Assessing the effect of employee participation on organisational performance: A Case Study of Lusaka.
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ABSTRACT- *The purpose of this study was to assess the effect of employee participation on organizational performance in Lusaka, Zambia. The study population comprised of 500 employees of three private corporations namely Global Weighing Equipment Limited, Zamseed, and Gourock Limited. The study adopted descriptive survey research design. The findings of the study showed that employee participation had a significant effect on organizational performance. The study also showed that employee participation for positive organizational performance needed more strategies by management to engage in encouraging employee participation for organizational performance. Lusaka is the hub of various business entities and most organizations feel the heated competition of product market placement, organizational growth and most importantly hiring and keeping the best teams for the best desired results objectively to grow the organization's, market share, product performance, service delivery and efficiency, which all depend on the core contribution of employees' performance. This study, through its assessment showed how employers, management and employees can effectively build an environment that allows performance growth through participation. Bisocos (1990) suggest that; "Every executive should be aware of the help he might obtain from his subordinates in his planning…" according to Bisocos management would effectively plan and project for the organizational growth if they would be inclusive in their planning process and accept their subordinate inputs.*

Keywords: *Employee Participation, organizational Performance, decision making, and employee involvement.*

I. CHAPTER ONE: INTRODUCTION

Zambia shares the current global platform competition of organizational growth with a demand in employee and management collective teamwork for achieved organizational performance, There are a number of examinable factors that influence organizational performance that would result from effective participation of employees; performance management system, goal setting, motivational theories and many other behavioral influences that would result in positive performance from individual, groups, departments and organizational level . This study was conducted to examine the effect of employee participation on organizational performance

Zambia has had a lot of small and big organizations sharing similar markets, others with outstanding performances hence creating stiff competition and the need for setting up competitive advantages by ensuring the best teams are employed, and are of good performance. In an organizational view, personal empirical observations show that the goals of individuals, teams and the entity as a whole can be in conflict. Locke (2004) expresses the importance of goal setting that, goal-setting is effective for any task where people have control over their performance. Research in this field currently examines the effect of employee participation on organizational performance. Participation of employee describes the involvement of employee in decision making which is concerned with shared decision making in the work situation [Mitchell, 1973]. [Locke & Schweiger, 1979] defines employee participation as

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a joint decision making between managers and subordinates. According to [Noah, 2008] it is a special form of delegation in which the subordinate gain greater control, freedom of choice with respect to bridging the communication gap between the management and workers. It refers to the degree of employee involvement in organization's strategic planning activities. A company can have deep or shallow employee participation in decision making [Barringer & Bleudorn, 1999]. The employee participation in the planning process leads to potential innovation, which may facilitate opportunity and recognition in the organization [Zivkovic et al, 2009]. Managers provide opportunities for participation of subordinates in decision making on the basis of their merits as it has been proved by researchers to have improved organizational performance [Witte, 1980; Sagie & Aycon, 2003].

Performance management (PM) is the process of ensuring that a set of activities and outputs meets an organization's goals in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, an employee, or the processes in place to manage particular tasks *(Sparrow, Paul (2003)*

There are too many evidences that shows organizational performance increase with the increase in employee participation [Arthur, 1994; Daft & Lewin, 1993; Denninson & Mishra, 1995; Performance is the performance measure encompassing both efficiency and effectiveness, high performing and effective organization possess a culture of encouraging employee participation. Therefore, employees are more willing to get involved in decision making process, like goal setting, problem solving activities which results in higher performance (Hellriegel, Slocum & Woodman 1998). Encourage more modern participative style of management raise employee performance and satisfaction even with low compensation rates [Madison, Wisconsin, 2000]. Job satisfaction increases performance through high quality motivation and through increasing working capabilities at the time of implementation [Miller & Mange, 1986]. These were the evidences that

participative working environment has more substantial effects on workers' performance.

Every organization seeks to improve and increase its performance level by providing learning opportunities to its workers (Weiss et al., 1998). Organizations must perform at individual level to improve their performance of whole organizational. All subdivisions of the organizations must perform well to achieve overall performance level (Ward, 2007). Organizations in all over the world have designed different processes to improve performance level from functional to employees and till organizational level to perk up overall organizational performance. Organizations are also required to manage performance of its employees and functions by setting goals and achieving those (Good et al., 2004). According to Dess & Robinson (1984), organizational performance can be enhanced by improving employee participation and management must have certain tools to improve employee participation in that sector. Wheelen and Hunger (1998) says that level of performance is based on objectives and goals set by an organization. For every company working in market the main goal is to earn profit and reduce expenses. Organizations can improve their profit and reduce their expenses by improving employee participation (Sorenson, 2002). According to Lee et al., (2004) level of progress and participation is different in every company. Choosing a dimension of performance as a basis for reward, staffing, or development decisions implies that it is important for an organization because it affects its current and future performance. Perceived relationships between different performance dimensions and organizational performance are referred to as performance theory. Performance theories may be spelled out explicitly in company documents. More often, they only exist in the minds of individuals throughout the organization — consciously or subconsciously. They evolve over time as the individuals observe performance and its effects throughout their careers, and they provide structure whenever these individuals assess performance, formally or informally. Many organizations delegate authority and power to their employees and due to that authority organizations performance also increases. An organization which gives authority to their employee to take decision also

enhances their own skills. Organizations which perform well also involve employees in decision making and other organizational decisions. Rashid, et al., (2003) says that organizations also require more profit on their input and financial benefits on all expenses occurred. According to Ho et al., (2006) organizations require different analysis to measure their profitability and this shows that organization profitability can be increased when performance level of an organization also increases.

Statement of the Problem

Zambian organizations are facing a shift in performance due to local and international competition, branding, marketing and client retention; all these interrelate to participatory inclusion of employees at different levels of management decisions. Employee participation shows that each employee is a different person, not just a component in a mechanism, and every employee is concerned in serving the business to get together its objective. Each employee contribution is asked for and appreciated by organization. Workers and management recognize that each employee is involved in running the business (Apostolic, 2000). Employee participation is a procedure to authorize workers to contribute in decision-making behavior suitable to their rank in the association.

Employee participation for organizational performance has been of great concern especially in this global competitive business community, realized that they have to develop unique dynamic characteristics that empower their competitive advantages in order to survive in a constantly changing market environment. Thus, they are focusing on the exploitation of their human resources (HR), particularly on employee performance (EP), as a source of strategic advantage (Wright and Snell, 2009).

