The Implications of Employee Participation in Decision-Making on Employee Productivity at the Mwalimu Nyerere Memorial Academy - Karume Campus, Zanzibar

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ABSTRACT

The researchers aimed to examine the implication of employee participation in decision-making on employee productivity at the Mwalimu Nyerere Memorial Academy- Karume campus in Zanzibar. The population of the study comprised 70 academic and non-academic employees. Both probability and non-probability sampling were used to select a sample of 60 participants. Purposive sampling was used to select key informants who have managerial roles, such as Campus Directors, heads of departments, and heads of faculty while simple random sampling was used for other participants among the employees as they had an equal chance to participate in the study. The study was guided by two research objectives: to determine the extent to which employees are involved in the decision-making process and to assess the impacts of employee participation in decision-making on productivity. The study was guided by the Management by Objectives (MBO) theory which assumes that involving employees in setting goals and creating action plans leads to better participation, commitment, and alignment of objectives throughout the organisation. The study adopted a case study design. Data was collected through questionnaires and interviews. Content analysis was used to analyse qualitative information and descriptive statistics was used to analyse quantitative data. The findings show that participation in decision-making creates a sense of belongingness, honesty, and commitment among employees in the organisation. Furthermore, employee participation in decision-making allows employees to share their opinions, ideas, and skills, which enhances team cooperation and collaboration, leading to more successful decision implementation. The study concludes that employee participation in decision-making leads to improved productivity levels. The study, therefore, recommends that management should assess the reasons for employees to feel isolated from decision-making processes.

Keywords: Decision-Making, Employee Participation, Employee Productivity, Higher Learning Institutions
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I. INTRODUCTION

Participation in decision-making gained new predominance in the late 1980s due to new competitive challenges faced by American businesses that demanded a higher level of performance (Paul *et al*., 2000). Decision-making is a major aspect of management and a key management role to enhance the administration process in the organization. It is due to this argument top leaders make critical decisions daily that affect the operations, quality, and success of their organization (Stephens *et al*., 2012). According to the 2013 State of the American Workforce report, "to win consumers and a bigger share of the marketplace companies must first win the heart and minds of their employees" (Gallup, 2013, p.2). Gallup's 2011-2012 worldwide workplace engagement study was an excellent resource for leaders looking to improve corporate performance. The report provides critical information in the form of regional evaluations, country-level insights, and practical guidance, giving a thorough guide on how firms may accelerate the process of enhancing employee engagement. The study found that once employees feel connected to the mission and values of their organisation, they in return become engaged passionate and ultimately productive (Clinton, 2013).

This argument is also supported by a study by Oluwatayo *et al.* (2017) in their study titled "*The Participation of Employees Arctictis? In Decision-Making in Architectural Firms in Nigeria*". The study found that employee participation in decision-making on organisation performance varied with the nature of the decision concerning employee's increasing performance and productivity. The International Labour Organization (ILO, 1967) recommends fostering collaboration between managers and employees on mutually beneficial issues. Recommendation 129/1967 outlines that, management should provide employees with information about health and safety laws, business state, goals, plans, and decision-making processes affecting their position within the organization.

In Tanzania, the government established a reform agenda which included public sector reform to enhance the quality, accessibility, and equitable delivery of public services by embracing employee involvement in the decision-making process (United Republic of Tanzania [URT], 1996). Moreover, several research studies have been conducted

to demonstrate the implication of employee participation in decision-making on employee productivity in public organizations (Mambula *et al*., 2021; Nwoko & Gideon, 2017; Opara, 2021). According to Mayo (2014), the relationship between employee participation in decision-making and job satisfaction at the Institute of Adult Education in Dar es Salaam revealed that participation in decision-making by employees had effects on their levels of job satisfaction as it gave them a chance to contribute to the organization's objectives and a sense of pride and unity among the workers. The implementation of decision-making seems to be the major challenge faced by many organisations due to insufficient communication, employee resistance to change, insufficient training programs, and neglect of employees' needs (Elwyn *et al*., 2015; Duan *et al*., 2019; Joseph-Williams *et al*., 2017). Again, most public organizations struggle with several managerial issues that prevent them from operating effectively (Mtenda, 2018). Organizations make mistakes when they assume that employee productivity is only driven by profit. They failed to see how important it is for workers to participate in decision-making processes to increase productivity since this would increase their motivation to work harder (Paais & Pattiruhu, 2020). Based on the explanation above, some studies support the notion that employee participation in decision-making positively affects organizational/employee productivity, while other studies do not address the impact of employee participation in decision-making on employee productivity. Therefore, this paper intends to examine the implication of employee participation in decision-making on employee productivity specifically at the Mwalimu Nyerere Memorial Academy Karume Campus Zanzibar, and come up with appropriate findings that are useful to contribute to the organizational performance by considering the needs of the workers/employees.

