ST JOHN'S UNIVERSITY OF TANZANIA

THE DERTERMINANTS OF EFFECTIVE EMPLOYEES PARTICIPATION IN ENHANCING ORGANIZATIONAL PERFORMANCE IN PUBLIC ORGANIZATION: A CASE OF PARASTATAL PENSION FUND DAR ESALAAM HEAD OFFICE

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MBA CORPORATE MANAGEMENT

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ERNEST RUHEMBE.

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Master of Business Administration in Corporate Management at St John's University of Tanzania

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CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the St John's University Tanzania, a dissertation entitled **The Determinants' Of Effective Employees Participation in Enhancing Organizational Performance in Public Organizations**: The Case Of Parastatal Pension Fund Dar Es Salaam Head Office in partial fulfilment of the requirements for the award of Master of Business Administration in Corporate Management.

…….....

Dr. Assad Abdallah Kipanga

Date……

DECLARATION

I, Ernest Charles Ruhembe declare that this dissertation is my own work. It has not been and will not be presented for any other course of study. I confirm that appropriate credit has been given where reference has been made to the work of others.

Signature ……
Ernest Charles Ruhembe

Date……

DEDICATION

This report is dedicated to my lovely parents Mr and Mrs Ruhembe who supported and encouraged me in the whole process of writing this academic work. Dr. Assad Abdallah Kipanga is another encouragement with whom this work is equally dedicated. He is a good friend who believes in me and my potentiality. I also dedicate this report to my brothers Egbert Paul, Nahayo Simon, Junior Charles, together with my lovely sisters Caroline Kwizera and Catharine Judith. Lastly, this work is dedicated to my classmates and close friends at St John's University of Tanzania especially Chengelela Bernard, Swai Cornelio, Imelda Mzokolo, and my love Fortunate Murina for being a crucial part of my academic achievement. You are blessing, I eternally cherish.

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LIST OF ABBREVIATIONS AND ACRONYMS

AD	Annual Domino
CPA	Certified Public Account
EU	European Union
IMF	International Monetary Fund
PPF	Parastatal Pension Fund
UK	United Kingdom
URT	United Republic of Tanzania
WB	World Bank
SJUT	St John's University of Tanzania

ABSTRACT

The study was conducted in Dar es Salaam at PPF to investigate the determinants of effective employee's participation, in enhancing organizational performance in public sector at PPF Dar es Salaam. The literature review show that employee participation is used to in public organization but not at its fullest. However, little change can be seen by the services delivered by the sector. From the field data collection was carried out using structured questionnaires, interview and observation checklist guide in the office. Workers were selected purposively and randomly. A total of 140 workers at PPF were interviewed. Analysis of both primary and secondary data was done using Ms Excel and SPSS. Results indicated that PPF is using direct and indirect employee participation. The workers were still working fairly not perfectly. It was indicated that indirect participation was successfully used as it was cited by 67% of all respondents. Different impacts from employee participation were identified such as improvement of public services delivery, job satisfaction, increase of team work and the like. However, different challenges were identified that led to ineffective implementation and use of

employee participation. Finally, different solutions were given out by respondents. It is believed that if well implemented by the government leads to effective implementation of employee participation. The provision of seminars to workers about the system, proper documentation of feedback from workers, operate regular evaluation and analysis of the results from the system, proper communication to all managers and supervisors, as well as workers and an application of skills of politics in an implementation of the system. These were identified as the recommendation and solutions to problems faced in the use of employee participation.

CHAPTER ONE

INTRODUCTION

1.0 Chapter Overview

For some years now the public sector in most countries (developed and developing), have been undergoing employee participation systems, with the aim of enhancing performance in public services and activities. However, some countries have not been doing well on these determinants. For this case, the study aims at assessing the determinants of effective employees participation in enhancing organizational performance in public sector at PPF Dar es Salaam. Examining factors influencing performance appraisal system in public organizations in Tanzania. This first part of the research proposal provides the background, statement of the research problem, objectives of the study, research questions, highlighting the significance of the study, definitions and chapter summary.