Narcisse and Harcourt (2008, p. 1152) state that employee's "performance appraisal encroaches upon 'one of the most emotionally charged activities in business life' – the assessment of a man's contribution and ability." Boxall and Purcell (2011) indicate that the implementation of a well-defined process for evaluating EP plays a crucial role on a firm's smooth running. Rynes et al. (2000) argue that the main challenge for firms is to evaluate EP and to

consider how it can become more efficient and more "valid." In other words, in which way firms can apply performance evaluation practices in order to improve their ability to distinguish "good" employees (that display desirable performance) from the bad ones. Therefore, it is essential for firms to be aware of their employees' capabilities in order.

Therefore, Employee participation can be seen as an umbrella title under which can be found a wide range of practices, potentially serving different interests. Any exploration of 'employee participation' has therefore to encompass terms as wide-ranging as industrial democracy, cooperatives, employee motivation, employee share schemes, employee involvement, human resource management (HRM) and high-commitment work practices, collective bargaining, employee empowerment, team working and partnership to capture the full picture of employee participation. However, the researcher will investigate the effect of employee participation on organizational performance.

General Objective

The general objective of the research was to assess the effect of employee participation on organizational performance in Zambia.

Specific Objectives

1. To examine the effect of employee participation on organizational performance
2. To ascertain ways of enhancing employee participation in organizations.
3. To find out the significant relationship between employee participation in decision making and organizational performance

Research Questions

The research centered on key research questions which were:

1. What are the effects of employee participation on organizational performance?
2. What methods or ways can employee participation be enhanced?
3. What is the relationship between employee participation and organizational performance?

Theoretical Framework

Two management theories directed this study namely; contingency theory and the utility theory. According to Sauser et al. (2009) contingency

theory suggests that organizational effectiveness is dependent upon the organization's ability to adjust or adapt to the environment, and that there is a need for congruency between the environment and structure. Thus, it takes into account the interaction and interrelation between the organization and the environment. This theory recognizes that there are a range of contextual variables also referred to as risk factors which influence the project objectives differently (Nalishebo, 2019). Some examples of these variables are: external environment, technology, organizational structure and size. Contingencies for both budgets and schedules provide the project manager with the estimating caution they need to protect their projects from cost and time overruns (PMI 2006). Effectively allocating these contingencies can help project managers control much of the projects' uncertainties.

Utility is a measure of desirability or satisfaction; a degree of satisfaction or welfare coming from an economic activity. Value of a project depends on its utility while utility depends on the specific circumstances of the stakeholders. The criteria of projects success should include longer term aspects of the project outcome such as its impact. Utility theory should therefore be considered as an important element in the definition of project lead time (Al- Carlos, 2014). According to PMI (2006) the project manager can use a utility- based approach to develop a long-range contingency allocation plan, an approach informed by the relationship between expected utility and the challenges in allocating a project's cost and time contingencies. This relates utility theory to contingency allocation to improve performance. Delay in project completion impacts negatively to the expected users in that it denies them the utility they would have had from the project were it complete on time.

Significance of Study

This study will help management and administrators of corporate business organization as a guide in implementing an effective employee participation programme for achieving organizational objectives and ultimate performance. It will also encourage employee involvement in decision making.

Employees will put in their intellectual contribution towards improved organizational performance by awarding participate employees a sense of belonging and responsibility towards achieving organizational objectives and goals. The findings of this research work will also serve as reference for academic endeavor to scholars and many other academicians but is will also help the public who would want to know about some advantages and disadvantages (if any) of employee participation and its effect on organizational performance.

Limitations of The Study

Some of the limitations in this study was the outbreak of the Corona Virus, (COVID19), which delayed and restricted how much data would be collected and reaching out to respondents. Another limitation was that, researcher was faced with time constraints.

Definition of Terms

Organization: A social unit of people that is structured and managed to meet a need or to pursue collective goals

Participation: Joint consultation in decision making, goal setting / achievement, profit sharing, teamwork, and other such measures through which a firm attempts to achieve organization performance

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

II. CHAPTER TWO: LITERATURE REVIEW
Introduction

This Chapter presented the literature appropriate to the study. The global, regional and local perspectives, were presented in the respective order. In summary, attention was given to the comparative studies and researcher's personal critique as well as the research gap.

In this study, the review of related literature will be made in this chapter which in turn will create a focus and better direction. In this light, the literature will discuss first the concept of employee participation,

highlight of expressed views concerning employee participation will be made. Other segments of the literature as leadership style and degree of participation, conditions for participation, influences on participation, arguments for participation, arguments against participation and performance improvement through participative management and others etc. will be discussed. Management, as defined by Mary Parker Folliet is the art of doing things through people to achieve an objective. A vital concept towards attaining objectives is decision making - making a choice out of alternatives. The choice should conceptually benefit the manager, of the business, the subordinates, the owners of the business and more importantly the public. Decisions made by management and implemented through people, that is, the subordinates. The question then is, should the one to implement the decision have a say in what he should implement.

Concept of Participation

Adeola S. (1994, p. 23) offers a definition that participation because the active involvement of subordinates of followers within the creating of choices that directly have an effect on them within the work place. worker participation in higher cognitive process is usually thought to be a symptom of enlightened and democratic management. It may be through of the giving and receiving of data, accomplish and suggestion and also the sharing of expertise among members of a company. worth and Mylius (1991 page 6), states that participation suggests that the involvement of meant beneficiaries like staff and management, within the designing, design, implementation and succeeding maintenance of the event intervention. It implies that individuals are mobilized, manage resources and create choices that have an effect on their lives', Karia and Ahmad, (2000) states that worker participation improves employee's ethical and talent, that makes them additional qualified staff. Bordin et al, (2007); Spreitzer, (1996) create claims that worker participation will increase the psychological management of staff that modify the individual to enhance personal capabilities.

Steers and Porter, (1987) adds that effective participation will increase the quantity and accuracy of data staff have concerning work practices that

conjointly results in, increase within the level of owning their work practices themselves. Lawler et al, (2004); Pitts, (1995). worker participation improves communication and cooperation. staff operating in an exceedingly participative follow, supervise themselves, that reduces the requirement for managers so cuts the overhead labor prices. States that participation will increase loyalty and trust among the organization as a result of wherever participation, incentives and rewards turn up, the cluster could encourage people to pursue the accomplishment and accomplishment of given tasks to attain structure goals.

Guest and Pecci, (1992) created claims that, the key goal of worker participation is to accumulate a high degree of structure commitment, thence considerably tributary to structure growth, Magjuka, (1993) states that staff offers suggestions by being concerned in higher cognitive process for the enhancements in performance and achieving of structure objectives, however the ultimate call power rests with the executives, ultimately the executives will either implement or veto suggestions created by staff. Kathuria and Partovi, 1999; Wagner,1994; Latham et al, 1982 adds that use involvement has a bearing on performance.