1.1 Statement of the Problem

Employee participation in decision-making has been demonstrated to have the ability to improve job performance, motivation, and organizational growth (Ojokuku & Sajuyigbe, 2014). This approach empowers workers' ability to actively contribute to the conception, development, and execution of organizational decisions (Thakur et al., 2014). Combining task-related techniques with employee participation strategies is used to increase workers' sense of ownership over their work (Nawab & Bhatti, 2011). On the contrary, most public organizations struggle with several managerial issues that prevent them from operating effectively (Mtenda, 2018). The majority of management staff tend to overlook the needs of their employees in favour of other concerns that appear to provide more immediate results, such as product development and promotion (Faulkner, 2001). Organizations make mistakes when they assume that employee productivity is only driven by profit. They failed to see how important it is for workers to participate in decision-making processes to increase productivity since this would increase their motivation to work harder (Paais & Pattiruhu, 2020). Based on the explanation above, some studies support the notion that employee participation in decision-making positively affects organizational/employee productivity, while other studies do not address the impact of employee participation in decision-making on employee productivity. Therefore, due to this observed contradiction, this study intended to examine the implication of employee participation in decision-making on employee productivity specifically at the Mwalimu Nyerere Memorial Academy Karume Campus Zanzibar, and come up with appropriate findings which are useful to contribute to the organizational performance by considering the needs of the workers/employees.

1.2 Research Objectives

i.   To determine the extent to which employees are involved in the decision-making process;
ii. To assess the impacts of employee participation in decision-making on productivity.

1.3 Research Questions

i.   To what extent are employees involved in the decision-making process?
ii. How does employee participation in decision-making affect their productivity in the organization?

II. LITERATURE REVIEW

2.1 Theoretical Framework

Theories are used to describe, predict, explain, and control phenomena (Kombo & Tromp, 2006). This study uses the Management by Objective (MBO) approach in the fact that the approach predicted the idea that the process of incorporating objectives and action plans in the workplace is believed to enhance employee engagement and commitment which is relevant to the content of this study.

2.1.1 Management by Objective Theory (MBO)

Peter Drucker introduced the concept of Management by Objectives (MBO) in 1954 (Nestian et al., 2014). Peter Ferdinand Drucker was an American management consultant, professor, and author who was born in Austria.

His works helped provide the theoretical and operational groundwork for the contemporary company. The approach is predicated on the idea that employee engagement and commitment are increased when goals and action plans are part of the process. It also assumes that objectives are aligned throughout the business. Management by objective is essentially a method made for supervisory managers and their subordinates to sit together and collectively define precise goals to be achieved within a predetermined period for which the subordinate is then held directly accountable. The MBO strategy tries to boost an organization's performance by establishing goals that management and workers can both agree upon. Everyone in the organization is informed about the goals they should work towards thanks to the MBO (Nestian et al., 2014).

According to Drucker (1954), including the employee who will be accountable for accomplishing the goals in the goal-setting process can lessen the manager's need to exercise command and control (Greenwood, 1981). All companies have a purpose, and to fulfil that purpose, senior management establishes shared goals and objectives for the whole business. The MBO technique adds a conversational component to the transfer of plans and goals from one organizational level to another. The superior provides particular targets and measurements for the subordinate to a meeting with this subordinate, who likewise brings specific objectives and measures that he or she deems as suitable or helping to the better completion of the task. Together, they create a set of precise objectives, performance benchmarks, and deadlines by which the subordinate commits to achieving those objectives. The achievement of the objectives is then expected of the subordinate. Whatever the conclusion, it was predicated on the completion of the objectives the subordinate had helped create and had vowed to execute.

2.2 Empirical Review

Gosako (2014) conducted a study that examined *"The Employees' participation in decision-making at the Yeka sub-city construction and house development office, in Addis Ababa"*. The study indicated that although workers were eager to participate in decision-making, the level of employee engagement in participatory decision-making was relatively low. This was due to management's unwillingness to include the employee in decision-making. Low involvement of employees in decision-making may lead to low motivation, poor self-esteem, low productivity, and finally poor incentive to grow for both employees and the organization.

Similarly, a study was carried out at Osun State University in Nigeria by Obembe and Lasisi (2019) on the topic of "*Employees' Participation in Decision-Making Process: Implication on Organizational Performance*". The results revealed that there is a high level of employee engagement in decision-making to foster employee initiative inside the institution's decision-making process. Further, the study, revealed that a joint consultative committee for the decision-making process between the management and the employees rarely takes place.

In addition, Ndunguru (2015) in his study on "*Appraisal of the Extent of Stakeholder Participation in Decision-making"*. A case study of the College of Business Education (CBE) Tanzania, the study reveals that the provision of higher education in Tanzania does not involve all key stakeholders effectively, especially students, employees, parents, and professional bodies in the process of preparing and implementing education curricula and another education plan. The study recommended that the ineffective involvement of stakeholders leads to reduced quality of education which does not meet market demand. The study fails to explore the reasons why stakeholders are not involved in the decision-making process. The present paper explores the implication of employee participation in decision-making on employees' productivity and the reasons why employees are not involved in decision-making.

