

**EMPLOYEE PARTICIPATION IN DECISION MAKING AND LABOUR STABILITY:  
THE CASE OF ORGANIZATION FOR RURAL DEVELOPMENT (ORUDE)  
JINJA DISTRICT**

**A THESIS PRESENTED TO THE SCHOOL OF POSTGRADUATE STUDIES AND  
RESEARCH KAMPALA INTERNATIONAL UNIVERSITY  
KAMPALA, UGANDA**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE  
MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT**

**BY**

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**SEPTEMBER, 2010**

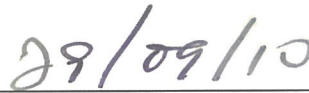
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"This dissertation is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

Signature



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Date



## DECLARATION B

"I confirm that the work reported in this dissertation was carried out by the candidate under my supervision".



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Mr. MUGANGA CHRIS



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Date

## APPROVAL SHEET

This dissertation entitled “Employee Participation in Decision Making and Labour Stability: The Case of Organization for Rural Development (ORUDE) - Jinja District.”

Prepared and submitted by **John Francis Ongia** in partial fulfillment of the requirements for the degree of Master of Business Administration has been examined and approved by the panel on oral examination with a grade of PASSED.

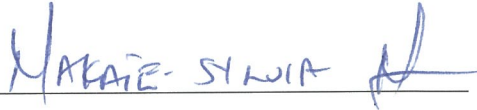


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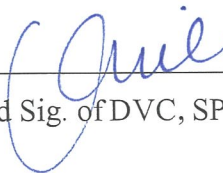
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## **DEDICATION**

I dedicate this work to my dear wife Mrs. Irene Ongia for the kind support she rendered to me during the time of study.

May God reward her abundantly.

## ACKNOWLEDGEMENT

My heartfelt gratitude goes to my supervisor Mr. Muganga Chris whose support and advice enabled me accomplish this research successfully.

I also thank the management and staff of ORUDE – Jinja for giving me a chance to carry out my research with them; their parental support especially on giving me necessary information regarding this research is an unforgettable part that positively contributed to the success of this thesis, may God reward them accordingly.

A vote of thanks also goes to my family for their moral, spiritual and financial support during my period of study. Without their continued support, this may have not been achieved. My love for them endures for a life time.

I'm grateful to my dear comrades; Mr. Odongo Mathew, Ms. Faridah, Ms. Akech Jackie, among others for constant encouragement and prayers during the study period.

God bless you all.

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## LIST OF ACRONYMS

ORUDE	:	Organization for Rural Development
SPSS	:	Statistical Package for Social Scientists

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## **ABSTRACT**

The study looked at the employee participation in decision making and labour stability taking into consideration Organization for Rural Development (ORUDE), Jinja as a case study. The study was guided by the following objectives: -

Establishing the level of employee participation on decision making at ORUDE – Jinja

To determine the rate of labour stability at Organization for Rural Development – Jinja

To determine the relationship between employee participation and labour stability.

The required data was collected from ORUDE Top managers, Middle managers and Support staff through questionnaire guides for primary data and secondary data being the library, internet and analyzed using Microsoft Excel and SPSS.

Questionnaires, Interviews and Observation methods were used to collect data from the respondent; self-administered questionnaires were ideal. The questionnaires comprised of both closed-ended and open-ended questions. Out of the 95 employees at ORUDE, the researcher only purposively and randomly selected 55 respondents as the sample size from various departments.

The key findings of the study suggest that: - employee participation in decision making, good policy measures to strengthen performance, assessment of individual employee performance and existence of reward systems; reduce the turnover rate and increase the level of performance which in turn brings about labour stability at ORUDE in Jinja.

The study therefore recommends that managers should always find ways and means involving employees in decision making to aid maintain labour stability and improve stability and improve productivity at all levels of management to enhance organizational productivity.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Entrepreneurs all over the world look at increasing labour stability. Employee participation in decision making is generally to be one of the factors that improve on an organization's labour stability. It can be realized when employees are involved in decision making process on matters concerning the organization's daily undertakings. Labour stability is the guiding principle in business and every entrepreneur is keen to attain and maintain in order to maintain high level of organizational profitability.

This study was aided and guided by Human relations approach to industrial relation in conjunction with systems theory. Human relations theory was advanced by Elton Mayo (1924 to 1932) under his behavioral perspectives theme; "The Management views that knowledge of the psychological and social processes of human behaviour can result in improvement in welfare and work satisfaction." The theory stipulates that human resources are made up; of living human beings but not machines. They need freedom of speech, of thought, of expression, of movement and of control over their timings (P. S. Rao, 2001). This is a managerial approach that views the relationships between employees and supervisors as the most salient aspect of management. The term human relations include the relationship during and out of employment situations. This theory is adopted for this study because for example human relations theory determines the extent to which job satisfaction can be realized when management pays special attention to workers. On the other hand systems theory tries to explain the impact of how job satisfaction can be imbedded in unity, co-operation and collaboration between all the parties in the organization and the way an organization can perish when one party is rejected.

In this study, employee participation in decision making will be characterized by industrial involvement and participation and the style of leadership'. Chuck Williams 2005, refers to Labour stability as the situation where management do whatever it can, to ensure that the rate at which employees are leaving and entering the organization is in Equilibrium. The working definition for this study is got from (Chuck William, 2003 & Armstrong, 2006) who stipulates that labour stability is maintaining the rate at which employees are leaving and entering the

organization in Equilibrium state without forgetting to reward them fairly and equally, leading them democratically, involve them in decision making and maintaining their welfare and general health and safety. Labour stability will be characterized by industrial peace, reduced absenteeism and unity and co-operation.

The term industrial democracy is a system where employee and employer feel that they are working together towards a common cause; hand on hand, pulling together their weight for the development of organization and progress of the society (Pyle & George, 1997). Therefore, industrial democracy is a term generally used to measures and policies pursued by organizations to encourage workers participation in order to achieve the stated objectives (Armstrong Michael 2006). The main aim is to increase the rights of Employees or their representatives to participate in decision making often by appointing worker directors on to boards. This therefore means that good Employee participation is an engine and a prerequisite to labour stability and could also be seen as resulting from condition of employment, creates a sense of identity between workers and their institutions.

Leadership style, leadership refers to the process of influencing others in a given situation to achieve group or organizational goals willingly and enthusiastically Chuck William (2003). In most organizations leadership is directly linked to employee's participation in a sense that it is the form of leadership Exhibited by the leader that will set up the kind of environment that will be conducive for the development of good or poor employee relation. (Gomez-Mejia & Balkin, 2002) commented that strong participation leadership is a gate way to organizational success, may be at ORUDE offices. However, most employees tend to fail signified by the fear to raise complaints during meetings, some dodge because of fear which have also made labour instability rates increases.

## **1.2 Statement of the Problem**

Good employee participation in decision making is a gate way to Labour stability justified by foreign countries like United States where employees are treated as great resource resulting in low turnover rates in that country's organizations (Pustay G., 2001).

However, at ORUDE – Jinja district, it seems that the concept of employees participation in decision making has been taken for granted especially seen in the way management denies employees freedom to participate in decision making process, consultative meeting and the way channels of communication have been blocked. However, there are no detailed studies that have been carried out to examine Employee participation on labour stability. Therefore, this study examines the effects of employee participation in decision making and labour stability at ORUDE – Jinja district.

### **1.3 Purpose and Objectives of the Study**

#### **1.3.1 General Purpose**

The main purpose of the research study is to determine the relationship that exists between employee participation in decision making and rate of labour stability at ORUDE - Jinja.

#### **1.3.2 Specific Objectives**

- i. Establishing the level of employee participation in decision making at ORUDE - Jinja
- ii. To determine the rate of labour stability at Organization for Rural Development - Jinja
- iii. To determine the relationship between employee participation and labour stability.

### **1.4 Research Questions**

1. What is the level of employee participation in decision making at ORUDE - Jinja?
2. What is the rate of labour stability at ORUDE?
3. Is there any relationship between employee participation and labour stability?

### **1.5 Scope of the Study**

#### **1.5.1 Content Scope**

In terms of content, employee participation will be considered as employee involvement in decision making process. The researcher will assess how employee participation in decision making can affect the labour stability of an organization. Then the study will look at labour stability as industrial peace, reduced absenteeism, unity and co-operation.

### **1.5.2 Geographical Scope**

The study will be carried out at Organization for Rural Development (ORUDE) found in Jinja district in the Eastern part of Uganda. ORUDE is located along the Jinja town Main Street.

### **1.5.3 Time Scope**

The study looked at the period when many employees were recruited and at the same period when there was labour instability at ORUDE between 2006 and 2010.

## **1.6 Significance of the Study**

The research findings of this study are expected to benefit the following:-

**Organization:-** From the study findings, the employers may learn how to treat their employees as human being but not like machines, how it can relate with other employers, their employees and the yields from such a relationship especially in promoting and maintaining labour stability.

**Government:-** The government may also get to know the tactics that can be applied to reduce the rate of brain drain not only of knowledgeable government sponsored students who finish studies and go out in foreign countries for greener pastures but also private sponsored students who do the same.

**Scholars: -** The findings may be used as reference for future research work by anyone who is interested in this area of study.