1.1 Background of the problem.

One of the major factors hindering the growth of developing countries' in the world economies and organizations is the lack of effective employee's participation to carry out tasks that are necessary for such growth (Rathnasen, 2009). It is therefore essential to engage in capacity building as a component of development. This suggests the importance of effective employee's participation programs that stimulate organizational performance (Bansal, 2007).

However, the origin and concept of employee's participation in management is not a new phenomenon. This goes back during the introduction of workers participation through legislation about workers councils in most Western and Central European countries right after World War II (ILO, 1969). This can also be traced back to the writings as Fabian socialists headed by Sydney in their book Industrial Democracy that highlighted the economic and social disorders in developing countries and stressed the need for unity and cooperation among partners of production (Sundaray, 2007). It came to be believed that political democracy could not survive unless employee participation was also achieved. Many writers advocated that just as people should have the right to choose their governments, the workers too should have the right to influence the managerial decisions, if not the right to choose the management (Srimannareyana, 2009).

It was during the days of the world war that the concept found its first practical application. Faced by the twin problems of maintaining industrial peace and improving productivity, the Governments in many belligerent countries persuaded management's to establish joint committees for expeditiously resolving these problems through consultation. In the United Kingdom following the recommendations of the Whitley committee a well-knit three-tier consultative system came into being. It consisted of works committees at the plant level, district councils at the district level and the joint industrial councils at the industry level. However, with the cessation of hostilities in 1918 and the onset of economic depression in 1921 the idea of joint consultation received a setback. The interest of the working class now shifted toward nationalization and centralized planning

because these were considered to be the most appropriate remedies for economic stagnation and unemployment (Rathnakar,2012).

Today, the idea of workers participation has become institutionalized in several countries of the world. The schemes, however, widely vary from one country to another in respect of range of subjects handled by participation machinery, in the degree of authority exercised with regard to these subjects, and in the methods of selection of workers representatives (Srimannareyana, 2009).

In India Mahatma Gandhi mooted the idea of Workers Participation in Management through his concept of trusteeship (Bryson et al., 2006). In 1920 Mahatma Gandhi suggested that workers contributed labour and brains while shareholders contributed money to the enterprise and that both should, therefore, share in its property. Insisted that there should be a perfect relationship of friendship and cooperation among them. For the unions, raised the moral and intellectual height of labour and, thus, by sheer merit, make labour master of the means of production instead of the slave that it is. It was at his instance that, in 1920, the workers and the employers in Ahmedabad Textile Industry agreed to settle their disputes by joint discussions and consultations. Therefore, the Ahmedabad Agreement was the milestone in the history of employee participation in India. While supporting the need for works committees, the Royal Commission on Labour suggested that, to promoting industrial harmony and to avoid misunderstanding and settle disputes,

not only works committees be set up, but strong trade unions be developed and labour officers be appointed (Looise, 2008)

Along with the works committee, the Commission also suggested the establishment of a joint machinery to deal with the more general questions, and also to act as an advisory appellate body in respect of disputes which were confined to a single establishment. These recommendations of the Commission bore fruits with the provision of formal statutory machinery under the Bombay Industrial Relations Act, 1946 and the Industrial Disputes Act, 1947. In 1948 the Industrial Policy Resolution, was enacted that advocated workers participation by suggesting that labour should be in all matters concerning industrial production (Kuvaas, 2008). In 1956, the government of India set up a Study Group on Workers' Participation in Management consisting of representatives of the government, employers, and workers to examine the system of workers participation in management in the UK, Sweden, France, Belgium, West Germany and Yugoslavia and make recommendations for the Indian case. In 1990 participation of workers in management bill was enacted. So far, all the schemes pertaining to the workers' participation in management have been non-statutory which failed to provide meaningful participation to workers in management (Rathnakar, 2012).

According to Gill & Krieger,(1999). In many European countries (the Netherlands, Germany, Austria, Belgium, France, Spain) highlights the importance of unions in

promoting employee participation for high-performance work systems and firm performance (Sengupta 2008). In these countries both types of bargaining take place in different organizations, while in others (the Scandinavian countries and the United Kingdom) both forms of bargaining are executed, but in a separate mode by union representatives at the company level. However, these countries believes in workers' unions that can accelerate employee participation that can enhance high-performance in organizations (Sengupta, 2008).