Yoerger *et al*. (2015) conducted a study to Assess "*The Effects of Participation in Decision-making in Meetings on Employee Engagement"* at the University of Nebraska at Omaha USA. The study reveals the importance of social factors such as perceived supervisor support in how employees view their work environment as a key factor for increasing employee engagement and greater participation in decision-making in workplace meetings. Tamen (2013) in his research at the University of Technology in the Western Cape, South Africa, investigated *"The impact of employee participation on organisation productivity*", in 30 senior lectures using snowball and convenience sampling methods. The study revealed that employee involvement in decision-making has a positive effect on the faculty effectiveness and engagement of the organisation's productivity because employees have the chance to influence organisational decisions and management.

Furthermore, a study conducted by Mtenda (2018) Titled "*Employee's Participation in Decision Making and Its Impact on Worker's Performance":* A Case Study of the University of Dodoma shows that respondents from the College of Humanities and Social Sciences (CHSS) and College of Business Studies and Law (CBSL) agree that they participate in decision-making. However, since not all aspects of work require decision-making, 23% of respondents from those two colleges disapproved when asked if they did. The study was unable to explain why employees are not participating in every choice, despite the employees' perceptions of participatory decision-making. Moreover, Meli (2024) in his study "*The Dynamics of Workers' Participation and Decision-Making in Tanzania: Lessons from Public and Private Enterprises"* found that the creation of workers' councils is the key to successful worker participation and decision-making in any organization. However, this can only happen if a new political culture is established, where

top management, employers, and the government ensure that worker participation and decision-making serve as the cornerstone for increasing industrial productivity. Therefore, the present paper examines the implication of employee participation in decision-making on employee productivity and how employee participation in the decision-making process may influence employee productivity.

III. METHODOLOGY

3.1 Research Design

The study employed a case study design to examine and understand the research topic. Case study design is qualitative research in which in-depth data are gathered relative to a single individual, program, or event to learn more about an unknown or poorly understood situation (Leedy & Ormrod, 2001). The study utilizes the potential benefit of qualitative and quantitative approaches in the process of data collection that enabled the complementation of the results from each approach to respond appropriately to the research questions and variables of interest.

3.2 Study Location

The study was carried out at the Mwalimu Nyerere Memorial Academy- Karume Campus Zanzibar which is located in the West A district in the West Unguja region in Zanzibar. This area of study was relevant to this subject because the researchers were familiar with the organization as it was located near to the researcher hence helping to save time and cost in terms of money.

3.3 Target Population

The workers' register at Mwalimu Nyerere Memorial Academy- Karume Branch, shows that the total population of workers at the Campus is 70. The respondents' selection was based on the accessibility of the respondents, the necessity of the respondents based on the requirements of the questions, and the experience of the respondents about the decision-making process within the organization.

3.4 Sample Size and Sampling Technique

Purposive sampling was applied to selected ten (10) executives, including senior positions like campus directors, who hold overarching decision-making authority, as well as other managerial roles, such as heads of departments and heads of Faculty. Simple random sampling was used to select 50 employees for this study because it assured that any potential combination of persons among the employees of the Mwalimu Nyerere Memorial Academy- Karume Campus had an equal chance of being picked. Therefore, according to the Human Resource Officer in 2024, the Karume Campus had 70 employees. The researcher sampled for the study 60 participants out this population. The sample selected above was obtained mathematically using the Taro Yamane method, in this formula, a sample "n" was chosen from a population N, with a sampling error of 5%. This indicates that if a sample was chosen 100 times, the sample would differ from the population only 5 times, while the sample would be similar to the population 95 times.

$n = N /1 + N (e) 2$

Where n is the sample size

N is the population size.

e = error term or other parameters that were not utilized (minimum margin of error).

Hence with a total of 70 employees, the following is a sample to be used in the study. $n = 70 /1 + 70 (0.05) 2 = 59.57$, Then the sample selected were 60.

3.5 Data Collection Instruments

The data were collected using questionnaires and interviews. Questionnaires were provided to non-managerial employees to collect data on the link between productivity and influencing variables. The questionnaire aimed to analyse the level of employee participation in decision-making processes and how it affects overall productivity in the organization. The researchers conducted interviews with ten (10) administrative leaders to gather knowledge about leadership decisions, employee participation, and productivity methods, as these leaders are in the position of carrying out overall organizational decisions.

3.6 Data Analysis

Quantitative data was analyzed by using descriptive statistics data analysis using the Statistical Package for the Social Sciences (SPSS) version 23 and qualitative data was analyzed by using content analysis.

3.7 Ethical issues

The researchers requested a permission letter of approval to conduct research from the Mwalimu Nyerere Memorial Academy- Kivukoni Campus. The researchers also requested a permit to conduct the study from the Mwalimu Nyerere Memorial Academy Karume Campus. Participation of the respondents was voluntary in the sense that those who were not willing to participate were not forced. Further, there was no exchange of material gifts that took place for any information. Similarly, no names of respondents were appeared or quoted in the report. The information provided by the respondents was confidential only for academic purposes and finally, the research adhered to integrity, honesty, accountability and professionalism during the whole process of conducting the research.