## CHAPTER TWO

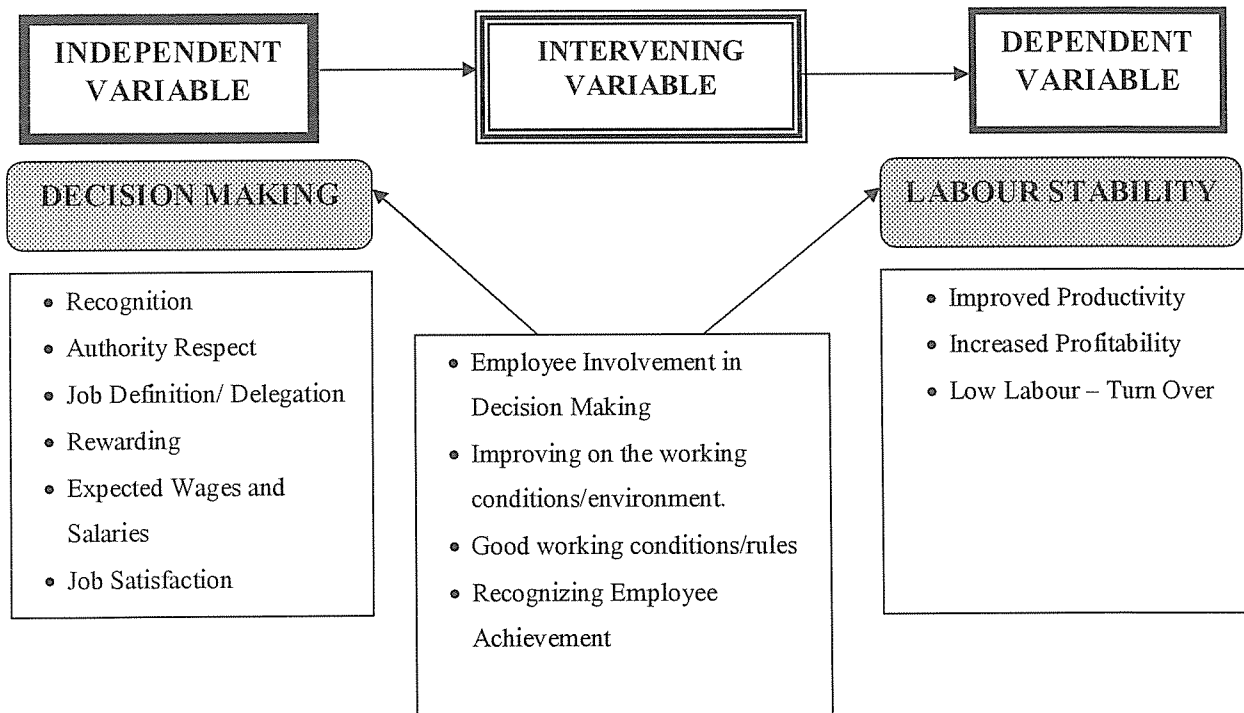
### LITERATURE REVIEW

#### 2.1 Introduction

This chapter looks at the review of the study topic in relation with works done by other scholars under similar problem scope.

#### 2.2 Conceptual Framework

Acts as a map to enhance empirical inquiry and they take different forms depending upon the research problem shield (Tafalli, 2006), which assumes a correlation between the variables understudy.



**Figure 2. 1:** Theoretical Framework

The above model shows the presence of motivational factors having a correlation between job satisfaction and job dissatisfaction provided there is employee participation in decision making which actually leads to organizational labour stability. Motivation factors such as reward schemes, job description and organizational structure may lead to job satisfaction which eventually leads to labour stability, the dependent variable hence, low labour turn over and high productivity or output in a particular organization.

## **2.3 Review of the Related Literature**

### **2.3.1 Employee Participation**

Employee participation is a system where employees and employer feel that they are working together towards a common cause, for the development of organization and progress of the society. Griffin (2002) says an organization can easily perish when the top management level monopolizes power. Power should lie in the hand of every one in any organization body. G. A. Cole (1986) defined employee participation to refer to the participation of non managerial employees in the decision making processes of an organization.

(Rao, 2003) urged that employee participation is a term generally used to mean measures and policies employed by organizations to encourage workers participation in order to achieve the stated objectives. Armstrong (2006) clearly brings out that collective discipline can be realized by the organization when much emphasis is put on power sharing.

Employee participation give workers autonomy, that provides them with opportunities to plan, encourages decision making, it gives workers greater self esteem which are the key indicators for organizational success.

Memoria & Gauvan (2002) identified various methods that can be used by the organization ranging from participation delegation, transparency, clear policies, supervisors, specialization, leadership, effective planning methods, discipline and grievance handling and performance management.

It is important to note that industrial democracy is directly linked to employee discipline, co-operation, unity, decision making which in turn acts as roadmap to maintaining and promoting the rate of labor stability more so many organizational tasks are more complex, they are hard to achieve by one man's show either physically or psychologically this therefore necessitates effective promotion of industrial democracy that will promote, maintain and increase the rate of labor stability.

Armstrong (2006) explains delegations as giving responsibilities to subordinates who are in some cases performing the work. This is done to motivate high performing workers. (Gomez-Mejia &



Balkin, 2002) further identifies the steps involved in delegation that is to say, determining what you want done, much the desired task with the most appropriate employee and lastly be sure you communicate clearly when assigning a task. Ask questions to make sure the task is fully understood and set clear deadlines.

Graffin (2002) clearly brings out that delegating authorities to employees means empowering them with authority, which is one way to foster democracy as they are willing to accept the offer and not forcefully authorized, further more delegation gives the manager the time to focus on the most important tasks and decisions, it teaches the subordinates how to make their own decisions and lastly it lead to high quality decision that result in greater employee satisfaction. These factors make employee to accept the offer willingly leading to less resistance thereby improving and promoting labor stability.

Joint consultation Robbins and Decenzo (1997) define joint consultation as a mean through which management and employees get together in consultative committees to discuss and determine matters affecting their joint or respective interests. Armstrong (2006) indicates that once joint consultation is properly implemented its impact will be revealed in form of industrial peace, joint participation among workers, mutual understanding and respect between management and workers which are all key indicators of industrial democracy that aid in promoting and maintaining labor stability in an organization.

Enhancement of communication according to Chandan (2001) is the oxygen of any organizational body. Communication is successful when the meaning is understood Keith Davis (1997) defines communication as a way of reaching other with ideas, facts, thoughts and values. He explained further that communication is a bridge of meaning among people so that they can share what they know and feel. Research indicates that poor communication is probably the most cited source of grievances because individuals spend nearly 90% of their working hours while communicating (writing, reading, speaking and listening) communication involves a sender transmitting an idea to a receiver in a way that the idea is understood by the receiver in exact the same way the sender understand it. Communication facilitates all managerial functions like planning, controlling organizing leading motivation, among others.

Reece and Brandt (2003) explains that every step in organization starting from acquisition to retention of an employee requires communication this therefore means that communication is the heart beat of every activity in an organization, it acts as a linkage to all organization's functions and is a component of industrial democracy that aid in enhancing labor stability.

### **2.3.2 Effect of Employee Participation on the Rate of Labour Stability**

Participation is much more concerned with giving employees a voice. (Robbins & Decenzo, 2001) relate to any process in organization introduced by management to convey information to employees on organization initiatives, discussions and results. They cover procedures, mechanism and process which are set by management in a agreement with trade unions, thereby enabling employees through their trade unions to exert influence and share in decision making on matters which effect their interests (Rao 2003). Employment involvement refers to those practices formulated by management and are designed to increase employee information about and commitment to the organization. (Marchington & Goodman, 1992) employee involvement is concerned with the situation where the employer gives employee opportunity to become involved in their work and organization.

Employee participation is much more concerned with any process through which a person or a group of persons determines what another person or group of persons will do (Guess & Fatchett, 1974) Steven (1990) believes that participation is about employee playing a greater part in the decision making process.

The definition adopted for this study is that employee involvement and participation refers to giving employees a voice in any organization activity. Employee involvement and participation take different forms as identified by Marchington (1995). It could be downward communication, upward problem solving, task of participation, consultation and representative participation and financial participation / involvement. Research indicates that various employees in any organization cannot get committed to their work, improve on their performance and their productivity, rise their satisfaction levels unless their various forms where employees are involved and participate in decision making on matters that concern them, and this can only be achieved through these ways

Group Decision Making is the process of identifying problems and opportunities and resolving them (Gomez-Mejia & Balkin, 2002) further explained that management decisions can be made by manager's teams, or individual employees depending on the scope of decision, and the design and structure of the organization for example organization with decentralized structures delegate some management decision making to team and front line employees.

Decision making could either be programmed which deals with identifying the problems and matching the problems with routine procedures for resolving it or none programmed which also deals with the process of identifying and resolving the problem when a situation is unique and therefore are not previously established with routine or procedures that can be used as guides. Decision making under goes various stages that range from; identifying and diagnosing the problem, generating alternative solutions, evaluating alternatives, selecting the best alternative, implementing the decision and lastly evaluating the decision.

J. S. Chandan (2001) identifies the basic ways through which the effectiveness of decision making can be increased in order to stimulate creative thinking such as brain storming and story reading. He further explains that decision making is likely to reside within a group when employee commitment to the decision outcome is critical to successful implementation. This is a component of employee involvement and participation in decision making aimed at increasing the rate of labour stability.

Collective Bargaining employees and employers with differing interests must work together if they are to achieve their respective goals (S. Rao, 2003). But the differing interest creates an atmosphere of opposing forces which inhibit cooperation among and between employers and employees. So in any organization, ways must be sought to minimize tension and promote collective bargaining. Collective bargaining has been defined by (Sydney, Beatrice Webb, & Rao, 2003) as a method by which trade unions protected and improved the conditions of their members working lives.

Encyclopedia of social science defines collective bargaining as a process of discussion and negotiation between two parties, one or both of whom is a group of persons acting in consent. As advocated by International Labor Organization (ILO), collective bargaining refers to negotiation

about working conditions and terms of employment between an employer and group of employees, one or more employees, and organizations with the view of reaching an agreement. Various studies indicate that collective bargaining is a corner stone of good employee relations and constructive peace, it helps bring the unresolved between employees and employers to an agreement and it is the characteristic of employee involvement and participation aimed at furthering labor stability.

A growing organization is bound to experience a series of work related transitions for example recent careers have changed from traditional careers that were characterized by job security and long life career to protect careers. People change their career from time to time due to personal interest which has sometimes interfered with labor stability rate in many organizations today signified by employees resistance to change, rampant labor turn over, and conflicts. But through proper employees' involvement and participation in decision making process and various related organizational activities they can easily accept any change that may exist in the firm. Lewein said that the change process of un freezing situation, changing and refreezing situation is not a onetime application and a one man's show but it is a continuous and participative process due to dynamism and ever changing environment which is similarly related to the fact that without continuous employees participation and involvement labor stability will not exist in an organization.

### **2.3.3 Effects of Leadership Style on Labour Stability**

Leadership is the ability to influence people towards the attainment of organizational goals, (Richard. L. Draft, 2000). He further explained that leadership occurs among people, involves the use of influence, and it is used to attain goals. Leadership is reciprocal occurring among people, leadership is a "people" activity, distinct from administrative paper shuffling or problem solving activities. It is dynamic and it involves the use of power. (Gomez-Mejia & Balkin, 2002) defines leadership as the ability to influence people in a given situation to achieve organizational goal willingly and enthusiastically. He further explained that the concept of leadership management is relevant to any aspect ensuring effectiveness in organizations and in managing people. Many people believe that leadership is simply being the first, at the top, biggest or more powerful. Leadership in any organization has got a more meaning full definition; it simply means that

someone who sets a direction and influence people to follow it willingly and enthusiastically without forcing them.