The most developed countries like United States of America, Japan and China among others have played a significant role in the economic development and facilitating employees participation It is so important that developing countries, with their rich natural resources and the necessary financial support can also experience such economic success if the appropriate attention is given to the effective employee participation (Hill and Stewart, 2000).

World Bank (2000) has succinctly pointed out that in Africa's public service has been identified as bloated, inefficient, unproductive and incapable of delivering efficient services especially in 1980's and 1990's. The World Bank called for public service reforms covering restructuring, decentralization and improvement of pay structures among others. The Bank supported these reforms along the ideology of New Public Management that market forces can set everything right (Ismail and Zawiyah, 2009).It is reported that East African countries that is Kenya, Tanzania and Uganda at that time had practiced poor employee participation whereby in

Uganda, the Idi Amin military regime which captured power in 1971 brought a total collapse of the Civil Service, the public service lost guidance and direction (Mitala, 2006).

Public sector efficiency and effectiveness have always been important issues for many countries. The main objective of public sector organizations is to increase service quality to customer approach and to provide social benefits based on limited budgets. For non-profit oriented organizations like the public sector, employees participation can help to increase continuous performance, service delivery, and also customer and staff satisfaction (Ismail and Zawiyah, 2009). Since employee participation is a central source of government services, effective knowledge sharing among employees is a significant management challenge for providing excellent service to the public at all levels. Without the requisite employee participation, public officials may not be able to perform their responsibilities and duties effectively, efficiently and with high standards of performance (Ismail and Zawiyah, 2009). In the public sector operations, human resource occupies central place. It is the most dynamic resource due to its creative abilities as compared to the other. The most precious asset that can contribute greatly to the organizational efficiency and effectiveness is the employee of organizations (Muhammad, 2009).

It is worth noting that Tanzania has a huge public sector, employing the highest number of human resources with varied skills (Rugumyamheto,2004). Today we

believe that an organization competitive success is achieved through people (Pfeffer, 1994). It follows, then, that effective employee participation and performance of people are critical. However, the level of quality and quantity of services provided by the public sector organizations have been deteriorating due to poor performance, inefficiency and corruption (Therkildsen 2000). The general perception by trade unionist, politicians, workers, and the general public during different radio and television programmes in the country that the Tanzanian public sector employees do not perform as efficiently as private sector workers because they do not involved in the decision making in a management and lack of incentives to motivate them (Braathen and Chaligha, 2005).) The government is taking adequate steps to ensure that employee participation is put into practice. There have also been attempts to reform the civil service policies and increase salaries to public employees with the objective of improving the incentive structure of public workers (Bigsten and Danielson 2001). Therefore the civil service reform did concentrate on technical process and employee's performance, autonomy, organization, responsibility and welfare that is Public Service Reform Programme (URT, 2001).Despite the efforts by the government to provide these reforms and programs on employee participation but little research has been done in Tanzania to indicate the determinant of effective employee participation as related in enhancing organizational performance. Therefore, the study focused on the determinants of effective employee participation in enhancing organizational performance in public sector.

1.2 Statement of the problem

Unplanned and unsystematic employee participation programs is known to cause a number of problems in poor public services delivery in developing countries like Tanzania that lead to slow and slant economic development (Rugumyamheto,2000). Cases from elsewhere like Ethiopia and Pakistan, have shown that despite designing employee participation reforms and programs , but inadequate and poor allocation of funds, unclear criteria for program selection, and inability to determine type of reform and program needed by employee were considered as problems of implementing program within the Public Service Management Office (UNDP,2005).

In response to this, several initiatives have been initiated in Tanzania. Through providing a legal framework through which both employers and employees discuss and negotiate on the terms and conditions of employment in a process called collective bargaining in Employment and Labor Relation Act 2004: sections 66-.74 (URT,2004). Furthermore, the government also administered performance appraisal to its employees which are secretive and now open performance appraisal system. The open performance appraisal systems were designed to assist both government organizations like PPF and employees to participate together in planning, managing, executing organizational goals and increase employee participation level which lead to effective service delivery to public (URT,2005).