IV. FINDINGS & DISCUSSION

In conformity with the research objectives, the findings of the study are presented as follows.

4.1 Extent of Employee Involvement in the Decision-Making Process

The first objective of this study was to examine the extent to which employees are involved in the decision-making process. To explore the extent to which employees are involved in decision-making, respondents were asked whether they were involved in the decision-making process in the organization by looking at the following aspects: perceptions of Employee Involvement in Decision-Making Processes, Scope of Involvement in the Decision-making, Involvement in Solving Problems, Whether Supervisor Seeks Opinions on How Work Gets Done or Not, Occasions that force Supervisors to Make Decisions on employees Without Consulting them and Hierarchy of Decision-making The. The results are as follows:
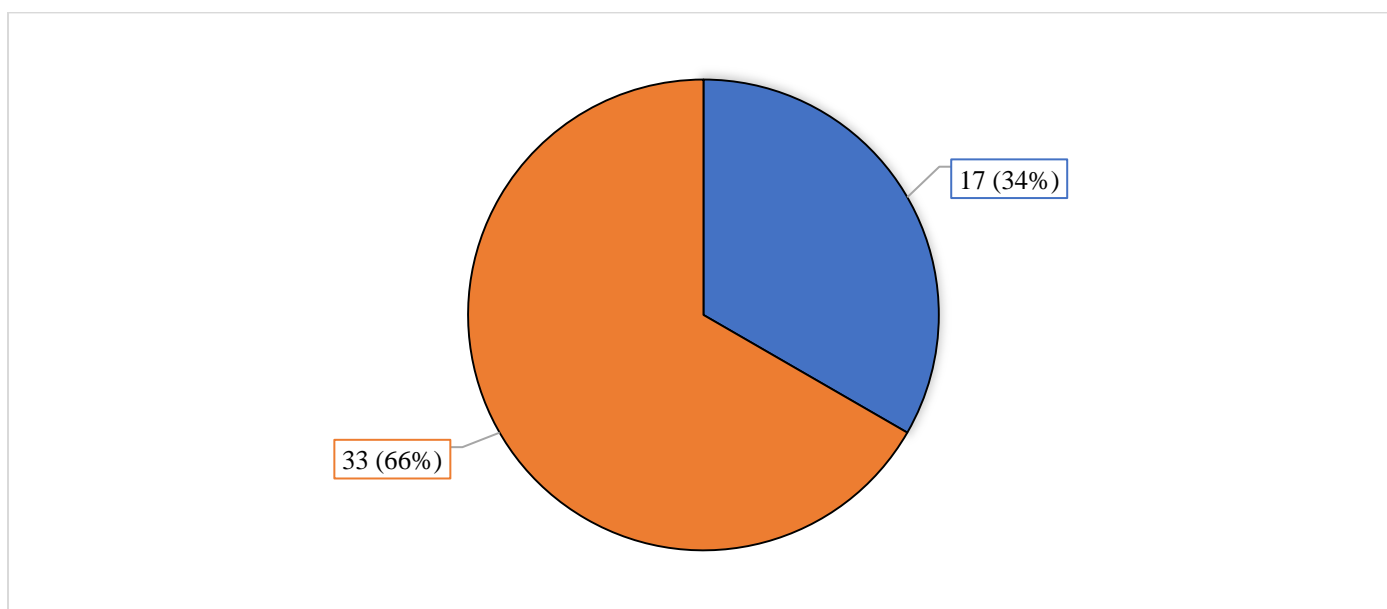

Figure 1
Perceptions of Employee Involvement in Decision-Making Processes

Figure 1 above shows that, 33 respondents equal to 66% asked if they are involved in the decision-making process, and replied yes. While 17 respondents equal to 34% replied no. The findings show a large number of employees at MNMA- Karume campus are involved in the decision-making process. Generally, 34% of respondents feel excluded from decision-making. Employees may become dissatisfied, less committed to organization objectives, and experience higher turnover rates if they feel isolated or separated from decision-making (Bryson & George, 2020). To achieve higher productivity and prosperity for employees the organization should evaluate and improve the decision-making process to create better diversity to increase overall employee satisfaction and organizational success. Respondents who indicated that they were involved in the decision-making process, specified various ways in which they participated as follows.

> The respondents mentioned general meetings, faculties and departments meetings and Workers Associations (Trade Unions) as the ways of participating in decision making.

These results affirm the interview conducted with the administrative leaders who replied that.

The institution creates a supportive atmosphere for its employees to participate in decision-making processes by recommending decisions to management by considering faculties, departments, and unit suggestions".

The results above are supported by the study of Mayo (2014) who revealed that the most common means of engaging employees in decision-making processes is through departmental and general meetings, as well as through the use of trade unions. According to Bakker and Demerouti (2017), positive results are connected with increasing levels of employee participation in decision-making. Participating in decision-making increases an employee's sense of ownership, effort, efficiency, and alignment with the organization's goals.