There are different leadership styles usually practices in firms. Autocratic leadership style occurs when leaders centralize power and decision making to themselves.

And participative leadership style occurs when a leader empowers decision making authority to other followers. Research reveals that for maximum employee participation in an organization, managers should endeavor to use participative leadership style that allows and empowers employees to participate in decision making process which in turn results in job satisfaction, self esteem, and self development there by promoting labor stability.

Chuck William (2003) defines a conflict as a situation of disagreement between two parties. Conflicts can either be functional especially when they are constructive to the industry or dysfunctional when they are destructive especially in form of loss of competent people. Human relations approach explains that conflict is centered on poor social relations such as inadequate communication. The approach explains that when conflicts become too many and instead of being addressed immediately are swept under the rugs may lead to hostile environment resulting into labor instability.

Research indicates that autocratic leadership style has contributed a lot towards inevitability of conflicts in many organizations this therefore means that participative style of leadership should be advocated for to ensure that employees play a part especially in making decisions which will motivate them and raise their job satisfaction levels there by promoting labor stability

Motivation on organization has goals which can only be achieved by the efforts of the people who work in the organization. Individual people also have their own goals in life and these are likely to be different from those of the organization. So management must motivate employees in a way that they work towards achieving organizational goals. (Mc Farland & Prasad, 1999) motivation refers to the way in which urges, drives desires, aspiration striving, or needs direct, control or explain the behavior of human beings. Where he further explains that the study of motivation helps the manager understands what prompts people to initiate actions, what influences their choice of action and why they persist in that action overtime. Motivation can be

positive that is to say recognition of effort and appreciation employee contribution towards the organizational achievements, negative in form of force, fear and threats, extrinsic in form of high pay and intrinsic ( self actualization.).

Research shows that poor leadership de-motivates employees which in turn reduce their participation rates. So proper motivation should be all around to ensure that employees are properly rewarded and reorganized for what they done which will work towards promoting and maintaining labor stability at its highest peak.

Team work Prasad (1999), clearly explains that in order to meet the challenges of dynamic organizational environment more and more organization are replacing old hierarchies. With different types in form of work teams or project teams. He further defines a team as a group of people in the organization constituted for completing certain assignments. Ivancevich (2000) defines a team as group of people who are committed to a common purpose. When employees interact in their respective teams, their interpersonal skills are enhanced, develop a positive attitude towards work and their fellow workers, their absenteeism rate tend to reduce completely. This clearly explains that team work is a catalyst and a road map to labor stability.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter concerns the methodology of the study, and has the following sections, the research design, study population, sample selection, research instruments, validity, reliability, procedure and methods of data analysis.

#### **3.2 Research Design**

The study was a cross-sectional survey utilizing interviews and questionnaires administered on the employees of Organization for Rural Development - Jinja to ascertain:

- The methods used by the managers at ORUDE in assessing in decision making on issues pertaining the organization.
- Decision making participation factors that increase the level of labour stability at ORUDE.
- Effect of labor turn- over at Organization for Rural Development.
- Relationship between employee participation in organizational decision making and labour stability.

#### **3.3 Research Population**

The population for study comprised of the top level managers, middle level managers, and support staff. An estimated population of 55 out of 95 was one where a representative sample was selected. The choice of the population was based on the fact that it provides the most reliable, data and also be able to use the selected instruments since it was mostly literate.

The study was carried out among the employees of Organization for Rural Development (ORUDE) at the organization's locality in Jinja district.

#### **3.4 Sample and Sampling Procedure**

The researcher used simple random sampling, stratification and purposive methods, where 55 respondents out of 95 general staff of ORUDE were randomly picked; 5 at top level management / directors / managers, 40 middle level management and 10 support staff, being randomly selected from the various departments of administration, personnel, community based services,

and finance. These represented the employees, because the researcher felt that; employees selected at each level could provide a representative and the best information.

In simple random sampling, the researcher gave all subsets of the frame an equal probability. Each element of the frame had an equal probability of selection: the frame was not subdivided or partitioned. This minimized bias and simplified analysis of results.

In stratified sampling, the researcher embraced a number of distinct categories; the frame was organized by these categories into separate "strata." Each stratum was then sampled as an independent sub-population, out of which individual elements were randomly selected.

According to Patton (1990), purposive sampling is popular in qualitative research. This is applicable when the population has a large variability in some characteristics such as level of education or socio-economic status, which could have a significant bearing on the results of the study. In purposive sampling, subjects were selected because of some characteristics.

Therefore the researcher felt that, this number was sufficient enough to provide the required information. Random sampling of the respondents helped to avoid bias in sample selection.

The percentage (%) was obtained using the formula;

$$(\%) = \frac{n}{N} \times 100$$

Where n = Number of respondents from a particular category

N = Total population of the respondents.

### **3.5 Instruments**

The researcher employed questionnaires, interviews and observation as methods for data collection.

#### **3.5.1 Questionnaire**

A number of questionnaires comprised of both closed-ended and open-ended questions being given to the cross section of respondents in order to facilitate information gathering. This means that the questionnaire was in the format of both closed and open questions which utilized check lists format



The advantage of questionnaire is that, it enabled the respondent to consider all possible responses where as open ended questions utilized self administered format. Also, both types of the questionnaire format were easy to administer and analyze. They also permit a greater depth of response and are simpler to formulate.

On the other hand, this method is economical in terms of organizing, typesetting, printing, distribution and collection.

In the closed –ended questionnaire, the researcher had predominant multiple answers, with the corresponding like rating scale, as below:-

- Excellent
- Very Good
- Good
- Poor

The respondents were required to tick the most appropriate option.

In open-ended questionnaire, respondents expressed their feelings about research questions. The researcher issued 55 evaluation forms to 55 employees of ORUDE from varying management levels.

Self-administered questionnaires were ideal, because most of the respondents are literate, and are within the proximity of the researcher. It is also flexible and time saving, since it can be executed within a short period of time.

### **3.5.2 Interview**

Both structured and unstructured interviews were used to collect data from workers at ORUDE. This was advantageous in a way that the point of interest is discussed at length especially when using non directive interview; valuable information, feelings, attitudes and values are brought to the interviewers.

### **3.5.3 Observation**

The researcher used observation as data collection tool since it is a parcel of any meaningful research.

Open and direct Observation method can be used since if carried out in a structured and disciplined way, is one of the purest forms of research, as it taps directly in to behaviour, rather than perceptions, secondary or self reports of behaviours.

The advantage of observation as a method of data collection is that when properly executed, observation provides unique insights not attained by other methods.

### **3.6 Validity and Reliability**

To establish the reliability of the questionnaire, the researcher used the method of expertise judgment, which is recommended by Gay (1992) as the best method for reliability (Kimbowa, 2006). To effect this, after construction of the questionnaire, the researcher approached the supervisor and other experts to ensure the reliability and validity of the research instruments.

The sampling techniques and procedures or mechanisms put in place made the study possible to ensure the validity and reliability as they checked the biasness in the research. The consultation of the supervisor enabled the researcher to adjust the questionnaire and make it to the advice of the expert; which clearly made the research relevant, specific and logical.

In addition, a pilot test was conducted in order to test and prove on the reliability of the questionnaire. To prove the validity of the data collection instruments, Dr. Chandy (2007) scale will be used;

Validity = Relevant questions and the Total number of questions.

### **3.7 Data Type**

Most of the data collected by the researcher was primary data from the field as was provided by the respondents. To a lesser extent, secondary data from libraries, internet and ORUDE file cabinets was used for reference purposes.

### **3.8 Data Analysis**

The questionnaires were edited immediately after they had been collected, and this facilitated an easy follow up of the respondents, for clarification and correction, before their analysis. This was useful in obtaining relevant information.

Gathered data was analyzed and interpreted, with the view of checking for accuracy and completeness. Simple descriptive statistical methods were used to analyze the questions. Using Microsoft Excel and SPSS data was analyzed and presented in form of tables, pie charts and bar graphs.

## CHAPTER FOUR

### DATA PRESENTATION ANALYSIS AND INTERPRETATION

#### 4.1 Empirical Analysis

The study was set to establish the impact of employee participation in decision making and labour stability at ORUDE in Jinja District.

This chapter provides presentation, interpretation and analysis of data.

Presentation and analysis of the collected data was computed using percentages. In order to show the distribution of the respondents on the various question items. Tables, pie charts and graphs were used in the presentation of data.

The sample size was 55 employees who comprised of 5 top managers, 40 middle managers and 10 support staff of Organization for Rural Development. However, the greatest emphasis was put on the employers (top managers) and the middle managers, since they are the ones who are affected directly by the topics in question. The respondents were given questionnaires for which they provided the following information:

#### 4.2 Findings on the Response Rate

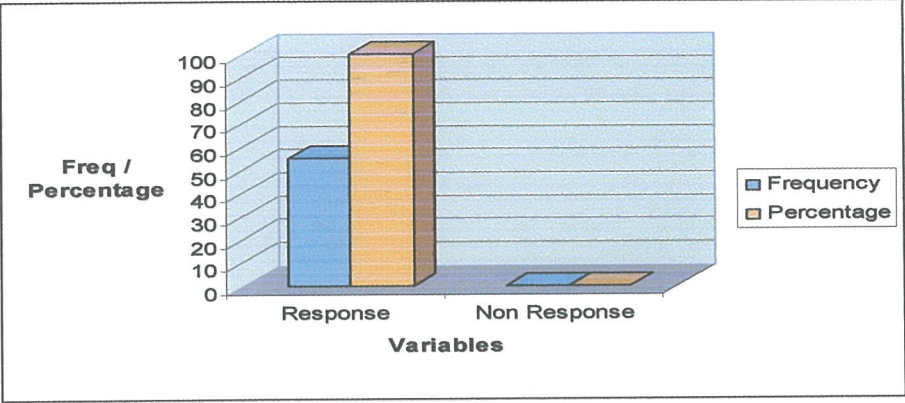
Out of the 55 Questionnaires that were administered at the three levels of employees of ORUDE - Jinja, all the 5 questionnaires for the top management were fully received, all the 40 of the middle level managers were received and also all the 10 of the support staff responded fully. The response rate was at 100%.