(Claridge, T., 2004) Participation theory represents a move from the world, a spatial and top-down methods that dominated early development initiatives to additional regionally sensitive methodologies. many management methods are developed to modify organizations attain their objectives, one among that is democratic management. In management, Murew (1967 p. 83) adds that "participation notably applies to permitting the staff to own a voice in shaping policies, procedures and processes that directly or indirectly affect". Participation is thus a method of sharing among managers and staff. although the employment of participation conjointly, individual members are concerned in an exceedingly big selection of objective setting, downside finding, and decision-making activities of the organization. Davis (1981 p.156) adds that, participation may be a mental and emotional involvement of persons in cluster things that encourage them to contribute to cluster goals and share responsibility for them. Lewin (1969 p. 21) conjointly outlined participation

as a mode of structure operation within which call on activities are received by the person, WHO are to execute those choices. However, participation in my read, may be a method through that 2 or additional individuals put together arrange, decide and execute a project. each management and staff concerned the decision-making method is also in their capacities as people or as teams. In democratic management, management by selection shares, a number of its powers with staff. It takes into thought the desires and suggestions of the members additionally as those of the leader. Gurin, Veroff and Feld (1979) in their analysis declared that participation is de facto a bourgeois price, and grows out of the previous expectations of these being supervised. howl (1964) builds 2 distinctions within the definition of participation; "psychological" that interprets "you assume you're collaborating within the call that affects you", and also the alternative "objective" translated "when you're collaborating powerfully within the choices that have an effect on you whether or not you recognize it or not". Vrooms study is essence shows or through some attention-grabbing lightweight on however follower personalities have an effect on participation intrinsically, isn't a Programme however rather a dramatic modification within the method most firms take choices and operate a regular basis, that potency and performance by managers of organizations and on the oath The construct of participation in a company will thus be summarized as a method by that a company tries to unlock the inventive potentials of its individuals by involving them in choices touching their work lives.

Employee Involvement:

Locke and Schweiger (1979) define employee involvement as a joint decision making between managers and subordinates. Mitchell (1973) adds that employee involvement deals with sharing decision making authority between management and workers in the work situation. Mitchell and Locke' definition of employee involvement makes it more similar to employee participation, yet very distinctive and relative to each other, participation is more focused on employees taking part in organizational activities to achieve a common goal or objective, while employee involvement is an opportunity given to employees by employers to offer suggestions, views on the project, and have assist in decision making. Marchington et al, (1992) adds that management initiates employee involvement to improve communication with employees to engender employee commitment and contributions to the organizations. Mwiudi (2011), views employee involvement as participatory management.

Price (2004) adds that employee involvement can be seen as a procedure connecting participation, communication, decision making which leads to industrial democracy and employee motivation. He noted that involvement of employees in an organization's operation motivates and enables them to effectively and successfully add value to the organization.

Job Satisfaction and Employee Engagement

Locke and Henne, (1986) defined Job – satisfaction, as a pleasurable or positive emotional state resulting from the appraisal of one's job or experience According to Kreitner and Kinicki, (2004), It is positively related to organizational commitment, job-involvement, organizational citizenship behavior and mental health. Ostroff, (1992) adds that, it is negatively related to turnover, perceived stress and pro-union voting.

According to available literature on job satisfaction, traditional measures of satisfaction include strategies that would help both managers and employees to fully achieve organizational performance if employees would be made to enjoy their work and managers would learn more on creating a workable environment for all that would make employees feel needed (valued) and motivated to do even more. Rothbard & Edwards, (2003) state that the relevance of satisfaction is clear in that people invest more time in roles they find enjoyable. Erickson, (2005) states that, although there may be room for satisfaction within the engagement construct, engagement connotes activation, whereas satisfaction connotes satiation.

Fernandez (2007) explains the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot depend on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical

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concept. Most researchers take job satisfaction as a part of engagement, but it can show a superficial, transactional relationship that is only as good as the organization's last round of incentives and bonuses; Engagement is about passion and commitment-the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment contracts or employee loyalty to the employer (Blessing White, 2008; Erickson,2005; Macey and Schnieder, 2008).

Concept of Organizational Performance

This concept, as it appears defined in the dictionaries of French, English and Romanian, focuses more the idea of outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness. The Romanian Explanatory Dictionary, defines performance as ″a result (particularly good) obtained by someone in a sporting contest; a special achievement in a field of activity; the best result obtained by a technical system, a machine, a device, etc.″ The definition shows that the term performance was originally taken from the mechanics and sports fields, in order to subsequently be used to characterize the very good results also achieved in other fields. This means that performance is obtained only by a limited number of entities, those who get the best results. Performance cannot be associated with any result achieved, but only with a special one. It's imperative to understand the meaning of ″special″, in all manner of performance related to organizational goal achievement under given objectives, the organization may be set to gain a wider market share on the market through strategic product placement which would create demand and in return move stock in huge numbers, the primary goal is to create demand for the product, hence any performance related to achieving this earns the "Special" as the results achieved in this case are considered special and aligned to organizational goals.

Currently there are a variety of definitions attributed to the concept of performance due to its subjective nature. In the literature there are many articles or studies that define the concept of performance closely related to environmental factors.

Didier Noyé (2002) shares his belief, that the performance consists in ″achieving the goals that were given to you in convergence of enterprise orientations″. In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. Unlike other authors, Didier Noyé considers that this concept is actually a comparison of the outcome and the objective. The author's definition is far from clear, as both outcomes and objectives vary, most often, from one field of activity to another.

In the research of performance in business, Folan (2007) highlights three priorities or objectives of governance of performance:

- firstly, performance should be analyzed by each entity within the limits of the environment in which they decide to operate. For example, a company's performance needs to be analyzed in the markets in which it operates and not those that are not relevant to its operations.
- secondly, performance is always linked to one or several objectives set by the entity whose performance is analyzed. Therefore, a company measures its performance against objectives and targets established and accepted internally rather than on those used by external bodies.
- thirdly, performance is reduced to the relevant and recognizable features.

Folan's theory states that, performance is influenced by the environment, the objectives to be achieved and the relevant and recognizable features. Folan uses several definitions for the concept of performance as it should be analyzed and quantified from several points of view.

Neely (2002) believes that performance should consider quantifying the efficiency and effectiveness of actions. This quantification can be expressed both qualitatively and quantitatively. According to the definition of Neely and other authors, performance is closely related to efficiency and effectiveness.