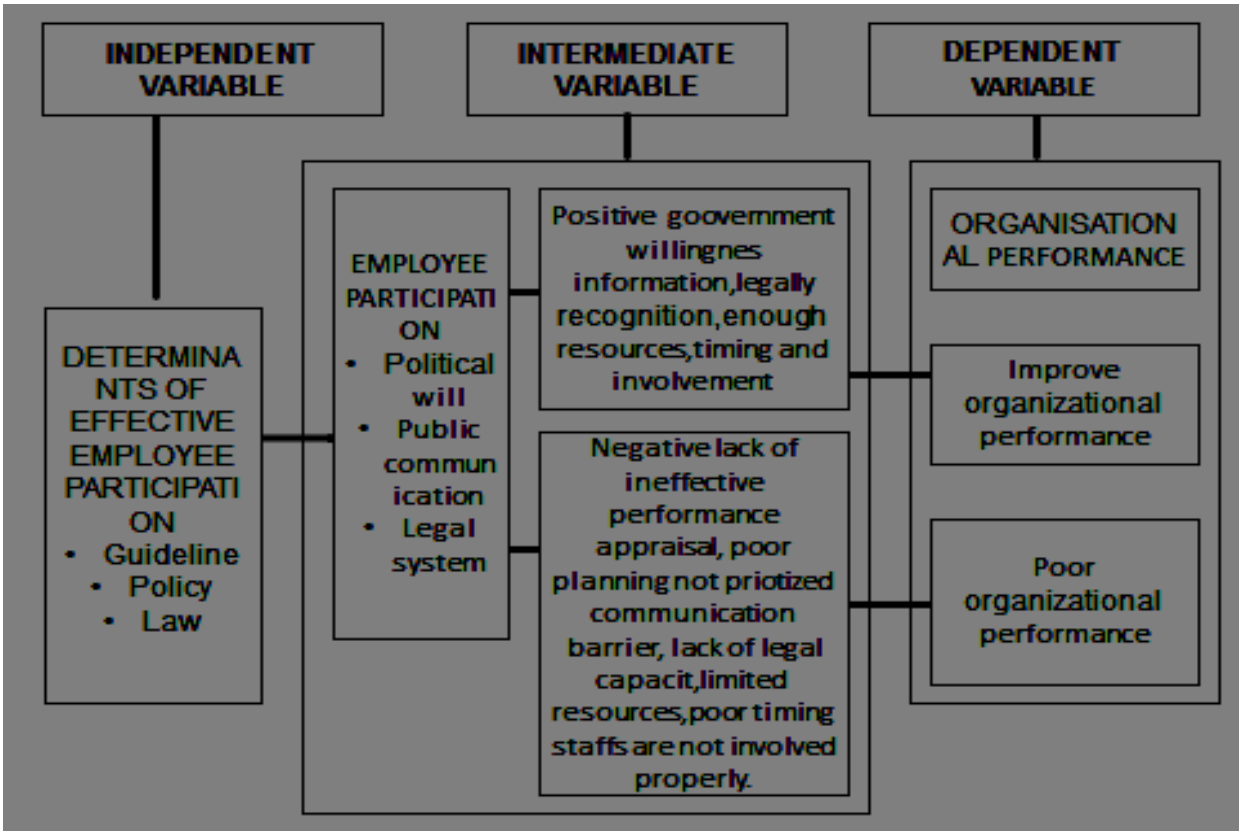
However, a number of reforms on improving employee participation have not been successful in many developing countries (Tanzania included) which led to “development failure and disappointment to the public which are now viewed as a result of inappropriate policy choices” and among many other reasons also lack of consistence and follow up is one of the reasons.(Therkildsen, 2000). In Tanzania, it is reported that citizens are highly claiming on poor public performance. The claim is directed to leaders as well as the all public system. According to Bana (2008) poor performance in public sector is accompanied by different determinants that stimulate effective employee participation, some are simple and known to people but there are some that have to be researched on because these cannot be generalized on poor planning . It is because of these diverse experience and events that the study examines determinants of effective employee participation in enhancing organizational performance in public sector specifically at Parastatal Pension Fund (PPF) headquarters taken as the area of study.