**Table 4.1:** Showing the Response Rate of Employees at all Levels

Type of Response	Frequency	Percentage
Response	55	100
Non Response	0	0
<b>Total</b>	<b>55</b>	<b>100</b>

Source: Primary Data

**Figure 4. 1:** Graph Representing the Information in the Table 4.1



Source: Primary Data

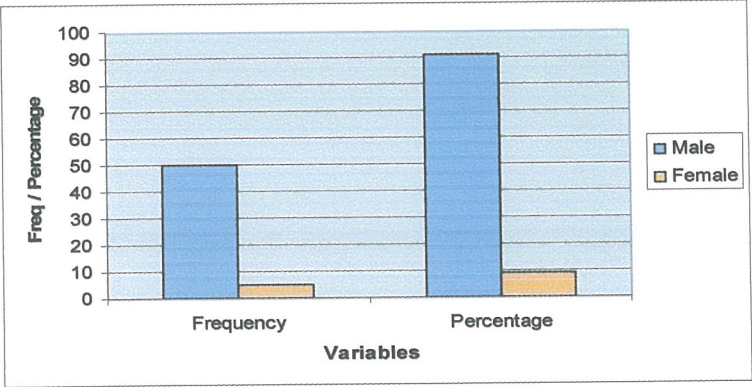
**Table 4.2:** Showing Respondent’s Gender

Type of Sex	Frequency	Percentage
Male	50	91
Female	5	9
Total	55	100

Source: Primary Data

In table 4.2 and in the graph below, the study findings revealed that; among the employees at ORUDE who responded to the research questions, 91% of them were men and only 9% were female. This takes that a highest number of employees at ORUDE are male (91%), meaning that the management at ORUDE prefers employing men than women.

**Figure 4. 2:** Graph Representing the Information in the Table 4.2



Source: Primary Data

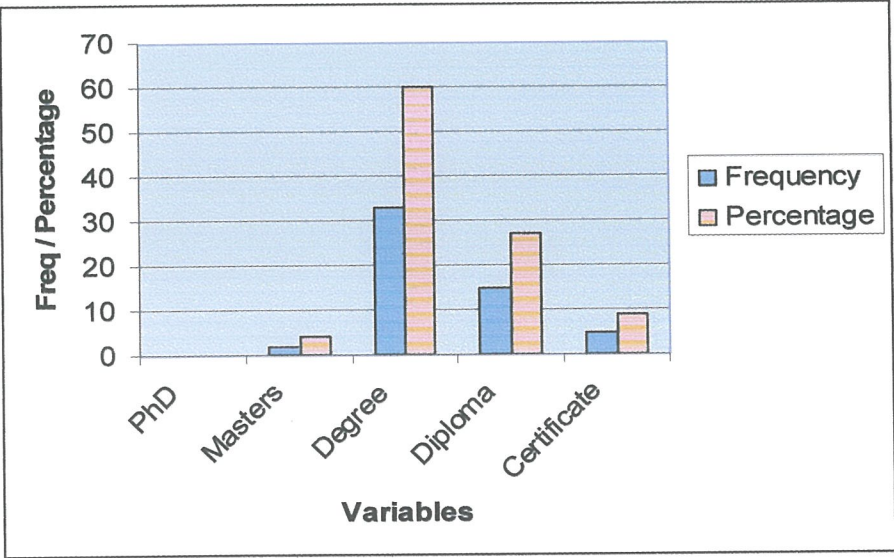
**Table 4.3:** Showing Respondent’s Academic Qualifications at ORUDE

Type of Response	Frequency	Percentage
PhD	0	0
Masters	2	4
Degree	33	60
Diploma	15	27
Certificate	5	9
Total	55	100

**Source:** Primary Data

In table 4.3 and in the graph below, the study findings revealed that; among the employees at ORUDE, 60% of them were degree holders , 27% were diploma holders, 9% were certificate holders, 4% of the respondents were maters holders and no respondent was a PhD holder. This indicates that almost all employees at ORUDE are literate holding different academic qualification awards. The existing highest number (60%) of degree holder employees at ORUDE makes the employees stable due to competition in achieving the results as expected by the management and in the line with the organization’s goal, mission and objectives.

**Figure 4. 3:** Graph Representing the Information in the Table 4.3



**Source:** Primary Data

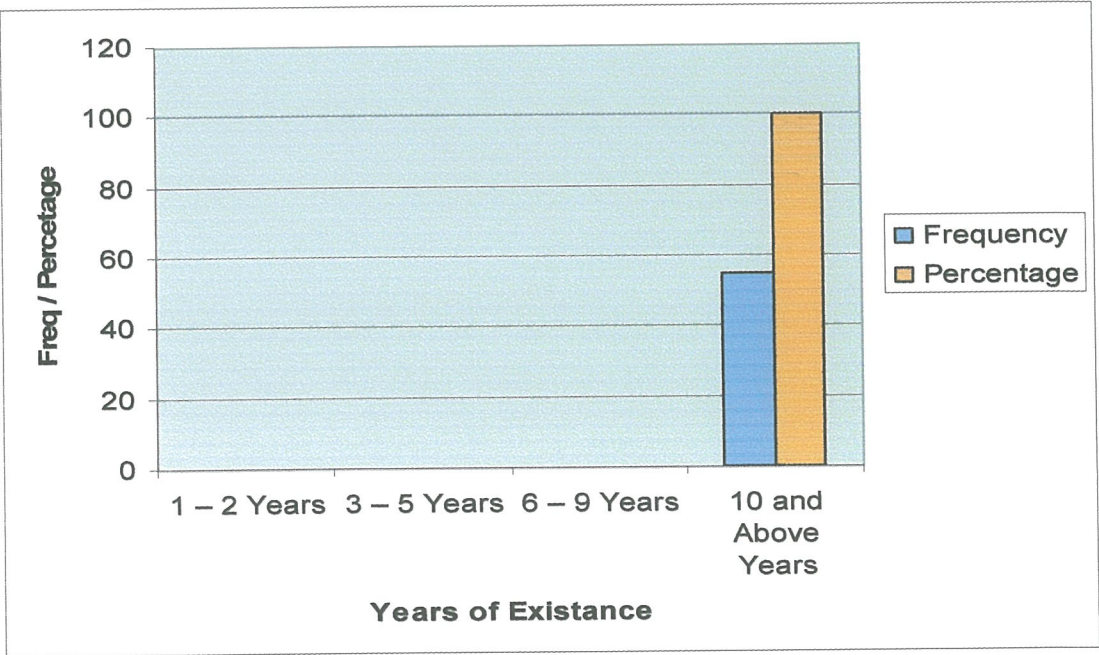
**Table 4.4:** Showing Respondents’ Views on the Period of existence of ORUDE

Type of Response	Frequency	Percentage
1 – 2 Years	0	0
3 – 5 Years	0	0
6 – 9 Years	0	0
10 and Above Years	55	100
Total	55	100

**Source:** Primary Source

In the interpretation in table 4.4 and in the graph below it was revealed that, 100% of the employees at ORUDE acknowledge that it has been in operation for a period of at least 10 years. This indicates that the top management of ORUDE values their employees and rewards them in an appropriate way thus upholding their stay at the organization. This has brought about continued labour stability due to workforce expertise and monopoly.

**Figure 4. 4:** Graph Representing the Information in the Table 4.4



**Source:** Primary Source



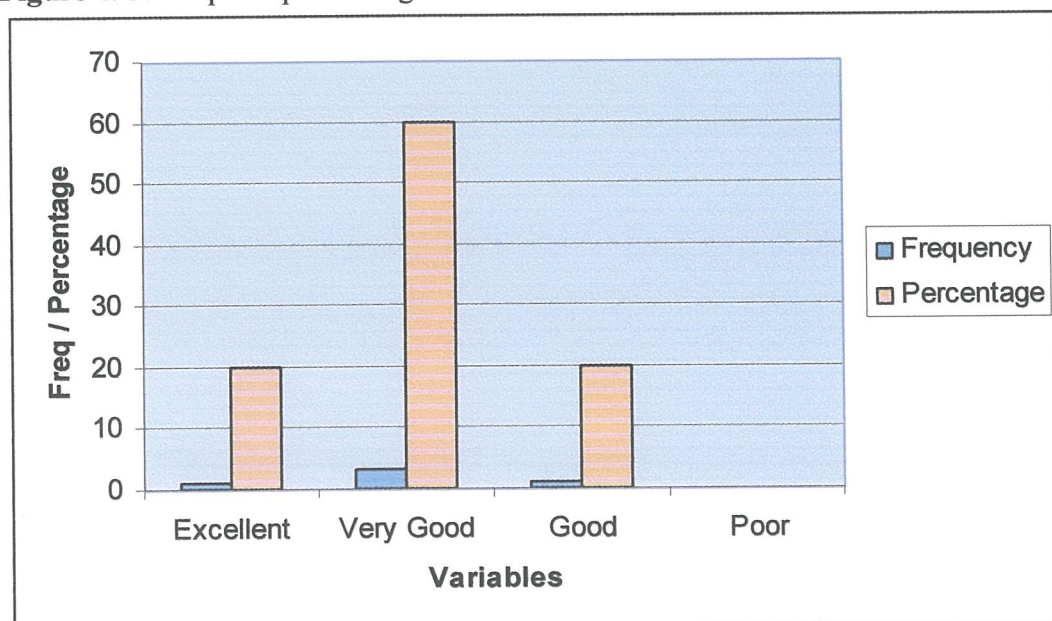
**Table 4.5:** Representing the Information about the Relationship between the Employers and the Employees at ORUDE in Jinja

Variables	Frequency	Percentage
Excellent	1	20
Very Good	3	60
Good	1	20
Poor	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Top Management

Interpreting the table 4.5 above its revealed that, the relationship between the top management and the employees was very good, this implies that there is no possibility of unfavorable relationship between the employers and the employees, this leads to labour stability and effective employee participation. This attributes and narrows the gap hence labour stability and good performance.