4.1.1 Scope of Involvement in the Decision-Making Process

Respondents were asked what kind of decisions they were involved in. This question aims to shed light on the range and complexity of decision-making duties in different professional contexts such as strategic planning, leadership issues, financial issues, promotion, and promotions. The findings are presented in Table

Table 1
Scope of Involvement in the Decision-Making Process

Decision Type	Frequency (n)	Percentage (%)
Strategic Planning	16	32%
Leadership Issues	12	24%
Financial Issues	3	6%
Promotion	2	4%
Not Available/Not Involved	17	34%
Total	50	100%

The results indicate the response of the respondents concerning their involvement in decisions as follows: 16 (32%) of respondents mentioned strategic planning as one of the decisions in which they are involved, 12 (24%) of respondents mentioned leadership issues as one of the decisions which they are involved, 3 (6%) of respondents mentioned financial issues as one of the decisions which they are involved, 2 (4%) of respondents mentioned promotion as one of the decisions which they are involved, and 17 (34%) of respondents replied that they were not available/ not involved in any decision. The findings indicate a weakness in inclusive decision-making processes, particularly in financial and promotional areas, so organizations should consider addressing such deficiencies to increase employee participation and commitment. A lack of participation in decision-making can develop a culture of hostility and disengagement among workers, hindering collaboration and overall organizational performance (Rahimnia & Moghimi, 2020).

4.1.2 Involvement in Solving Problems

According to the study, participants were asked if employees are involved in solving problems arising from work. This question aimed to assess the extent to which employees participate in problem-solving processes in the Academy. The findings are presented in Table 2,

Table 2
Involvement in Solving Problems

Response	Frequency (n)	Percentage (%)
Strongly Disagree	12	24%
Disagree	17	34%
Neutral	13	26%
Agree	6	12%
Strongly Agree	2	4%
Total	50	**100%**

The findings as presented in Table 2 show that 12 (24%) of respondents strongly disagreed with their involvement in solving problems that arise from work, 17 (34%) disagreed, 13 (26%) remained neutral, 6 (12%) agreed, and 2 (4%) strongly agreed that all employees are involved in solving problems arising from work. The results imply that 58% of respondents disagreed with their involvement in solving problems that arise from work. These results affirm the response of administrative leaders who commented that.

Not all employees participates in every decision-making process. However, employees are often involved in decisions that directly affect their areas of operation or expertise. This ensures all employees who are most familiar with a particular task participate in a particular decision because it allows them to use their knowledge, experience, and skills to solve problems and make decisions accurately.

These results show that employees are allowed to express their ideas, opinions, and solutions on matters that have a direct impact on their jobs. A wider range of perspectives and innovative methods may be advantageous to organizations as they encourage employee involvement, accountability, and ownership, which in turn boosts work satisfaction and overall performance.

4.1.3 Supervisor's Consideration of Employee Opinions on Work Processes

To get perspectives on the extent of employee participation in decision-making processes, respondents were asked if their supervisor asked for opinions on how work gets done. This aimed at clarifying the frequency and relevance of supervisory discussion with employees in the organization, this may be an important factor in increasing employee participation and productivity. The findings were presented in Table 3.

Table 3
Supervisor's Consideration of Employee Opinions on Work Processes

Response	Frequency (n)	Percentage (%)
Strongly Disagree	2	4%
Disagree	14	28%
Neutral	18	36%
Agree	13	26%
Strongly Agree	3	6%
Total	50	**100%**

The findings as presented in Table 3 show that 2 (4%) of respondents strongly disagreed, indicating that their supervisor does not consider their input; 14(28%) of respondents disagreed; 18 (36%) of respondents were neutral; 13 (26%) of respondents agreed that their supervisor seeks their opinion; and 3 (6%) of respondents strongly agreed that their supervisor actively seeks their input on how work is done. The findings demonstrate that employees have diverse perspectives on whether their superiors consider their work ideas and if their views are taken into account, however many respondents were unsure of their supervisor's participation or believed their thoughts were not taken into consideration. On the other side, the interview conducted with administrative leaders replied.

We addressed the agenda throughout the meeting, and all participants actively participated in the discussion. Together, we agreed on how to proceed and accomplish our objectives effectively.

The findings show contradictory perspectives among employees and administrative leaders and draw attention to a serious perception gap about supervisor participation in work method selections. Further results from administrative leaders reveal a collaborative approach and active involvement from all members in meetings, but the study findings show that many workers believe their superiors don't always take their viewpoints into account. So administrative leaders should ensure effective communication, transparency, and participation between management and employees. Since employees are the backbone of the organization and are the experts in the field of their professionalism, managers should make a greater effort to encourage and include employees' input in decision-making processes and incorporate to organizational policies. The same findings were also revealed by the Mtenda study (2018) which found that management is unwilling to share decision-making power with the workers. This means that the managers are reluctant to recognize the contributions of their employees in the decision-making process.