According to the paper of the author Profiroiu (2001), defining performance in the public sector involves ″the existence of a relationship between objectives, means and results so that performance can be associated with the simultaneous exercise of efficiency, effectiveness and adequate budgetary

process″. The content of this definition is also found in the work of the author Matei, L. (2006) and is tough, so success will be doable. the idea conjointly underscores the specificity of the goal. The individual should perceive what's expected out of him, to start out Matie for the goal. a particular goal offers direction of focus thereto specific goal and off from distractions. Feedback is critical for measure progress towards the goal and makes it doable to understand whether or not the amount of efforts is adequate and in correct direction or desires corrections (Wanjala & Kimutai, 2015)

The relevancy of this theory to the analysis study will be attributed to the works of (Locke & Latham, 2002; philosopher & Latham, 2006) that highlights four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities; that's once specific goals square measure set for employees, it drives their attention to priorities of achieving the goals. Second, they stimulate effort, whereby goals set square measure hooked up to specific reward system that stimulates employees to figure higher and effectively. Third, they challenge folks to bring their information and skills in contact and increase their probabilities of success. Fourth, the more difficult the goal, the additional folks can draw on their full vary of skills.

Effect of Organizational Culture on Employee Performance

The culture of the organization ought to be developed to support continuous improvement in workers 'performance in order that employees are ready to determine with the values, norms and artifacts of the organization, thus the necessity for structure culture (Ojo, 2009). it's through this method that workers find out about the structure culture and choose whether or not they will address it or not, which means that a company may be a learning surroundings. It makes workers perceive that structure culture makes workers perform higher, thus understanding a lot of performance because the extent to that a personal is finishing up Associate in Nursing assignment or task (Cascio, 2006).

For two decades, several students have studied the character and scope of structure culture and people World Health Organization have worked on the employees' participation within the structure success agree that there's a major influence of culture and

structure success. for example, Fakhar, Zahid and Muhammad (2013), observed that the implementation of a decent gratifying system and continuous motivation encourages the worker to try and do best to focus on achievements of the organization, rather than giving a lot of specialize in structures and policies.

Earlier studies indicated a relationship between structure culture and employees 'performance. Magee (2002), as cited in Agwu (2014), argued that structure culture is inherently connected to structure practices that successively influence employees 'performance however Hellriegel and Slocum (2009) contend that structure culture will enhance employees 'performance if what sustains it are often understood. Thus, the culture of a company acquaints workers with the organization 's history in addition as current ways of operation that guide workers on expected and acceptable future structure behaviors and norms. Ferris et al (1998) assert that effective human resource system is predicated on supporting values that make a positive impact on employees 'attitudes and behaviors that successively influence their performance however from various on culture‖, it's been claimed that worker performance is often improved by developing and making sure forms of structure cultures (Sackman and Bertelsman, 2006).

LEADERSHIP STYLES AND LEVEL OF PARTICIPATION

Packard (1989) defines leadership as, the process of influencing others to achieve specific objectives in specific situations. However, excluded from leadership are such unduly coercive methods as influencing people with acts of violence? Without this exclusion muggers and hostage - takers are leaders. Leadership refers to something a person accomplishes rather than to his or her personal characteristics. However, characteristics may be used to influence people. The leadership definition presented in this context implies that leader has a sense of direction and the effectiveness of one's attempts to influence is contingent upon unique situational factors. In the light of this Dubrin (1989 p. 330) states that effective organizational leaders are relatively consistent in the way they attempt to influence the behavior of group members. The

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manager who makes all the major decisions in one situation is not likely to share decision making in another. Also, the manager who is considerate in one situation is not likely to be insensitive in another. He goes further to say that the relatively consistent pattern of behavior that characterizes a leader is his or her leadership style. Although the behavior of most managers is too complex to be described by a single style, and some managers modify their styles is still useful. The classical method of classifying leadership styles arranges leadership behavior along a continuum of the amount of authority exerted by the leader. Although the origins of this approach are over forty years old, most new approaches to leadership style are rooted in the leadership continuum which begins through the autocratic style, passes through the participative style and ends with the free-rein or democratic style. Lester Richard (1981) goes to define these concepts as Autocratic leader he says maintains most of the authority by issuing orders and telling group members what to do without consulting them. To the autocrat, the basis for leadership is formal authority. A democratic leader he states confers final authority on the group. He or she functions as a collector of opinions and takes a vote before making a decision.

A participative leader, is one who shares decision making authority with the group. Participative leadership occupies enough space on the continuum to warrant it been recommended in the management literature dating back to the early 1950s. The nature of an organization determines the degree of participation. A manager does not simply choose to use, or not to use participation. In practice we find varying degrees of influence by subordinates on decisions. Participation on a specific problem may fall anywhere between two extremes: complete centralization of decision making, whereby the manager merely announces his conclusion and tries to get the subordinates to carry out the plan. The degree of participation therefore depends on (a) who initiated ideas; (b) how completely a subordinate carries out each phase of decision making-diagnosing, finding alternatives, estimating consequences, and making the choice; (c) how much weight an executive attach to the ideas he receives. The greater the initiative, the more complete the coverage, and the greater the weight assigned the

higher the degree of participation. (Newman, Summer and Warren 1967 p. 534). Participation in decision making is highly situational and is largely a matter of degree. It should not be thought of as single process or actively but rather a whole range of process and activities. Kloeze, Molencamp and Reolofs (1980) suggested that participation needs to be explained in terms of degree and direction. The degree of participation explains the amount of involvement that each individual employee will have both formulation and implementation. This will be part determined by the way authority is delegated and also be determined by how influential the participation will be. In other words, whether the employees are truly allowed to be involved and are allowed to make decisions or either they are merely allowed to have some input which is not fully incorporated in decision making.

CONDITIONS AND INFLUENCES ON PARTICIPATION

Certain prerequisite conditions are necessary for participation to succeed in any organization. Some of these conditions exist in the environment while some actually occur in the individual. These conditions as stated by Davis (1981) are as follows:

1. There must be adequate time to participate before action required for participation is hardly appropriate in emergency situations.
2. The subject of participation must be relevant to the employee environment; otherwise employees will look upon it merely as busy work.
3. The participants should have the ability such as intelligence and knowledge to participate. For example, it is unreasonable to ask security men in a product manufacturing organization to participate in mapping out marketing plans for their products.
4. The participants must be able, mutually, to communicate (to talk each other's language) in order to be able to exchange ideas.
5. There should be no feeling of threat to either party. If workers think their status will be adversely affected, they will not participate. Similarly, if managers feel that authority is threatened, they will not allow participation.
6. The potential benefit of participation should be greater than its cost. Participation should not be done at the expense of the organization's work.