**Figure 4. 5:** Graph Representing the Information in the Table 4.5



**Source:** Top Management



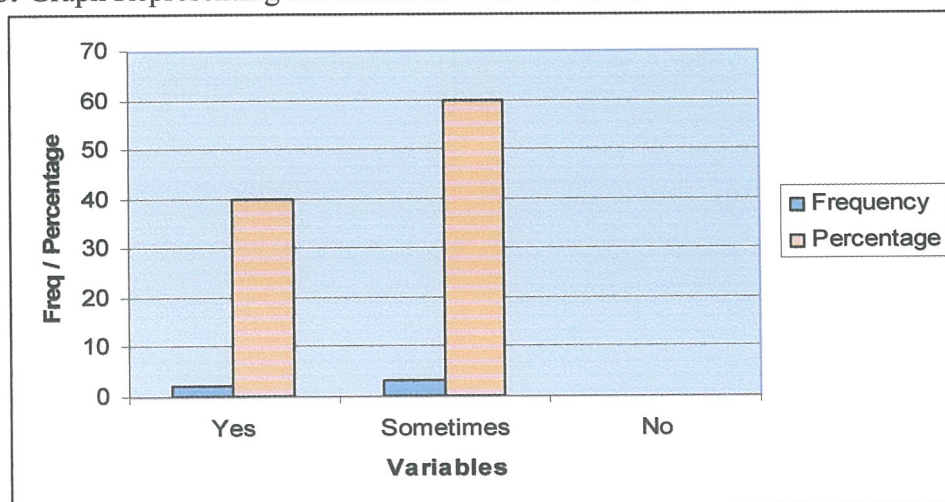
**Table 4.6:** Showing Respondent’s Responses on whether Top Managers involve their employees in Decision Making on Matters Concerning the Organization

Variables	Frequency	Percentage
Yes	2	40
Sometimes	3	60
No	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Top Management

When the researcher interviewed the top management, in table 4.6 and in the graph below, it was revealed that, 60% of the respondents sometimes involve their employees in decision making on matters concerning the organization, and also 40% of the interviewed top management respondents agreed to be involving the organization’s employees in decision making on matters concerning the organization. The respondent’s responses increased the curiosity of the researcher to explore further in the topic in question i.e. employee participation in decision making and labour stability. This means that there is participation decision making at ORUDE which has in turn led to labour stability at the entire organization.

**Figure 4. 6:** Graph Representing the Information in the Table 4.6



**Source:** Top Management

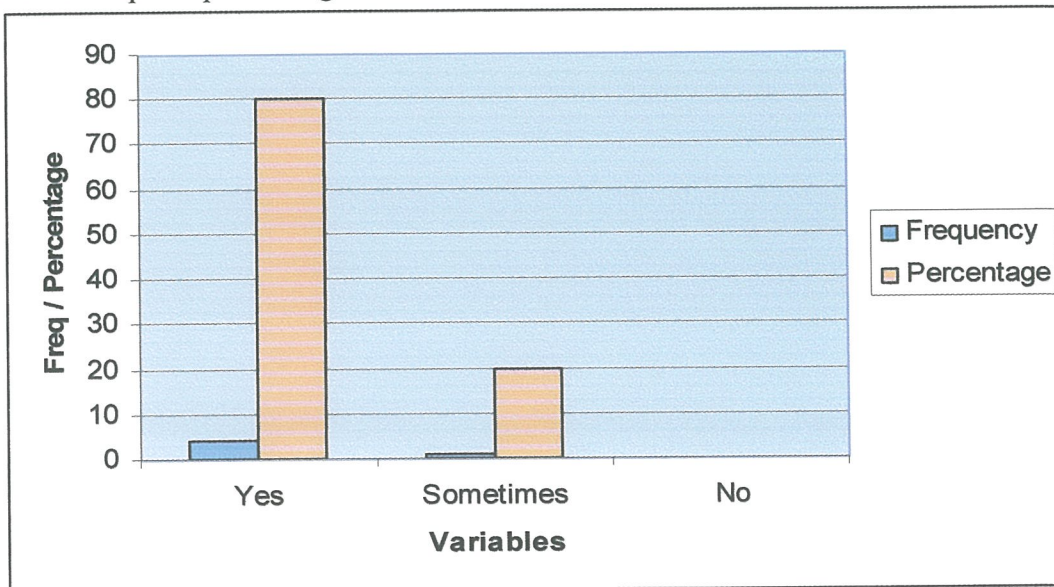
**Table 4.7:** Showing Respondent's View on whether they Assess Employee Performance in the Organization

Variables	Frequency	Percentage
Yes	4	80
Sometimes	1	20
No	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Top Management

According to the top managers' responses from the table 4.6 and the graph below, it indicates that four of the top officials (80%) responded that they assess employee performance in the organization. 20% of the respondents agreed that they sometimes assess employee performance in the organization. This clearly indicates that the management at ORUDE carries out employee performance evaluation, which entitles employees to work to the expected standards as per the organization's mission, vision and objectives. Hence, good employee performance and increased labour stability.

**Figure 4. 7:** Graph Representing the Information in the Table 4.7



**Source:** Top Management

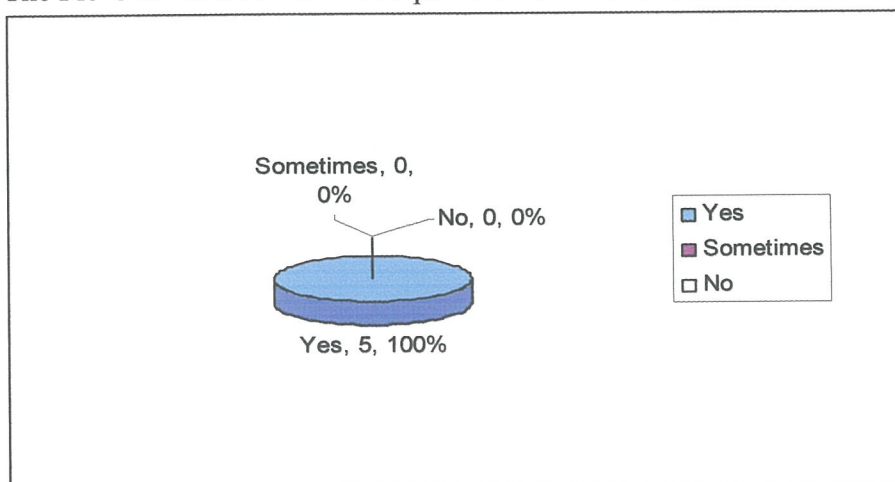
**Table 4.8:** Showing Respondents' View on whether there is a reward system put in place to increase the level of performance and reduce the rate of turnover in the organization to bring about labour stability

Variables	Frequency	Percentage
Yes	5	100
Sometimes	0	0
No	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Middle Managers

From the above table 4.8 and in the pie chart below as regards the top managers' responses on a reward system put in place to increase the level of performance and reduce the rate of turnover in the organization to bring about labour stability; it's evident that the reward system is in place due to 100% response value. This shows that there is increased level of performance and reduced turnover rate in the organization which brings about labour stability. From these findings, good reward systems in an organization leads to achievement of desired goals in organizations while upholding the level of employee likelihood and confidence while increasing the level of labour stability.

**Figure 4. 8:** The Pie-Chart Below Further Represents the Information in Table 4.8



**Source:** Top Managers



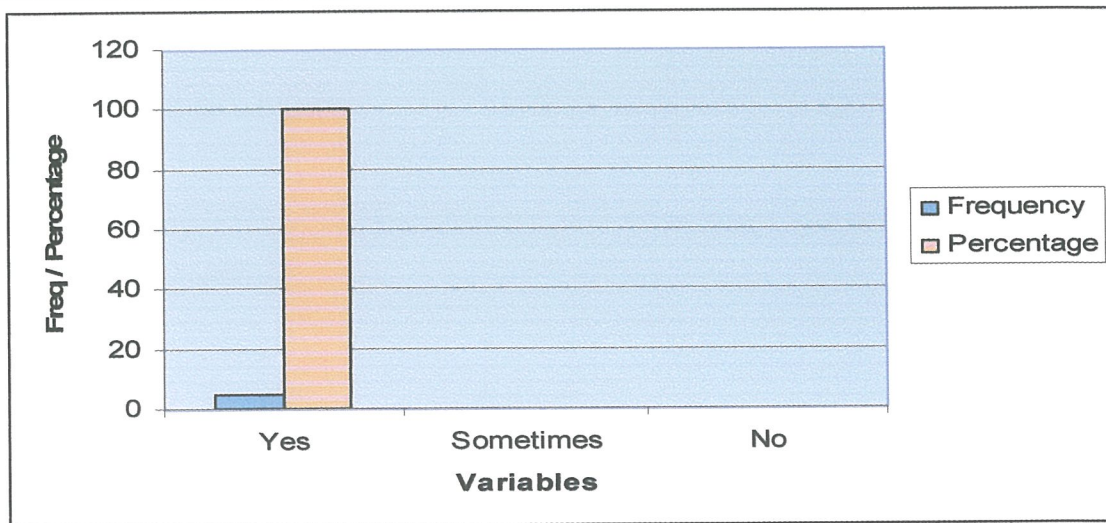
**Table 4.9:** Showing Respondents' View on whether there are Policy Measures put in Place to Strengthen the Performance and reduce the rate of Turnover of the Employees in the Organization

Variables	Frequency	Percentage
Yes	5	100
Sometimes	0	0
No	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Middle Managers

In table 4.9 and in the graph below about the existence of policy measures put in place to strengthen the performance and reduce the rate of turnover of the employees in the organization, one hundred (100%) responded that there are policy measures put in place to strengthen the performance and reduce the rate of turnover of the employees in the organization. This indicated that, the ORUDE management felt it necessary to ensure these policy measures are put in place in order to reduce on high turnover.