1.3 Conceptual Frame Work

Variables normally have to link each other so that the intended or unintended outcomes may happen. Independent variables are concern with the determinants of effective employee participation. These are entities that initiate possibility of enhancing organizational performance. For effective implementation of the determinants there, should be supported by intermediate variables which concern with employee participation which includes political will, public communication, legal system and resources. It can be explained that when independent and

intermediate variable work together, will result to a positive or negative results as dependent variables. If there will be positive ingredients (government willingness, information, legal recognize, enough resources, and time involvement), as intermediate variable, the effectiveness of organizational performance will be possible hence higher work performance, which automatically will improve public service delivery as dependent variable. However, when there are negative aspects which includes poor planning, communication barrier, lack of legal capacity, poor timing and staff are not involvement finally, result into poor public services delivery or organizational performance.

Figure1.1: Relationship between Employee participation and organizational performance



Source: Developed by Author, 2014

1.4 Research Objectives

In the course of addressing the topic at hand, the proposed study has divided two sets of objectives. These are general objective and specific objectives.

1.4.1 General objective

In view of the above, the broad objective of the study is to assess the determinants of effective employee's participation in enhancing organizational performance in public sector at PPF Dar es Salaam.

1.4.2 Specific objectives

There were three specific objectives in the study revised to facilitate the investigation as follows

i) To identify the determinants of effective employee participation used by PPF.

ii) To find out the impact of employee participation on the performance of workers at PPF.

iii) To explore challenges and prospects for ineffective implementation of effective employee participation within PPF.

1.5 Research Questions

To facilitate the investigation of the study three research questions were focused to guide the investigation as follows

i) What are the determinants of effective employee participation used by PPF?

ii) What impacts employee participation has on the performance of workers within PPF?

iii) What are challenges and prospects for ineffective implementation of effective employee participation within PPF?

1.6. Significance of the study

The information obtained, would assist in identifying the factors hindering implementation of effective employees participation in public organization, of which

most policy makers in developing countries tend to neglect. It is also expected that the results from the study would assist the government in developing a correct interventions ways, on proper review and implementation of employee's participation programs and reforms. Hence results would help in improving a commitment to good governance, accountability, through the proper implementation of employee's participation programs and reforms, which is one of the National Strategy for Growth and Reduction of Poverty Cluster 3 Number 1. Moreover, this study could enrich the public administration discipline with regards to the challenges, facing the implementation of employees participation that, are being implemented in developing countries like Tanzania. In the academic sphere, the experience drawn from the study might contribute in the knowledge of employee participation implementation, and paving the way for furthers studies in the same field.

1.7 Definition of Key Concepts

The key concepts that have been used in this study, are defined and shown their relationship to the study. Employee participation and organizational performance are the main key concepts, which are going to be defined her.

1.7.1 Employee participation

Employee participation can be defined as the process where by employees are involved in decision making processes, rather than simply acting on orders. Employee participation is part of a process of empowerment in the workplace. The individual employees are encouraged to take responsibility for quality in terms of

carrying out activities, which meet the requirements of their customers. Employee participation is also part of the move towards human resource development in modern organizations. Employees are trusted to make decisions for themselves and the organization. This is a key motivational tool. Employee participation is also referred to as employee involvement because employees play a greater part in the decision making process and are thus given the opportunity to influence management decisions and contribute to the improvement of organizational performance (Armstrong, 2003:806)

According to Cole (2004) employees' participation is an important Human Resource Management strategy because it involves employees in the affairs of the organization. As a matter of fact, employees' participation is nothing but the inclusion of the employees in the decision making process of the organization. By implication this means that the employees have access to sufficient information on which to base their share in decisions; the power of employees in making decision is complete because they are also regarded as co-owners or as co-operative enterprises (Graham and Bennet, 1992). The concept of participation also promotes a democratic administration in an industry where the rank and file share in the decision making process through their representatives at all the appropriate levels of management and in the entire range of managerial action (Gupta, 2007).