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7. Participation can take place within the area of job freedom. Job freedom for an individual or a department is its area of discretion after all restraints have been applied.

Restraints in this context include the framework within which the group makes decisions and such decision cannot violate policy. If these conditions as stated by Keith Daries are followed rigidly and blindly, that is, all of them must obtain in one company before one concludes that participation is not necessary. It is sufficient that some of them must exist in the organization before participation can be practiced. Tannebaum and Schmidt cited in Ike (1996 p. 18) also identified conditions given greater use for participatory management on the part of subordinates, as follows:

-The subordinates have relatively high needs for independence

-They are ready to assume responsibility for decision making.

-They have relatively high tolerance for ambiguity.

-They are interested in the problems and felt they are important.

-They have the necessary knowledge and experience to deal with the problems.

-They have learnt to expect to share in decision making.

METHODS OF INVOLVING EMPLOYEES IN DECISION MAKING

Several methods of involving employees in an organization's activity has been identified by management writers amongst which are:

Consultation

This involves seeking opinion of employees on matter affecting the job. Mangers consult with their employees in order to encourage them to think about issues and contribute their own ideas before decisions are made. The implication, however is that employee's suggestions are subject to approval and disapproval of managers. Consultative management has the advantage of managers consulting with his employees at any time without having to go through the red tape required by committee procedures. Also, the manger can consult with any number of employees ranging from one to a whole group.

Job Enrichment

This is increasing vertically the responsibilities of employees; asking them greater discretion to make decision affecting their work without reference to the superior. The essence of job enrichment is to make use of the individual's talent and at the same time giving him increased participation in decision making. An enriched job is seen as the key to improve performance. It involves expanding the decision-making capacity of employees. It is only suitable for high level managerial, professional and crafts jobs where the potential for enriching jobs is greater. It has also been found that trade unions dislike job enrichment. A trade union leader in his reaction to dislike for job enrichment said. if you want to enrich the job, enrich the pay packet, the better the wage the greater the job satisfaction (Ofstad 1989).

Board Representation

This is the peak of employee participation when employees are represented at the board of a company. It is a new form of employee participation in decision making that emerged in recent times and is gaining much ground though most in the advanced countries. The board is the key decision taker for the organization as they define the corporate objectives and board polices to guide organizational actions. Strategic decision also influences the decisions of the people in the government so that appropriate laws are passed to protect the organization. Commitment to achieve is ensured when employees send someone to be part of the directors. Appointment of employees to company boards should be according to efficiency and competence although experience in labour organization might constitute sufficient evidence of competence (Fatchett 1974).

Collective Bargaining

Collective bargaining or joint consultation is essentially an autonomous system of making job rules between employers and trade unions. It is a situation whereby employees representatives meet with employers' representatives to haggle and agree on matters affecting employees at work or a process whereby a part in industrial relations makes proposals or demand to another discussing, criticizing explaining, exploring the meaning and efforts of the proposals, seeking to secure acceptance. The negotiation center around wages

and salaries and other conditions such as housing, transport, leave allowances, medical care, pension, gratuity etc. Akpala (1982) defined it as a process of negotiation between workers and employers through their organizations of a contract of employment for the best possible working conditions and terms of employment. The rationale for collective bargaining is agreement but if an agreement was not reached, the action which took place is not less collective bargaining than if the process had ended in agreement. Thus, collective bargaining takes place when one collective action is involved whether or not agreement is reached so long as the two parties have made genuine efforts to reach agreement. The Nigerian Employer's Consultative Association (NECA) in redefining collective bargaining states that "Collective bargaining is a process of decision making. Its overriding purpose is the negotiation of an agreed set of rules to govern the substantive and procedural rules or terms of employment relationship between the bargaining parties".

Consultative Councils

This is where employees' representatives meet at intervals to obtain and send information relating to organizational activities and proffering suggestions on how things are to be done. The council is not supposed to be biased, that is, fighting for the interest of the employers, management may identify a group of managers, say line managers' conference where papers are delivered by some of them and the board would be
Interested in subject matter of the papers.

Management by Objectives

The concept of management by objectives may also fall in line with participatory management, in that goal congruence takes place when superior and subordinates agree on objectives and performance criteria to judge subordinates' activities. Employees are integrated at taken decisions through management by objectives. Management by objectives is planning done cooperatively between two levels of management, the top level with the middle level with the lower levels to participate in taking decisions that set out corporate, departmental or specific objectives, policies, procedures etc. as the case may be (Lawler 1986).

Work Ownership Scheme

This is a situation where employees are not just employees, but part owners of the business. In other words, employees are given right and opportunity to own shares in the business enterprise. The implication is that they (employees) consider any effort as being done for themselves and not for the managers or owners of the business. Shareholding is aimed at democratizing ownership. (Benjamin 1990).

III. CHAPTER THREE: RESEARCH METHODOLOGY

The research methodology designates the approach that was used to perform the study. The methodology drews attention to the research design, data collection instruments and techniques. Additionally, it embraced the methods of selection of respondents to contribute in the research. This chapter described the study area, the study design, data and source, the target population, sample size for the study, sampling techniques employed, the data collection instruments, data processing and analysis, and the ethical issues arising from the research. A statement of the limitations of the study was given followed by the summary of the chapter.

3.1 Research Design

The researcher used descriptive research survey design in building up this project work the choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought the effect of employee participation on organizational performance.

Descriptive designs describe what exists with respect to variables in a situation, by asking individuals about their perceptions of a phenomena. According to Cooper and Schindler (2003) a descriptive study is concerned with determining the frequency with which something occurs or the relationship between variables. Thus, it investigates conditions, practices, differences or relations, structures, opinions held, and trends that are evident. One of the characteristics of descriptive research is that it is a realistic registering and is no undertaking for an explanation why reality shows itself in a particular way (Lans & Van der Voordt,

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2002). It is characteristic for descriptive research that it is restricted to factual registration and that there is no quest for an explanation why reality is showing itself this way. In principle, descriptive research is not aiming at forming hypotheses or development of theory. Another characteristic of descriptive research is objectivity or neutrality. Descriptive research is about describing how reality is. Descriptive research is simply about describing the reality at a particular time. This study used both qualitative and quantitative research methods in order to acquire information and comprehend conclusions.