**Figure 4. 9:** Graph Showing Respondents' View on Existence of Policy Measures to Strengthen the Performance and Reduce the Rate of Turnover



**Source:** Middle Managers

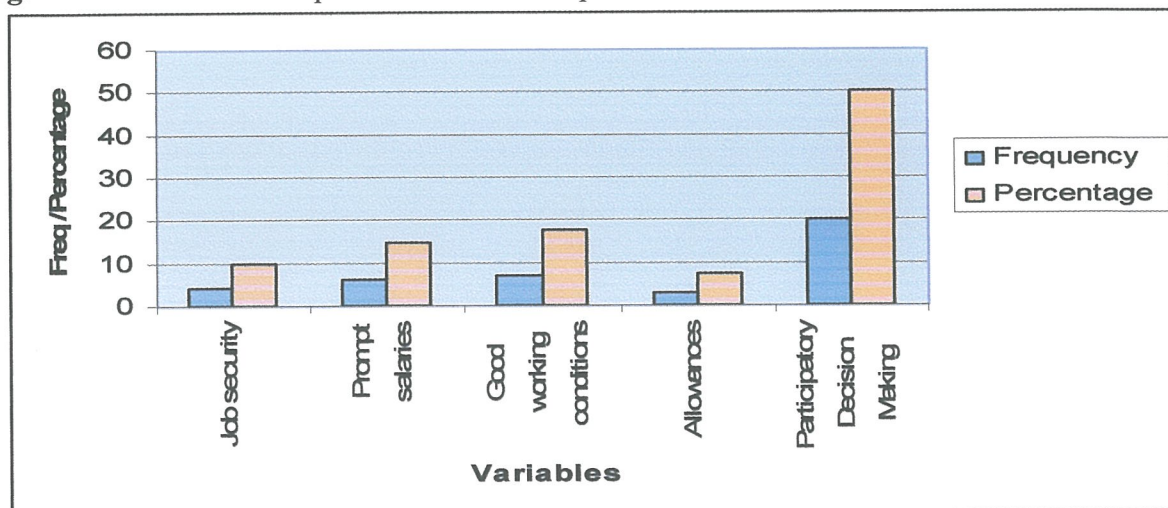
**Table 4.10:** Showing Respondents' View on Factors that have contributed to their Longer at ORUDE

Middle managers' view	Frequency	Percentage
Job security	4	10
Prompt salaries	6	15
Good working conditions	7	17.5
Allowances	3	7.5
Participatory Decision Making	20	50
<b>Total</b>	<b>40</b>	<b>100</b>

**Source:** Middle Managers

From the above table 4.10 and in the bar graph below as regards the middle managers' responses on factors that have favoured their long stay at ORUDE; it's clear that employee participation in decision making is the highest factor that has led to long time stay by employees at ORUDE (50%), followed by; good working conditions (17.5%), prompt salaries (15%), job security (10%) and lastly allowances (7.5%). This shows employee participation in the organization's decision making among other factors such as; good working conditions, prompt payment of salaries are among the priority factors for long stay at the organization.

**Figure 4. 10:** The Bar Graph Below Further Represents the Information in Table 4.9



**Source:** Middle Managers

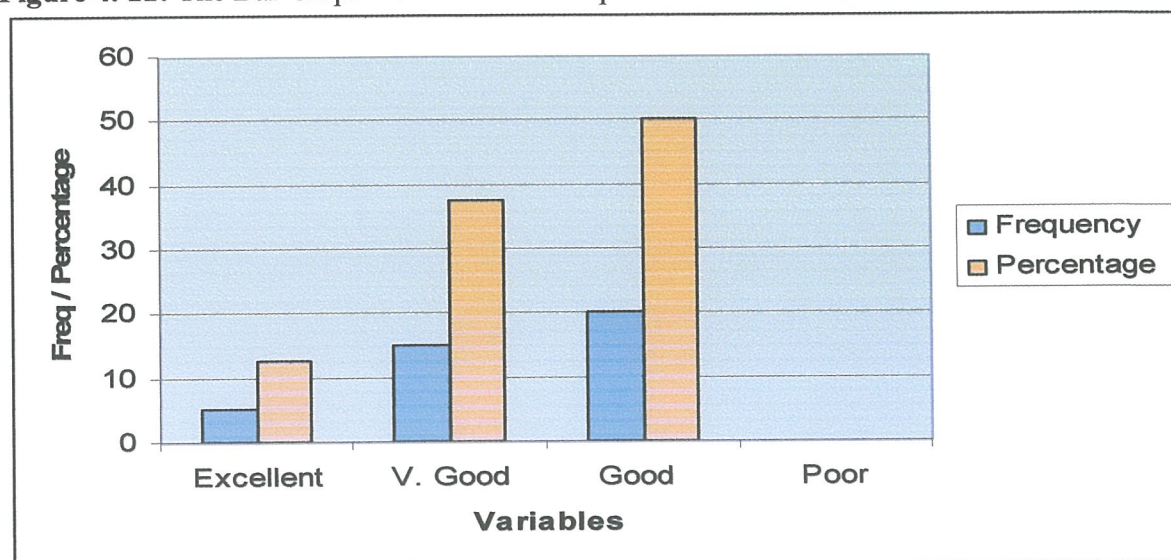
**Table 4.11:** Showing Respondents' View on the kind of relationship would you expect from your immediate employer in relation to work

Middle Managers' View	Frequency	Percentage
Excellent	5	12.5
V. Good	15	37.5
Good	20	50
Poor	0	0
<b>Total</b>	<b>40</b>	<b>100</b>

**Source:** Middle Managers

From the above table 4.11 and in the bar graph below as regards the middle managers' responses on the kind of relationship would they expect from their immediate employers at ORUDE; it's evident that the employee – employer relationship at ORUDE (50%) is good, 37.5% reveals that the relationship is very good and 12.5% agreed that the relationship is excellent. This shows that at ORUDE, there is comparatively good employee – employer relationship which in turn has led to labour stability.

**Figure 4. 11:** The Bar Graph Below Further Represents the Information in Table 4.11



**Source:** Middle Managers



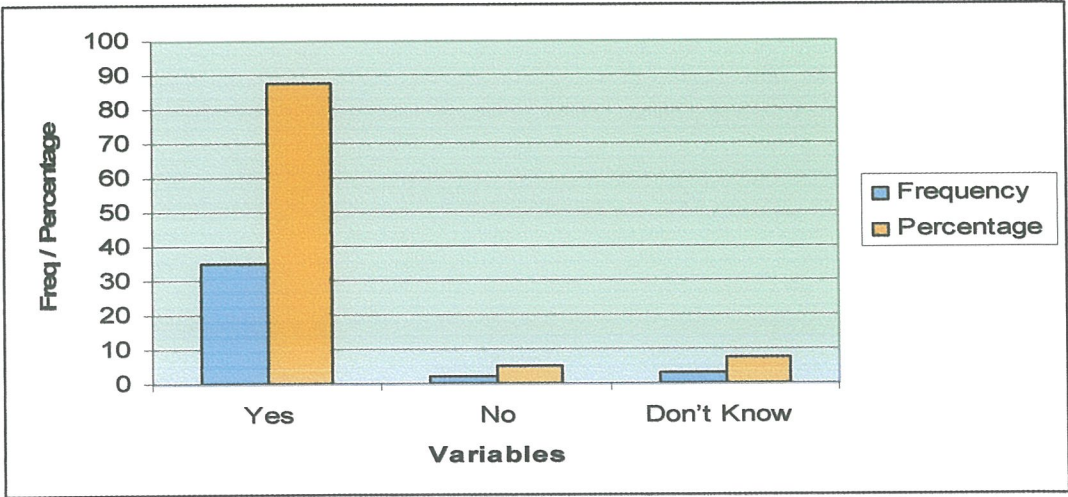
**Table 4.12:** Showing Respondents’ View on whether participation in the process of decision making increase the level of productivity and create more confidence in labour stability in the organization.

Middle Managers' View	Frequency	Percentage
Yes	35	87.5
No	2	5
Don't Know	3	7.5
Total	40	100

Source: Middle Managers

From the above table 4.12 and in the bar graph below as regards the middle managers' responses on whether their participation in decision making process increase the level of productivity and create more confidence in labour stability at ORUDE; it is clear that the middle management participation in decision making process greatly increases the level of productivity and thus creating more confidence in labour stability in the organization (87.5%), from the respondents, only 5% and 7.5% did not agree and did not know respectively the value or output of their participation in decision making process. This shows that at ORUDE, employee participation in decision making process has contributed a lot to productivity and brought about confidence in labour stability of the organizations.

**Figure 4. 12:** The Bar Graph Below Further Represents the Information in Table 4.12



Source: Middle Managers

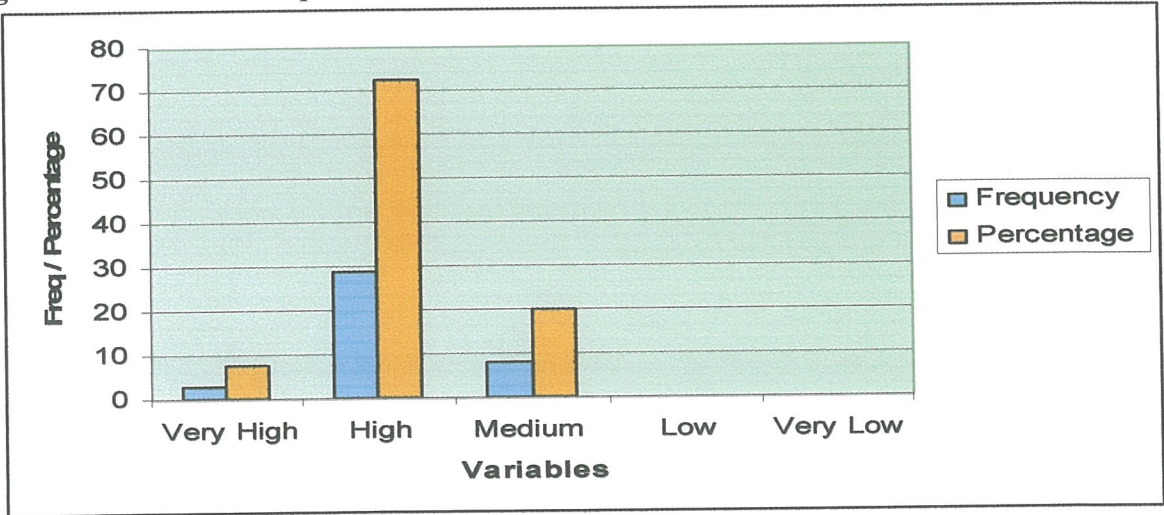
**Table 4.13:** Showing Respondents' View on the level of relationship between employee participation in decision making and labour stability in the organization

Middle Managers' View	Frequency	Percentage
Very High	3	7.5
High	29	72.5
Medium	8	20
Low	0	0
Very Low	0	0
Total	40	100

Source: Middle Managers

From the above table 4.13 and in the bar graph below as regards the middle managers' responses on the level of relationship between employee participation in decision making and labour stability at ORUDE; it is clear that there is a relatively high level of relationship between employee participation in decision making and labour stability (72.5 and 7.5 for very high and high respectively), 20% of the respondents' views were medium. This indicates that the level of relationship between employee participation in decision making has led to a positive impact on labour stability at ORUDE.