1.7.2 Organizational performance

Ezell (2005) defines organization performance as a broad construct which captures what agencies do, produce and accomplish for the various constituencies

with which they interact. Furthermore, puts forward the six dimensions of organizational performance:- Output (sometimes referred to as productivity); Employee satisfaction; Client Satisfaction; Client impact; Service Quality and Innovation; and Profit. Kanter (2008) argues that Organizational Performance comprises the actual output or results of an organization as measured against its intended output (or goals and objectives). Specialists in many fields are concerned with organizational performance including strategic plans, operations, and finance, legal and organizational development. In recent years, many organizations attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as; financial Performance (e.g. shareholder return)**,** customer service, social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship. Organizational performance is therefore the highest stage of attaining a certain set of organizational objectives, which could be an increase of sales volume, low cost of production or product coverage.

1.7.3 Decision making:

According to Arien *et al* (2002), decision making is the process of selecting from among alternative course of action generated during the problem-solving process to embrace: programmed: a repetitive decision that can be handled by a routine approach; procedural: a series of interrelated steps used to respond to a structured problem; rule-based: depends on an explicit statement that tells managers what

they ought not to do; and policy-based: provides a guide that establishes parameters for selecting among alternative courses of action.

Bateman and Snell (1996) defined decision making as the process by which managers respond to opportunities and threats by analyzing options, and making decisions about goals and courses of action; decisions in response to opportunities: managers respond to ways to improve organizational performance. Decisions in response to threats: occurs when managers are impacted by adverse events to the organization. The authors continue by giving out types of decision making, they argue that, there are two types of decision making as discussed below:- Programmed Decisions: This is a routine and automatic process whereby managers have made decision many times before. It involves rules and guidelines to follow. For example a manager is deciding to reorder office supplies. Non – Programmed Decisions: This is unusual situations that have not been often addressed. In this type of decision, there are no rules to follow since the decision is new. Also these decisions are made based on information and a manager's intuition, and judgment. Example, diversification into new products and markets

1.8 Chapter Summary.

Chapter one consists the background of information, statement of problem, research objectives which are categorized as main and specific objectives. This is accompanied by research questions, significance and scope of the study, limitation and general organization of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction:

This chapter explores issues influencing employees' participation, specifically at Parastatal Pension Fund. It also explores the challenges and prospects for an effective implementation, of effective participation in public organizations in Tanzania. The literature review covers studies done inside and outside Tanzania. This section specifically examines the conceptual studies, theoretical studies and the empirical studies. The bodies of literature cover the global impact of employee participation, problems facing employee participation to meet service delivery,

especially in public service. The literature review also examined the determinants of employee's participation in Sub Saharan Africa.

2.2 Theoretical review

There are a great number of literatures, that offer theories in the course of explaining the employee participation and the organization accept changes brought by these participation, and no one theory that can best describe these changes as argued by (Christensen *et al,* 2007). The following are the reviews.

2.2.1 Types of employee participation

Before embarking on the description of the different types of employee participation, it is fundamental to make a distinction between direct and indirect forms of participation, or as expressed by Gold and Hall,(1990), (cited in Knudsen,1995), between individual and representative participation. A similar view is shared with Torres, (1991) who states that workplace participation should refer to workers being involved in the actual making of decisions, directly or indirectly through representatives, at all levels of the organization.

2.2.1.1 Direct Participation

Direct participation means that the individual employee takes over or is drawn into certain managerial decisions, which have traditionally been taken by management alone (Knudsen, 1995). It is a form of participation that involves the individual in relation to his own job and his immediate working environment (Bell, 1979:5).

Dickson (1981) argues that in direct participation, the employee has the personal opportunity to speak up, even though the opportunity for influence might be small. It is argued that direct participation may take several forms: the delegation of a greater degree of discretion over the immediate work tasks, the creation of autonomous or quality circles, meetings at workgroup, workshop or department level (Knudsen, 1995).

According to Bell (1979) to be really meaningful to the employee, however, direct participation will include the provision of all information relevant to his job, consultation particularly about changes that may affect him a personal involvement in the decision-making process at his own level. Further he claims that experience shows that for the great majority of employees, this is what they are most interested in and what they regard as important. Indeed without direct participation giving the individual a greater personal satisfaction in his own job, participation at other levels is unlikely to be successful and will have little meaning for most employees.

Knudsen (1995) argues that the direct form of participation is in general only applied to lower-level management decisions, such as decisions regarding how work operations should be carried out, although there are certain examples of direct employee involvement in middle or higher-level management decisions concerning technical and organizational change through project groups.