3.2 Target Population
A population is a well-defined or set of people that are being investigated. The target population for the study comprised industries in marketing and distribution of fast consumable goods, agricultural equipment manufacturing, weighing equipment installation and services, practitioners including senior engineers, Marketing Managers, project supervisor's, technicians, sales and maketing team members, junior staff members and electricians in Lusaka. The study targeted management, junior management and ordinary team members. In the study Zamseed, Gourock Zambia and Global Weighing Equipment are considered a client.

All respondents had key roles or positions in their respective institutions, and projects. This was to ensure that participants had considerable knowledge of their contractual duties, their contribution to their organizations of employment, and the effect of their participation as employees.

3.3 Sample size and sampling procedure
3.3.1 Sample Size
Sample size is the number of members of an accessible population that is representative of the whole population. In this study the sample size was 50 subjects from the selected industries. It should be noted that the sample size was relatively small in this survey. However, the selected sample pool of respondents and their profound knowledge and experience could compensate for any insufficiencies in the data.

3.3.2 Sampling procedure
A non-random, purposive sample of the professionals and non-professionals that is;

employees in managerial and non-managerial positions, team leaders, sales representatives, and followers were selected for the study. These respondents were selected on the basis of their position, knowledge and experience in the area of employee participation and organizational performance. The method was selected by the researcher because it was both cost-and-time-effective. The respondents were contacted physically and via telephone, later on they were visited at their respective institutions.

3.4 Data collection methods and procedures
3.4.1 Data collection instruments
3.4.1.1 Primary data Primary data was collected through self-administered questionnaires. The questionnaire had five parts; Part A collected background information about the respondents and their position in the organization; Part B collected information about the respondents' educational backgrounds; Part C examined the effects of employee participation on organizational performance; Whereas Part D was finding out on the ways / methods these organisations are using to encourage employee participation; and finally Part E was about recommendations of effective employee participation on organisational performance.

3.4.1.2 Secondary data Secondary data was collected through document analysis (literature review) that is, journals, books and other publications.

3.4.2. Data Collection Procedures
In this study, self-administered questionnaires were used as the principal data collection tools. Attached to the questionnaire was a consent form enlightening the respondents on issues of confidentiality, findings, dissemination and data storage and an introductory letter from the university.The questionnaire had five parts; Part A collected background information about the respondents and their position in the organization; Part B collected information about the respondents' educational backgrounds; Part C examined the effects of employee participation on organizational performance; Whereas Part D was finding out on the ways / methods these organisations are using to encourage employee participation; and finally Part E

was about recommendations of effective employee participation on organisational performance.

According to Drost. (2011) instrument validity is concerned with the meaningfulness of the research components, meaning that it is concerned with whether the questions are measuring what they are intended to measure. The research used content validity through approaching professionals in the field of research and the research supervisor before it was used. Hence, it was vital that the test questions match the content of the subject.

3.5 Data Analysis

Data was analyzed using both descriptive and inferential statistics. Descriptive analysis provide frequency, mean, mode and percentages of variables while inferential was used to give more information about the variables. In this study, the researcher used Statistical Package for Social Sciences (SPSS) to analyze data. The results were presented in form of graphs showing frequency, mean, standard deviation.

3.6 Limitations of the study

1) Sample size – the opinions of the participants would not adequately represent the opinions of the entire population.
2) Access to respondents – this proved difficult due to the prevailing circumstance of COVID-19 pandemic which has led to preventive measures such as social distancing and institutions engaging workers (possible respondents) to work from home and shifts.
3) Age of data – data from secondary sources e.g. publications would not reflect the true picture entirely of the apparent scenario during the study as trends are subject to change due to socio-economic uncertainties.

3.7 Ethical Considerations

According to Jackson (2002) it is noted that there three basic ethical principles relevant to research involving human subjects and include respect for persons, beneficence and justice. For the sake of this study the researcher ensured that the subjects received full disclosure of the nature of the research, risks, benefits and opportunities with an extended arm to ask questions. The names of the respondents were not written on the questionnaires to protect the anonymity and confidentiality of the respondents. Attached to the questionnaire was a consent form enlightening the respondents on issues of confidentiality, findings, dissemination and data storage and an introductory letter from the university. Informed consent was sought from the participants so as to make sure that they voluntarily participated in the research.

3.8 Chapter Summary

Research methodology is the search for answers through systematic collection, analyzing and interpreting data. This can be realized either through a qualitative or quantitative approach. Research methodology is systematic and follows a series of steps and or procedures and must be guided by ethical principles.

IV. CHAPTER FOUR: FINDINGS AND RESULTS

4.1 Introduction

Efforts will be made at this stage to present, analyze and interpret the data collected during the field survey. This presentation will be based on the responses from the completed questionnaires. The result of this exercise will be summarized in tabular and chart forms for easy references and analysis. It will also show answers to questions relating to the research questions for this research study. Excel 2010 and SPSS where used to help the researcher analyze data.

4.2 Data Analysis

The data collected from the respondents were analyzed in tabular form with simple percentage for easy understanding.

A total of 50(fifty) questionnaires were distributed and 50 questionnaires were returned. A meta-analysis by Mathieu and Zajac (1990) found that demographic characteristics (e.g. age, sex, level of education), role states, job characteristics, group/ leader relations, organizational characteristics, motivation, and job satisfaction can enhance organizational commitment. Hence, this paper collects respondent's information from sex, age, level of education, role (position), leader relations, how long the respondent has been with the organization. This helped the researcher have a wider understanding of the topic of the research.

4.2.1 Graph 1: Gender distribution of the respondents.
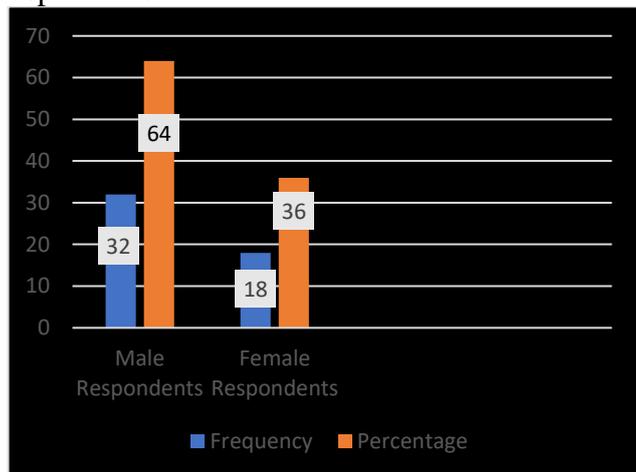
From the above graph it shows that 64% of the respondents were male while 36% of the respondents were female.