**Figure 4. 13:** The Bar Graph Below Further Represents the Information in Table 4.13



Source: Middle Managers



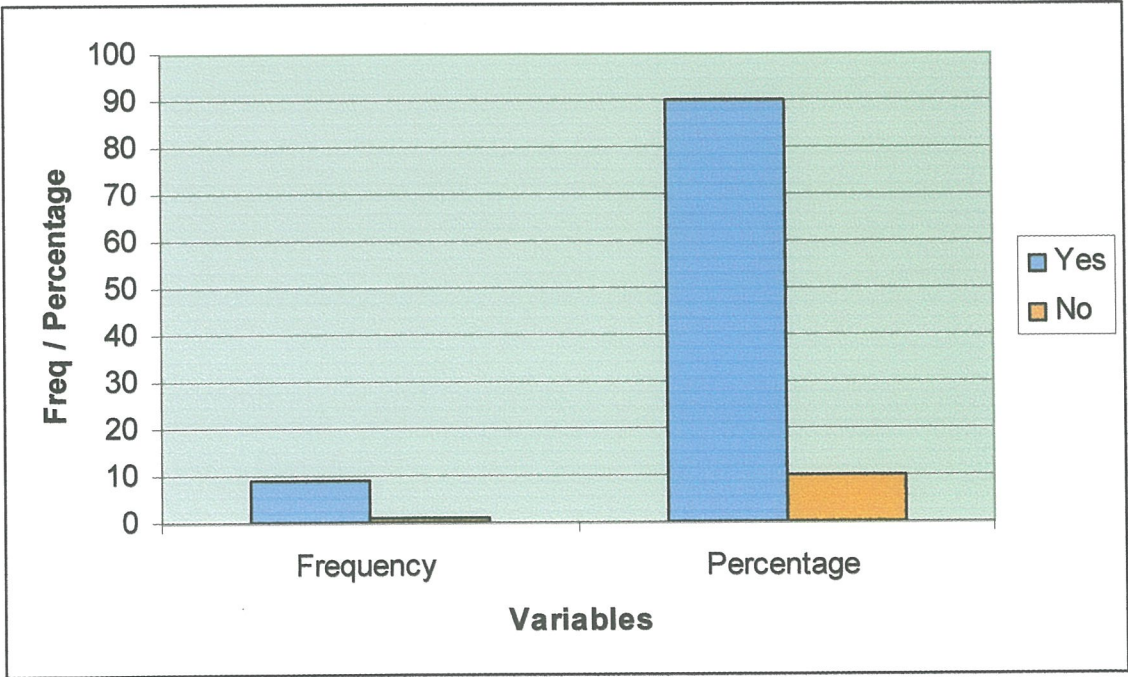
**Table 4.14:** Showing Respondents’ View whether their participation in decision making is a prerequisite to labour stability

Middle Managers' View	Frequency	Percentage
Yes	9	90
No	1	10
Total	10	100

Source: Support Staff

From the above table 4.14 and in the pie chart below as regards the support staff’s responses on their participation on decision making as a prerequisite to labour stability at ORUDE is positive at (90%) as compared to only 10% of the respondents whose views were negative. This indicates that the participation of support staff or employees in decision making of the organization is a prerequisite to labour stability.

**Figure 4. 14:** The Pie Chart Below Further Represents the Information in Table 4.14



Source: Support Staff

#### 4.3 Relationship between the Employee Participation in Decision Making and Labour Stability

The above relationship was determined using the Pearson's correlation coefficient and the table below gives the results of the findings;

**Table 4. 15: Pearson's Correlation**

		EMPLOYEE PARTICIPATION	LABOUR STABILITY
EMPLOYEE PARTICIPATION	Pearson Correlation	1.000	.546**
	Sig. (2-tailed)	.	.000
	N	55	55
LABOUR STABILITY	Pearson Correlation	.546**	1.000
	Sig. (2-tailed)	.000	.
	N	55	55
** Correlation is significant at the 0.01 level (2-tailed)			

**Source:** Statistical Package for Social Sciences (SPSS Output)

From table 4.15, according to Pearson's coefficient, the relationship between employee participation in decision making and labour stability in an organization is strong and at a value of 0.546. This implies that as long as the employees are participating in decision making, the organization will realize labour stability since employees will be implementing what they have been part of in making.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter specifically portrays a discussion of the results of the study based on the findings presented in chapter four. The discussion relates the objectives of the study to the findings aforementioned. The conclusions are drawn and the recommendations are also given.

#### **5.2 Summary of the Findings**

In determining the feasible findings of the study, the researcher took into consideration a total number of 55 respondents as the study sample.

Demographically, according to the study findings more males (91%) were involved in the research as compared to the females (9%).

According to the research findings, the largest number of the respondents constituted of the middle managers (40 respondents).

All the questionnaires the researcher issued to the respondents for filling were all received and the results analyzed and interpreted (Response rate was 100%).

##### **5.2.1 The Relationship between the Top Management and the Employees**

From the findings, the researcher found out that the highest number of the respondents strongly agreed that they had good relationship with the rest of the employees at ORUDE (Excellent, 20%; Very good, 60% and Good, 20%). This good relationship between the top management and their subordinates has gone a long way into bringing about confidentiality and job security from both the middle managers and the support staff; this thus in turn leads to free participation in decision making leading to labour stability. This also greatly increases the output at ORUDE in Jinja district.

##### **5.2.2 The Involvement of the Employees in Decision Making on Matters Concerning the Organization**

From the findings, the researcher found out that the top management acknowledges that at times (60%) it involves other low level management employees in decision making on issues concerning the organization at large. This was also observed by the researcher on the relatively stable rate of labour stability.

### **5.2.3 The Assessment of Employee Performance within the Organization**

From the findings, the researcher found out that the top Management has policies in place for assessing individual employee performance at ORUDE (80%). Individual assessment is good in any organization as it promotes professionalism and accuracy by employees as per the organization's satisfaction expectations.

### **5.2.4 The Existence of a Reward System to Increase the Level of Performance and Reduce the Rate of Turn Over in the Organization**

From the findings, the researcher found out that the organization has a functioning reward system in place (100%) for all the employees. This reward system has greatly brought about the zeal of love that has in turn attributed to labour stability amongst the employees. The reward system has also reduced the rate of organizational turn over which increases its profitability and strength.

### **5.2.5 The availability of Policy Measures to Strengthen the Employee Performance**

From the findings, the researcher found out that in place there is are policy measures (100%) to strengthen the employee performance. This reduces the rate of organizational turnover and amongst the employees within the organization. Reduced turnover results into labour stability and increased output at ORUDE.

### **5.2.6 The Factors that leads to Employees' Stay at ORUDE**

From the findings, the researcher found out that there were varying factors that leads to employee liking to work at ORUDE, Participatory employee decision making was ranked highest (50%); this has led to improved performance and enhanced labour stability. Other factors included; good working conditions (17.5%), prompt salary pay (15%), job security (10%) and existence of allowances (7.5%). This factors increases employee confidentiality while at work and in the long run high labour stability is realized by the top management and the directors.

### **5.2.7 The kind of Relationship Employees expect from their Immediate Employers**

From the findings, the researcher found out that the relationship between employees and their immediate employers was good (50%), other rankings were 37.5% for very good, and 12.5% for excellent. This is a clear indication that the good relationship amongst the employees and their immediate employers at ORUDE has led to sound decision making from the subordinates and has

increased labour stability hence reducing the turnover and increasing effective service delivery and profitability.

#### **5.2.8 Whether employee Participation in the Process of Decision Making Increase the level of Productivity**

From the findings, the researcher found out that 87.5% of the respondents agreed that their participation in the process of decision making increases the level of productivity and creates more confidence in labor stability within the organization. 5% did not agree to that and 7.5% did not know whether their participation brings about labour stability by increasing the level of productivity. Since the highest percentage strongly agreed that their participation in the decision making process brought about increased levels of productivity and confidence thus improving labour stability at ORUDE.

#### **5.2.9 The Level of Relationship between Employee Participation in Decision Making and Labour Stability**

From the findings, the researcher found out that the relationship was high (72.5%), the high level indicated that employee participation and labour stability at ORUDE led to employee confidentiality and increased employ job security and the organizational profitability.

#### **5.2.10 Whether Employee Participation in decision Making a Prerequisite to Labour Stability**

From the findings, the researcher found out that employee participation is decision making is a prerequisite to labour stability (90%); this brings about employee confidentiality, leading to reduced turnover and increased productivity and job security within the organization.

### **5.3 Conclusion**

#### **5.3.1 The Relationship between the Top Management and the Employees**

The study findings indicated that there was good relationship between the top management and the employees which has led to increased productivity and labour stability.

### **5.3.2 The Involvement of the Employees in Decision Making on Matters Concerning the Organization**

From the study findings, there is at times the top management involves other employees with equal opportunity in decision making on matters affecting the organization.

### **5.3.3 The Assessment of Employee Performance within the Organization**

The findings revealed that the top management has put in place means of assessing individual employee performance at the organization. This has brought about employee confidentiality and professional /touch on assigned duties which has in turn uplifted labour stability.

### **5.3.4 The Existence of a Reward System to Increase the Level of Performance and Reduce the Rate of Turn Over in the Organization**

The study revealed that to reduce the rate of turnover and increase the level of performance there are employee reward systems in place. This motivates employees to uphold their performance to meet the organizational needs at all times of carrying out their assigned duties.

### **5.3.5 The availability of Policy Measures to Strengthen the Employee Performance**

Conclusively, the research findings also show that there are policy measures in place to strengthen the employee performance at the organization. The policies are favorable and all employees adhere to them in friendly manner.

### **5.3.6 The Factors that leads to Employees' Stay at ORUDE**

The findings showed that for a successful stay there are binding factors amongst the employees at ORUDE; among which include: - participation in the process of decision making, good working conditions, prompt salary pay, job security and existence of allowances as respectively ranked.

### **5.3.7 The kind of Relationship Employees expect from their Immediate Employers**

The research findings revealed that there was good relationship that existed between the employees and their immediate employers at ORUDE.

#### **5.3.8 Whether employee Participation in the Process of Decision Making Increase the level of Productivity**

The findings revealed that employee participation in the process of decision making increase the level of productivity as it leads to employee confidentiality, gain love of belonging to the organization thus realizing labour security and stability.

#### **5.3.9 The Level of Relationship between Employee Participation in Decision Making and Labour Stability**

According to the research findings, the level of relationship between employee participation in decision making and labour stability is high.

#### **5.3.10 Whether Employee Participation in decision Making a Prerequisite to Labour Stability**

The findings also revealed that the employee participation in decision making is a prerequisite to labour stability at ORUDE in Jinja district.