2.2.1.2 Indirect participation

Hem (1980:4) has highlighted that it is the participative processes whereby employees are involved in decision-making through their representatives or delegates. This links with Clarke's et al., (1972) focus which argues that it is a form whereby employees normally participate through representatives rather than in person. For Bell (1979), indirect participation has relatively little appeal for the majority of employees, and in most situations, only a small minority are willing to take on a representative role, even in a limited capacity in their own workplace. Contrary to the direct form, it is based on the articulation of collective interests (Knudsen,1995).

A main characteristic of representative participation is that the range of decisions with which it is concerned generally involves collective policy issues, and it may extended to processes which help to set or shape the overall goals of the enterprise and are 'governmental' in nature (Clarke et al,1972)

Further, they state that the above characteristics are much less important in the form of participation that primarily involves decisions relating to the immediate task based or environment of the employees concerned. This type of participative decision is generally task-based, therefore, excluding the need for representation. These two main approaches to participate may be characterized as power centred and task centred(Clarke et al.,1972). Power centred participation involves worker influence over the labour process and includes participation in policy making. It focuses on the exercise of managerial prerogative and the balance of power between management and employees in the organisation's decision-making

process (Salaman, 1987). The ultimate objective of some supporters of power-centred participation is to change the fundamental authority relationship in industry as a means of changing the character of society (Clarke *et al.,* 1972). On the other hand, the task-centred approach emphasises participation as a device likely to increase job satisfaction, and with it productivity, and also to improve industrial relations, thereby facilitating the attainment of managed ally set goals for the enterprise.

2.2.2 Reasons for employees' participation in decision-making.

According to Ismail and Zawiyah,(2009) gave out different reasons for involving employees in decision making which are:- economic objective: employees' participation aims at increasing productivity of labor by improving cooperation between employer and employees. Productivity is sought to be increased by improving job satisfaction and industrial relations**.** Gupta (2007; p.28.3) propound that Employees' participation in decision making seeks to achieve the following objectives:-Social objective under participation, industry is considered a social institution in which each and every employee has a vested interest. The purpose of participation is to ensure human dignity and to get the employees' a respectable status in society. Psychological objective: Employees' participation in decision making seeks to bring about a change in the altitude of employees. Through participation they will consider themselves an integral part of industry rather than mere working hands. Participation provides the employees an opportunity to express themselves thereby satisfying their non-economic needs. It provides them

a sense of belonging, pride and accomplishment. Importance of employees' participation in decision making:- Gupta (2007) put forward the following benefits of employees' participation in decision making:- Mutual understanding**,** generally, employer and employees doubt the integrity of each other due to ignorance of each other's problems. Participation brings the two parties closer and makes them aware of each other's problems. As a result, a better understanding and mutual trust can be created between employer and employees. Higher productivity cooperation between management and labor helps to increase production and profits of industry. Through participation worker learn the problems of industry and better understand their role. Participation improves employee motivation and job satisfaction which in turn help to increase their efficiency. Higher productivity leads to lower costs per unit and greater profit which are beneficial to all. Industrial harmony, employees' participation in decision making helps to reduce industrial disputes and to improve employees' loyalty. Continuous dialogue between management and employees improves peace in industry. Industry democracy**,** participation of workers in management ushers in industry democracy which is necessary for political democracy. Need for outside intervention between employer and employees is eliminated and workers are free from exploitation. Less resistance to change**,** employees often resist change due to fear and ignorance. When workers participate in decision making, they come to understand that change is ultimately in their own interest. They become more able and ready to adopt themselves to technological and other changes made to improve the competitive position of the company. Creativity and Innovation, participation

encourages employees to think and take initiative. Their talent and ability can be capitalized; highly competent employees can be spotted and given prevention. Participation is helpful in training and developing future executives (Amoako, 2003).