4.1.4 Situations Where Supervisors Make Decisions for Employees without Consultation

Here the respondents were asked to reflect on their experiences with supervisors making choices that directly impacted their positions without consulting them. This question aimed to elicit feelings and attitudes concerning unilateral decision-making by supervisors in the workplace. The findings are presented in Table 4.

Table 4
Situations Where Supervisors Make Decisions for Employees without Consultation

Response	Frequency (n)	Percentage (%)
Strongly Disagree	3	6%
Disagree	10	20%
Neutral	9	18%
Agree	13	26%
Strongly Agree	15	30%
Total	50	**100%**

The results revealed that 3 (6%) of respondents strongly disagreed, 10 (20%) disagreed, 9 (18%) were neutral, 13 (26%) agreed, and 15 (30%) respondents strongly agreed they mind when their supervisor makes decisions that have an impact on their job without addressing them. Overall findings show a significant majority of respondents 56% prefer their superiors to discuss and include them in their job-related decisions. And the remaining 26% said that they do not mind when superiors are making decisions without consulting them. The findings show that employees demand transparency and collaboration in the decision-making process. On the other side, the interview conducted with administrative leaders replied

> *Sometimes decisions are made personally, based on personal experience or perception, especially when time is limited. However, it is important to communicate and address these decisions with the employees later on to guarantee openness and create understanding among the team.*

Generally, the findings show that to some extent in different circumstances administrative leaders make decisions based on their experience and time restrictions as per the urgency of the decision, 56% of employees argued that equal participation and openness in job-related decisions are crucial for the success of an organization's operation. However, Administrative leaders acknowledge the need to express these opinions to maintain team transparency and understanding. To reduce this diversity, organizations should promote open communication and participation of employees in decision-making. The results obtained are supported by Chekole's (2021) study which found that decision-making is an essential task for managers, managers make a lot of decisions that require the involvement of employees in decision-making since it influences their performance, which in turn reflects an organization's efficiency.

4.1.5 Hierarchy of Decision-Making
In this part, the respondents were asked to comment on the decision-making process. The statement was that the decisions are made at the top with little input from those doing the work. This statement aimed to solicit the approach which organizations use to make decisions. The findings are presented in Table 5.

Table 5
Hierarchy of Decision-Making

Response	Frequency (n)	Percentage (%)
Disagree	8	16%
Neutral	10	20%
Agree	17	34%
Strongly Agree	15	30%
Total	50	**100%**

Findings as shown in Table 5 show that 8 (16%) of respondents disagreed that decisions are not made at the top with little input from employees, 10 (20%) remain neutral, 17 (34%) agreed, 15 (30%) respondents strongly agreed that decisions are made at the top with little input from those doing the work. Overall results show that 64% of respondents believe that organizational decisions are made primarily at the executive level, with little involvement from employees. In our view, to increase employee participation and trust, decision-making should be more inclusive and collaborative. These results align with the interview conducted with the administrative leader who replied.

> *Employees are involved in major decisions that have significant implications for the whole institute, such as strategic decisions since we believe in mutual accountability. Employee participation in decision-making guarantees that all opinions are taken into account, therefore resulting in greater understanding and effective methods that everyone can value.*

The data indicates that, while 64% of employees believed that executive decisions are made centrally, administrative executives prioritise including staff in critical choices for better results. To close the trust gap,

institutions can foster inclusive decision-making processes that reflect several views. The results above are also supported by Buthelezi and Ajani's (2022) study which found that organizations that have a hierarchical structure may have inflexible decision-making procedures that make it difficult for lower-level personnel to participate.

4.2 How does Employee Participation in Decision-Making Affect their Productivity in the Organization?

The second objective of this paper was to measure the impact of employee participation in decision-making on productivity. In other words, it aims to assess how employee participation in decision-making affects their productivity in the organization. According to Ojokuku and Sajuyigbe (2014), employee participation in decision-making is acknowledged as a management method for improving organizational performance by establishing common objectives for employees and managers. Employee participation in decision-making may have a significant impact on organizational productivity. The study findings were described as follows.