4.2.2 Graph 2: Age of respondents

The respondents were asked how old they were as at last birthdays. Graph2 depicts the respondents' ages. As shown in the graph respondents between the ages 20-30 dominated with a representation of 44% followed by age group 21-40 years which represented a 42% of the respondents with the least age group of 51-60 where only 2% was represented, it was necessary for the researcher to collect this data in order to examine employee participation if age group of the had an impact, on their participation in the performance of an organization.

Graph 2: Age of respondents
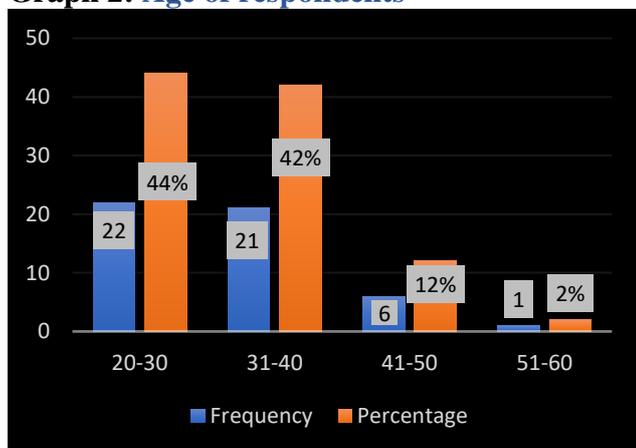
4.2.3 Graph 3: Marital Status of Respondent
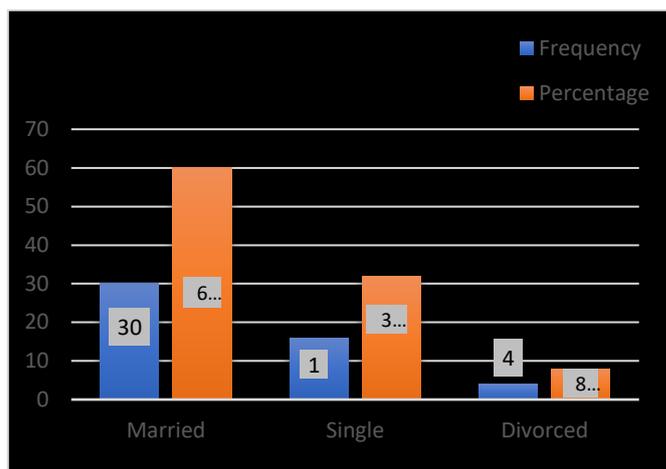
Graph 3 shows that 60% of the respondents were married, and 32% were single while 8% divorced,

4.2.4 Graph 4: Qualifications of the respondents
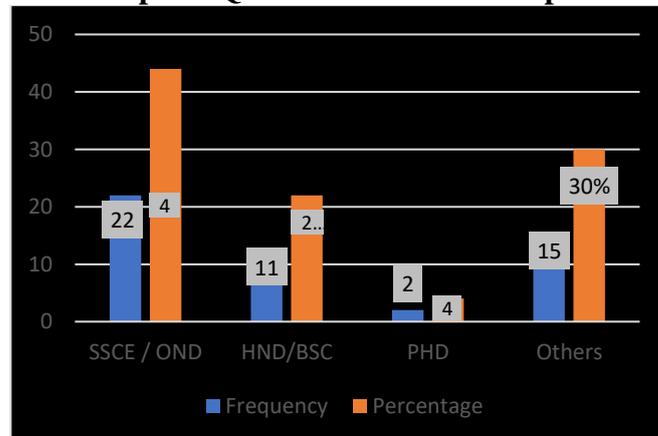
According to graph 4, most respondents are educated enough to assist the researcher with required information and provide a clear understanding of the questions regarding effective employee participation on organizational performance.

4.2.5 Graph 5. Years of experience in an organization
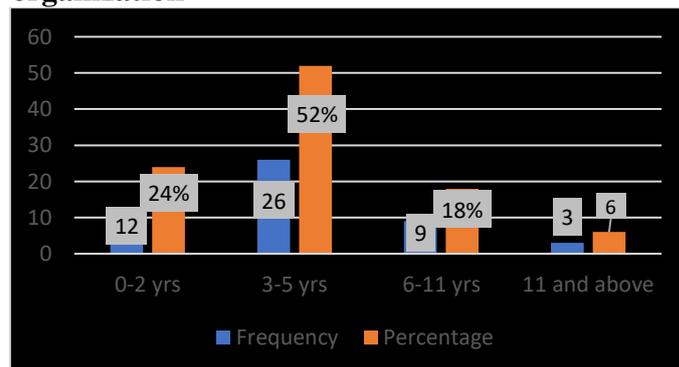
Graph 5, shows the numbers of years employees have been with organizations which would help the researcher understand their performance contribution to organizational growth through participation, the highest was 52% these are employees who have worked between 3 to 5 years and the lowest was 11 years and above with 06%.

Engagement levels vary according to seniority, occupation and length of service in an organization but not by sector. The more senior an individual's role, the greater the chance of being engaged. Presidents, managers, operational and hands-on staff tend to be the most engaged, professionals and support staff the least, but this varies between organizations.

4.2.6 Position held by respondents
FIG 1. The positions held by respondents
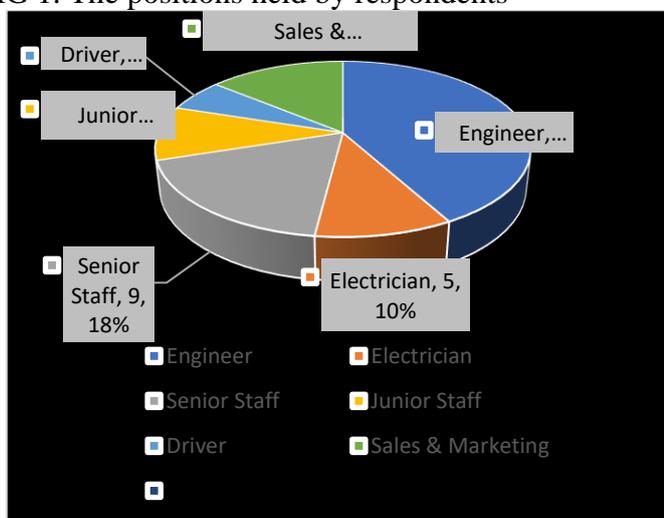
The above Figure a representation of shows that 21 respondents which represents 42 of the respondents are engineers, 5 respondents which represents 10% are electricians 9 respondents which represents 18% of the respondents are senior staff, while 5 respondents which represent 10% of the respondents are junior staff, drivers represented 6% while sales and marketing represented 14%