### **5.4 Recommendations**

From discussed findings, the following are recommendations to the management of ORUDE in Jinja District and their subordinates as it relates to the employee participation in decision making and labour stability: -

#### **5.4.1 The Relationship between the Top Management and the Employees**

The Top Management should uphold the existing relationship with the employees at lower management levels to create conducive working environment within the organization

Also the employees are urged to maintain good working relationships amongst them in varying organizational departments as their good relationship leads to reduced turnover and labour stability.

#### **5.4.2 The Involvement of the Employees in Decision Making on Matters Concerning the Organization**

The top management should continue involving other employees in decision making on matters concerning the organization as it brings about employee confidentiality and love to work on alongside their ideas that deemed necessary to the organization.

#### **5.4.3 The Assessment of Employee Performance within the Organization**

There should be continued assessment of employees as this forces them to apply professionalism in most of the duties performed. This makes sure that the employees are sure and carries out necessary actions as far as their duties are concerned.

#### **5.4.4 The Existence of a Reward System to Increase the Level of Performance and Reduce the Rate of Turn Over in the Organization**

More reward tools should be put in place to supplement the ones in existence to improve the employ strength and love to work at ORUDE with love of belonging to the organization.

#### **5.4.5 The availability of Policy Measures to Strengthen the Employee Performance**

The policy measures should be considerate for both the employees and the management to ease tension that may arise from tough policies.

The employees should always be consulted before a policy can be passed by the top management and the employee views should be discussed with keen interest for the betterment of the organization.

#### **5.4.6 The Factors that leads to Employees' Stay at ORUDE**

The management should uphold the employee participation in decision making; they should also maintain good working conditions, enhance prompt salary pay, ensure that there is stable job security for the employees and also continue providing allowances to its employees. When well planned and carried out, they will all reduce on the turnover and increase labour stability and organization profitability.



#### **5.4.7 The kind of Relationship Employees expect from their Immediate Employers**

The recommendation is that as the employees expect good relationship between them and their employers, the employers should make sure that all the policies put in place leads to good relationship between the organizational goals and the organization's employees.

#### **5.4.8 Whether employee Participation in the Process of Decision Making Increase the level of Productivity**

Since the employee involvement and participation in decision making increase the level of productivity, the management should make sure that the employees are always involved in decision making plans to uphold the increasing productivity at ORUDE.

#### **5.4.9 The Level of Relationship between Employee Participation in Decision Making and Labour Stability**

The high level relationship between employee participation in decision making and labour stability should be maintained and plans to improve it realized to increase the level of labour stability and bring about reduced turnover and improved productivity.

#### **5.4.10 Whether Employee Participation in decision Making a Prerequisite to Labour Stability**

Since employee participation in decision making is seen as a prerequisite to labour stability at ORUDE, the employees are urged to continue participating in decision making forums for the better of ORUDE and expected good stay at the organization.

### **5.5 Areas of Further Study**

Further research can be conducted in the following topics.

1. Relationship between productivity and profitability of small and medium enterprises
2. Motivating factors and their impact on employee performance in an organization
3. Impact of motivation on employee's performance and productivity

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## APPENDICES

### APPENDIX A: TIME FRAME

Period	Activity
Dec 2009 – Jan 2010	Writing the Research Proposal
Feb 2010 - March 2010	Primary Data Collection
March 2010 – April 2010	Data Entry and Analysis
May 2010	Submission of the draft of Research Report to the Supervisor
July 2010	Submissions of a final copy this to the school of the postgraduate.

## APPENDIX B: BUDGET

Inputs	Duration & Target Dates	Unit Cost Ug	Total cost
Research assistants 4 x 35days	Dec - Jan	20,000.00	2,800,000.00
1 Driver x 35 days	Feb - July	45,000.00	1,575,000.00
Diesel for vehicle 670 liters	Dec - July	2,000.00	1,340,000.00
Accommodation 4 x 35 days	Jan - March		1,780,000.00
Computer typesetting & data analysis / binding	June - July		1,300,000.00
13 Reams of Paper		10,000.00	130,000.00
Airtime		200,000.00	200,000.00
<b>TOTAL</b>			<b>9,125,000.00</b>

## APPENDIX C: QUESTIONNAIRE GUIDE FOR DIRECTOR / MANAGERS

Dear respondent,

I kindly request you to help me answer this questionnaire to enable me gather the relevant information purposely to ensure the quality of research. The information provided will be treated confidential and your cooperation and contribution to this study will highly be appreciated. I will be grateful for your support.

Thank in advance for your cooperation.

### Section A. Bio—Data

1. Name: ..... (Optional)

2. Age: ..... Sex: .....

3. Qualification:

(a) PhD ☐ (b) Masters ☐ (c) Degree ☐ (d) Diploma ☐ (e) Certificate ☐

### Section B

4. For how long has this organization existed? (Tick appropriate)

1-2 Years ☐

3-5 Years ☐

6-9 Years ☐

10+ Years ☐

5. What is the relationship between you and your employees? (Tick appropriate)

Excellent ☐

V. good ☐

Good ☐

Poor ☐

6. Do you involve your employees in decision making on matters concerning this organization?

a) Yes ☐ b) Sometimes ☐ c) No ☐

7. Do you assess employee performance in your organization?

a) Yes ☐ b) Sometimes ☐ c) No ☐

8. Is there a reward system put in place to increase the level of performance and reduced the rate of turn over in the organization to bring about labour stability?

a) Yes ☐ b) Sometimes ☐ c) No ☐

9. Are there policy measures put in place to strengthen the performance and reduce the rate of turnover of the employees in the organization?

a) Yes ☐ b) Sometimes ☐ c) No ☐

*Thank you for your time and participation*



## APPENDIX D: QUESTIONNAIRE FOR MIDDLE MANAGERS

Dear respondent,

I kindly request you to help me answer this questionnaire to enable me gather the relevant information purposely to ensure the quality of research. The information provided will be treated confidential and your cooperation and contribution to this study will highly be appreciated. I will be grateful for your support.

Thank in advance for your cooperation.

### Section A. Bio—data

1. Name ..... (Optional)

2. Age: ..... Sex: .....

3. Qualification:

(a) PhD ☐ (b) Masters ☐ (c) Degree ☐ (d) Diploma ☐ (e) Certificate ☐

4. Employment type:

(a) Permanent ☐ (b) Temporary / Contract ☐

5. For how long have you been employed in the district?

1—2 years ☐

3—5 years ☐

6—9 years ☐

10+ years ☐

6. What has made you to stay longer as an employee at ORUDE?

Job security ☐

Prompt salaries ☐

Good working conditions ☐

Allowances ☐

Participatory Decision Making ☐

**Section B**

7. What kind of relationship would you expect from your immediate employer in relation to work?

Excellent	<input type="text"/>
V. good	<input type="text"/>
Good	<input type="text"/>
Poor	<input type="text"/>

Explain why .....

.....

8. Comment on the working environment in your department / section.

.....

.....

9. Would your participation in the process of decision making increase your level of productivity and create more confidence in labour stability in this organization?

Yes	<input type="text"/>
No	<input type="text"/>
Don't Know	<input type="text"/>

Explain why .....

.....

.....

10. What would really make you stay dissatisfied at place of work?

.....

.....

.....

11. If any job dissatisfaction, which interventions would you employ, so that it can lead you to job satisfaction?

.....

.....

.....

12. What is the level of relationship between employee participation in decision making and labour stability?

Very High	<input type="text"/>
High	<input type="text"/>
Medium	<input type="text"/>
Low	<input type="text"/>
Very Low	<input type="text"/>

Explain why

.....

.....

.....

*Thank you for your time and participation*

**APPENDIX E: QUESTIONNAIRE FOR SUPPORT STAFF**

Dear respondent,

I kindly request you to help me answer this questionnaire to enable me gather the relevant information purposely to ensure the quality of research. The information provided will be treated confidential and your cooperation and contribution to this study will highly be appreciated. I will be grateful for your support.

Thank in advance for your cooperation.

**Section A. Bio—data**

- 1. Name: ..... (Optional)
- 2. Age: ..... Sex: .....
- 3. Level of education:  
(a) Tertiary ☐ (b) A’ level ☐ (c) O’ level ☐ (d) Others ☐
- 4. Form of Employment:  
(a) Permanent ☐ (b) Temporary / Contract ☐
- 5. For how long have you been employed in the district?  
  
6 Months —1 Year ☐  
2—5 Years ☐  
6—9 Years ☐  
10 Years ☐  
10+ Years ☐

7. What has made you to stay longer at the place of work?

.....

.....

.....

**Section B**

8. What kind of relationship would you expect from your immediate boss / manager in relation to work?

Excellent	<input type="text"/>
V. good	<input type="text"/>
Good	<input type="text"/>
Poor	<input type="text"/>

Explain why .....

.....

9. Comment on the working environment in your department / section.

.....

.....

10. What would specifically make you stay productive at place of work?

.....

.....

11. What would really make you stay dissatisfied at place of work?

.....

.....

12. What relationship is there between employee participation in decision making and labour stability?

Very High	<input type="text"/>
High	<input type="text"/>
Medium	<input type="text"/>
Low	<input type="text"/>
Very Low	<input type="text"/>

Explain why

.....

.....

13. Is your participation in decision making a prerequisite to labour stability?

Yes ☐

No ☐

(If yes / no, give reasons)

.....

.....

*Thank you for your time and participation*

## APPENDIX F: LETTER OF INTRODUCTION



**KAMPALA  
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**OFFICE OF THE ASS.DEAN  
SCHOOL OF POSTGRADUATE STUDIES**

Date: 10<sup>th</sup> /03/2010

To:

**THE ORGANISATION FOR RURAL,  
DEVELOPMENT (ORUDE),  
JINJA DISTRICT**

Dear Sir/Madam

**RE: JOHN FRANCIS ONGIA REG.NO:MHRM/10007/81/DU**

This is to certify that the above mentioned person is a bonafide student of Kampala International University at the School of Management, he is pursuing a Two years, Four semester Programme in Masters of Human Resource Management .and he is in Second year Second semester.

He wishes to carry out research on *Employee participation in Decision Making and Labour Stability*.

Any assistance extended to him will be highly appreciated.

Thank you,

Yours sincerely,

  
**Dr. ANGELITA P. CANENE**

**Ass. Dean SPGS School of Business**

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*"Exploring the Heights"*