4.2.1 The Impact of Employee Participation in Decision-Making on Efficiency

In this part, the respondents were asked to provide their views on whether employee participation in decision-making increases efficiency. This question aims to gather insights and opinions on the impact of involving employees in the decision-making process on the overall efficiency of an organization. The responses were as follows in Figure 2
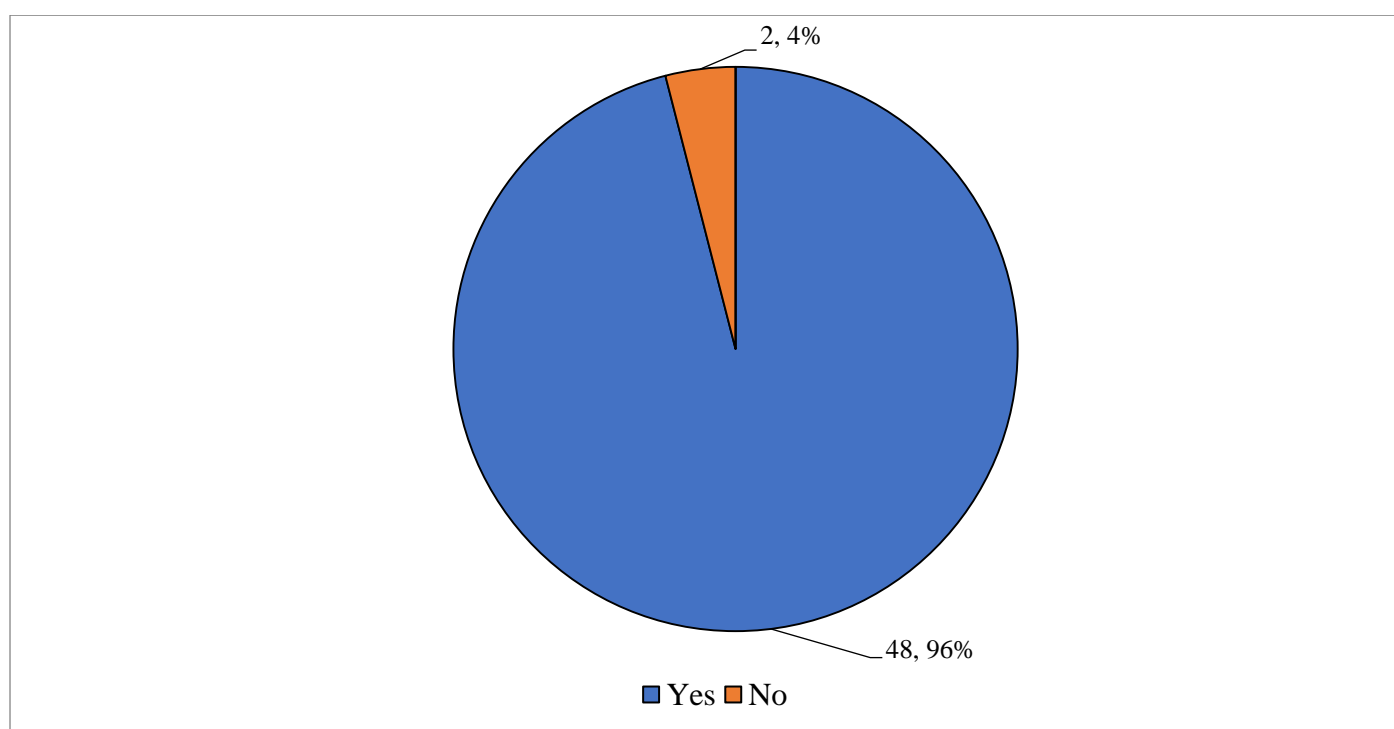

Figure 2
The Impact of Employee Participation in Decision-Making on Efficiency

The results show that 48 (96%) of respondents agreed that employee participation in decision-making increases efficiency and 2 (4%) of respondents disagreed. Overall results show that 96% of the respondents believe that including employees in decision-making increases efficiency, further results from administrative leaders in their interviews responded that,

> *We understand the importance of encouraging our employees by ensuring participation in decision-making processes to enhance organisational success and efficiency. When employees participate in decision-making, they improve their performance due to an increase in effort and commitment. This level of participation may generate a sense of ownership inside the Institute, which leads to increased efficiency and productivity.*

This statement presents the importance of an organization when including employees in decision-making on efficiency. The participants had the view that being involved in decision-making increases transparency, and openness, which also increases their efficacy and effectiveness in performing their responsibilities. In my opinion, the participants are right because the involvement of employees in decision-making is like the direction to them to where they will pass through towards the attainment of organization goals. This is also in line with the Management by Objective Theory which also assumes that objectives should be aligned throughout the business. The result findings are also supported by the study of Tahsildari and Shahnae (2015) who revealed that training, employee participation,

performance appraisal, and job description have significant effects on organizational effectiveness. Employees' participation in the organization's decision-making becomes easier and creates a good working environment, increases workers' commitment, and increases employee morale because employees feel recognized as a part of the organization's team, which has a direct impact on productivity.

4.2.2 Enhancing Employee Productivity through Increased Decision-Making Autonomy

The respondents were asked if greater autonomy in making decisions normally improves productivity among employees. The aim was to measure their viewpoints and anticipations concerning the correlation between autonomy and productivity. The findings are presented in Table 6.