4.2.7 Objective: To examine the effect of employee participation on organizational performance
There is no impact of employee participation on organizational performance

Graph 7
There is no effect of employee participation on organizational performance
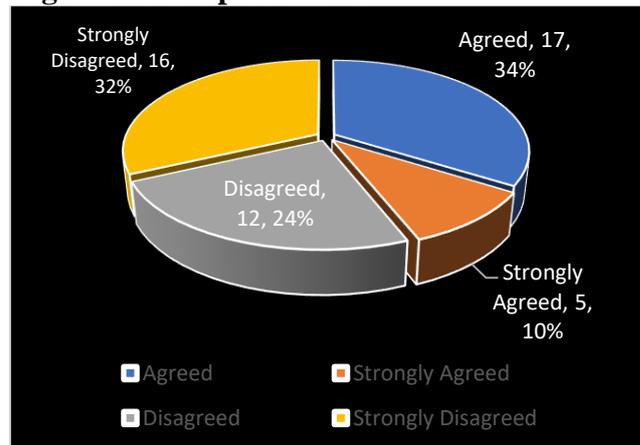
According to graph 7 56% of the respondents agreed that there was an effect of employee participation on organizational performance on ZAMSEED, GOUROCK ZAMBIA AND GLOBAL WEIGHING EQUIPMENT LIMITED as opposed to 44% who said they was no effect of employee participation on organizational performance.

Therefore, a lead question was asked to examine how often management engaged employees in decision and planning process regarding projects, duties and other organizational tasks. As shown in figure 2 below. Which shows that despite 56% of the respondent in graph 7 agreeing to effective employee participation presence, management was not consistent in encouraging employee participation.

How often does management engage you in decision making, regarding your projects, duties and other organizational tasks?

Figure 2. Frequency of employee engagement by management

Figure 3. How does management of your organization engage you in organizational performance?
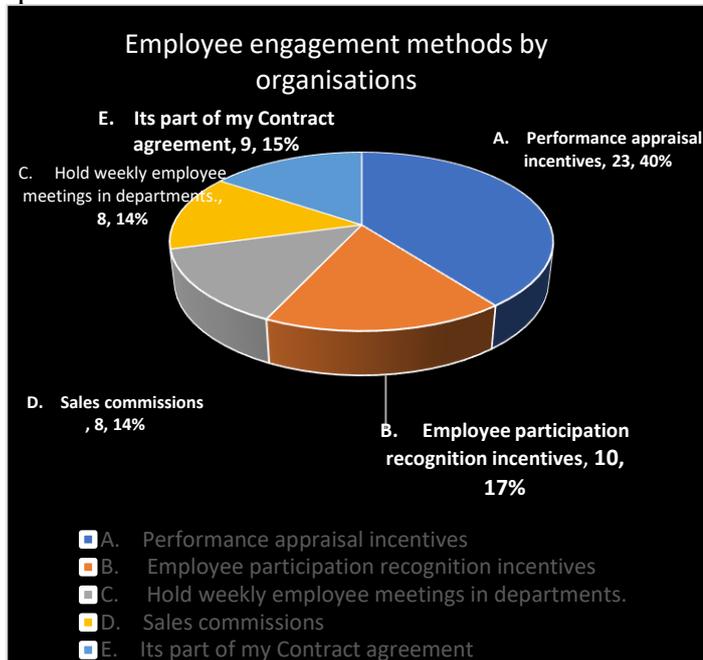
According to figure 3, data collected shows that performance appraisal method is the mostly used to encourage employee participation on organizational performance. Manasa, K. & Reddy, N. (2009) define performance appraisal as a systematic, general and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. According to Patricia (April 21, 2020) managers make a lot of errors through the use of performance evaluation, Mistakes made by raters is a major source of problems in performance appraisal. There is no simple way to completely eliminate these errors, but making raters aware of them through training is helpful. She recommends training for all managers in order to eliminate errors otherwise there would be confusion and disunite among employees.

V. CHAPTER FIVE: DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The researcher would like to ascertain the objective of this study which was to examine the effect of employee participation on organizational performance. In the previous chapter, the relevant data collected for this study were presented, analyzed critically and given appropriate interpretation. In this chapter, the researcher gives recommendations made which in the opinion of the researcher guided by the data collected, recommendations will be of benefits in addressing the challenge of employee participation on organizational performance**.**

5.2 Summary

This study was on the effect of employee participation on organizational performance. Three objectives were raised which included: To examine the effect of employee participation in on organizational performance of three organizations; Zamseed, Gourock Zambia and GLOBAL WEIGHING EQUIPMENT limited, to find out ways /methods of introducing effective employee participation for organizational performance, from the research findings and existing literature, and to make recommendations on effective employee participation on organizational performance. In line with these objectives, two research hypotheses were formulated and two null hypotheses were posited. The total population for the study is 200 staff of Zamseed, Gourock Zambia And Global Weighing Equipment Limited, Lusaka. The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 50 respondents made human processing engineers, electricians, senior staff and junior staff were used for the study. The data collected were presented in graphs and analyzed using simple percentages and frequencies

5.3 Conclusion

Employee participation on organizational performance, has been found to have favorable effects on employee' attitude, and performance even also on the efficiency of the managers. Thus, participative management should be seen as an

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inevitable tool in any organization both public and private. However, before this could be done or undertaken, a thorough examination of the organization policy should be looked into and amended to affect this.

5.4 Recommendation

In this study, recommendations have been made to increase the importance and benefits of employee's participation on organizational performance.

I. Management should encourage more employee participation in projects / product placements from the planning stage of the project to its implementation stage. This will increase employee proficiency, efficiency, and projects are more likely to be completed within timeframe.

II. Management to be able to come up with Employee Participation Evaluation Plans for value addition on organizational performance, that would award the best teams, team leaders and individual employee input recognition in organizational performance.

III. Management should put more effort in encouraging their employees to come up with suggestions and useful decisions and endeavor to incorporate them into the organization's decisions and policy.

IV. Management should increase the frequency and level of worker participation in decision making considering that employees are entrusted in carrying out the main operative work as they are in the better position to know what goes on those areas.

V. Organizations should create an environment of understanding and notion of the concept of participative decision making to avoid confusion and clashes of interest between the employees and the managers.

VI. Organizations should organize leadership / management trainings for employees so that they are able to make decisions that would benefit and improve organizational performance.

VII. More importantly, management's main objective for employee participation should be specific and exact to enable employees recognize the areas their suggestions and opinions are most needed in order to enhance organizational performance.

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