be done to enhance their competencies and knowledge such that they can participate in decisional areas of the organization for example in investment areas. The researcher also recommends that generally management of Posta Uganda should encourage worker's participation to reduce or eliminate organizational disputes, issues of absenteeism, turnover and encourage industrial democracy throughout the organization. Also information should flow from one department to another and should be encouraged without any brokage. Descending type of participation where the workers are given an opportunity to plan and make decisions about their work without interference should be emphasized. This should be done through collective bargaining.

#### **Areas for further research**

Basing on the above recommendations, the researcher suggests that further research needs to be done to broaden or cover in depth the effects of workers participation and how it affects the performance of any organization in details.



## APPENDICES:

### QUESTIONNAIRES:

I am Nanyiti Florence, a student of Kampala International University, pursuing a Bachelors Degree in Human Resource Management and conducting research on the effect of worker's participation on organizational performance. The aim of this research is to fulfill my academic requirements. I humbly request you to respond to my questions by putting a tick or writing your answers where appropriate.

#### 1. AGE

Below 25

☐

26-35

☐

36-45

☐

46-55

☐

Above 55

☐

#### 2. SEX

(a).Male

☐

(b ).Female

☐

(c) Marital status ....

## EDUCATIONAL BACKGROUND

(a) Certificate holder ☐ (b) Diploma ☐

(c) Degree ☐ (d) Master ☐

(a) What is your position in the organization?

(b) Are you satisfied with your job since you joined the organization?

Very satisfied ☐ Satisfied ☐ Dissatisfied ☐

(c) According to you as an individual, or group, what is the effect of worker's participation on organizational performance?

.....  
.....

(d) According to you, what is the relationship between workers participation and motivation?

.....  
.....

(e) What levels of workers participation are being used in Posta Uganda Limited?

.....  
.....

(f) What is the relationship between workers participation and organizational performance?

.....  
.....

## OTHER QUESTIONS.

(a) What do you think management should do to make workers more participative?

.....

(b) Is it true to say that lack of workers participation in management results to poor industrial relationships?

.....

(c) What is the most appropriate type of workers participation adapted in Posta Uganda Limited?

.....

d) How does management relate to labour in your own opinion?

.....

(e) How does labour relate with its representatives?

.....

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