Table 6
Enhancing Employee Productivity through Increased Decision-Making Autonomy

Response	Frequency (n)	Percentage (%)
Strongly Disagree	4	8%
Disagree	1	2%
Neutral	8	16%
Agree	12	24%
Strongly Agree	25	50%
Total	50	**100%**

The findings as presented in Table 6 show that 4 (8%) of respondents strongly disagreed that greater autonomy in making decisions normally improves productivity among employees, 1 (2%) of respondents disagreed, 8 (16%) of the respondents remained neutral, 12 (24%) of respondents agreed, and the rest 25 (50%) of respondents strongly agreed that greater autonomy in making decisions normally improves productivity among employees. The findings show many respondents strongly believe that giving employees greater autonomy in making decisions increases their productivity. So, the results show how the significance of autonomy in the decision-making process increases productivity. These results emphasize the necessity of organizations to balance responsibility with autonomy in resolving various issues while utilizing the proven advantages of more autonomy to maximize employee productivity and satisfaction. The results are supported by the study of Johannsen and Zak (2020) who indicated that increasing employee autonomy in decision-making tends to improve innovation and creativity because it encourages a sense of belongingness. When employees are responsible for their tasks, they frequently show a greater commitment and capability to overcome challenges that occur in performing their tasks. This situation increases the commitment of an individual's interest in the project's success and a desire to produce significant outcomes.

4.2.3 Enhancing Decision-Making and Employee Productivity through Idea and Opinion-Sharing

Respondents were asked to provide views on whether sharing ideas and opinions improves decision-making and increases employee productivity. Hoping to understand the perceived influence of participation on organizational dynamics. Table 7 presents the study findings.

Table 7
Enhancing Decision-Making and Employee Productivity through Idea and Opinion-Sharing

Response	Frequency (n)	Percentage (%)
Strongly Disagree	2	4%
Neutral	1	2%
Agree	16	32%
Strongly Agree	31	62%
Total	50	**100%**

The results presented in Table 7 show that 2 (4%) of respondents strongly disagreed, 1 (2%) of respondents were neutral, 16 (32%) respondents agreed, and 31 (62%) of respondents strongly agreed that sharing ideas and opinions improves decision-making and employee productivity. The findings indicate that 94% of respondents regard sharing ideas and perspectives as a tool to improve decision-making and boost employee productivity. Administrative leaders also replied through interviews.

> *"We recognize the importance of better decision-making for employee performance. Allowing employees to express their opinions develops not just a sense of ownership, but also a culture of belonging and*

motivation. When employees are acknowledged and encouraged to share their ideas, their engagement and commitment to company goals improve. The participatory decision-making strategy usually leads to good decisions which contribute to increased organizational productivity".

The statement above presents the importance of sharing ideas and opinions in improving decision-making and workforce productivity. These results are supported by the study of Mambula *et al*. (2021) and Nwosu *et al*. (2020) who found that the most effective way to boost employee commitment is to foster innovation and creativity inside the organisation and involve all employees in decision-making.

4.2.4 The Contribution of Employee Participation to the Productivity Level

Here the respondents were asked if they believed that greater employee involvement in decision-making positively contributed to higher productivity levels the question was asked to gain an understanding of how employee participation in decision-making improves productivity. The aim was to hear their thoughts on whether the participation of employees in decisions can positively increase productivity and improve overall performance in the organization. The findings are presented in Table 8.

Table 8
The Contribution of Employee Participation to the Productivity Level

Response	Frequency (n)	Percentage (%)
Strongly Disagree	2	4%
Agree	15	30%
Strongly Agree	33	66%
Total	50	**100%**

The study shows that 2 (4%) of respondents strongly disagreed that increased employee participation in decision-making positively contributes to higher productivity levels, 15 (30%) of respondents agreed, and 33 (66%) of respondents strongly agreed that increased employee participation in decision-making positively contributes to higher productivity levels. The findings show that 96% of the respondents agreed and supported the view that greater participation of employees in decision-making improves productivity levels. They are revealing that including employees in decision-making processes increases productivity benefits. Overall, the findings indicate that empowering employees by increased participation in decision-making is frequently seen as a critical component in improving organizational productivity. These results are supported by Mambula et al., (2021) and Nwosu *et al*. (2020) who state that including employees in decision-making is a useful strategy for increasing productivity. It is more effective to include all employees in decision-making since this helps to increase the commitment of workers as well as promote creativity and innovation within an organization.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The findings indicate that there is a high degree of participation of employees in decision-making at the Mwalimu Nyerere Memorial Academy-Karume campus. These results show a positive impact on the performance of the organisation. It is therefore very likely that the MNMA Karume Campus in the near future if this trend continues, demonstrate high production. However, a gap in the findings between employees' views and administrative leaders' views suggests a mismatch in decision and participation, urgently of an issues participation methodologies and procedure and formalities of participation.

5.2 Recommendations

The Academy can hold regular meetings to hear employee opinions, keep everyone informed about decisions, and include employees in planning. This will help everyone feel more involved and valued. Also, to guarantee that all employees have full access to information, management should create more internal communication channels. Furthermore, management has to make sure that each employee is informed on the policies and processes governing decision-making at MNMA. Furthermore, management has to make sure that each employee is informed on the policies and processes governing decision-making in MNMA. This situation will enable everyone to better understand the decision-making process. Additionally, employees should take into account the core values and policies of MNMA-Karume when participating in making decisions.

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