2.2.3 Benefits of employee participation in decision making

There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, then there will be benefits for both the organization and the individual (Shadur et al., 1999). Hence, the following are the benefits of employee involvement in decision making:. It increases employee's morale or job satisfaction and enhances productive efficiency (Chang & Lorenzi, 1983). It provides employees the opportunity to use their private information, which can lead to better decisions for the organization (Williamson, 2008). As a result of the incorporation of the ideas and information from employees, organizational flexibility, product quality, and productivity may improve (Preuss &Lautsch, 2002). It contributes to greater trust and a sense of control on the part of the employees (Chang & Lorenzi, 1983). Through employee involvement, resources required to monitor employee compliance (e,g., supervision and workrules) can be minimized, hence reducing costs (Arthur, 1994; Spreitzer & Mishra,1999). When employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms'

performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives (Kemelgor, 2002).

On his part, Sashkin (1976) identifies four corresponding outcomes of employees' Involvement or participation in decision making: Quality Improvement. Better information flow- and use- can clarify tasks goals, and bring about qualitatively betterdecisions. Increase in employees' commitment and acceptance of decisions through a sense of "ownership" (having been involved in decision-making). This outcome increases the likelihood that goals will be effectively implemented. Support of the participative approach and continuance of its effects overtime, due to learning through behavioral practice; this represents the behavioral process effect. Increase adaptive capacity of the organization. Development of shared norms and values may result into more effective use of inter-dependency relations among organization members, through an organizational process based on collaboration, as opposed to win-lose conflict (Williamson, 2008).

2.2.4 Theoretical Framework

The study was underpinned by various performance management theories advanced by a number of scholars who tried to explain the phenomenon underlying employee performance in public organizations. Four theories were used to operationalize the study.

2.2.4.1 Goal Setting Theory

The goal setting theory which assumes that a direct relationship exists between the definition of specific and measurable goals and performance was the first to be applied in this study. If managers know what they are aiming at, they are motivated to exert more effort, which increases performance (Locke & Latham, 2002). The theory was advanced by Latham & Locke, (2002) who emphasized goal setting and encouragement of decision rights as a basis for employee performance. De Waal, (2007) observes that taking responsibility for results requires that organizational members are given the opportunity to influence their results favorably and have the freedom to take action. This implies that people have to be authorized by their managers to independently and swiftly take action on problems without having to ask for permission first. Decision rights allow greater involvement of employees in deciding on issues that affect their work (Locke & Latham, 2002). This implies that workers have a say in defining the right Key Performance Indicators (KPIs) and the mandate to establish Critical Success Factors (CSFs) in relation to their job responsibilities. According to Armstrong, (2006) employees are most likely to meet or exceed performance goals when they are empowered with the authority to make decisions and solve problems related to the results for which they are accountable. The performance goals of an organization represent a shared responsibility among all its employees each of whom has a stake in the organization's success. A critical challenge for private and public organizations alike is ensuring this shared responsibility does not become an unfulfilled responsibility. Accountability helps organizations to meet this challenge.

Underlying employee empowerment is management's view of its employees as assets that are capable of contributing to the growth of their respective organizations rather than costs to be borne by the Organizations. The contributions of individuals and teams are a starting point for enumerating the results for which they are accountable (Locke & Latham, 2002; Armstrong, 2006). The goal setting theory was used to support decision rights in the study.

2.2.4.2 The Performance Measurement theory

Finally, de Waal, (2007) and Kaplan, (2001) observe that in order to assess the success of a performance management system, there is need to measure the structural side which deals with the structure implemented for performance measurement. This usually includes critical success factors, key performance indicators and often a balanced scorecard and the behavioural side which deals with organizational members and their use of the performance management system (de Waal, 2007 and Kaplan, 2001). The performance measurement theory was used to explain the importance of employee evaluation in the study. The question arising here is whether there is a relationship between the performance management practices (decision rights, incentives, performance contracts, organization resources and performance measurement) as advocated by the selected theories and views in the study.

2.3 Empirical Review

2.3.1 Relationship between Employee participation and Organizational Performance

The goal setting theory (Locke & Latham, 2002), was selected to guide this aspect of the study. The literature below explains the linkage between employee participation and organizational performance. Employee participation allow greater involvement of employees in deciding on issues that affect their work. So workers have a say in defining the right Key Performance Indicators (KPIs) and establish Critical Success Factors (CSFs) concerning their job responsibilities. Armstrong, (2006) observes that employees are most likely to meet or exceed performance goals when they are empowered with the authority to make decisions and solve problems related to the results for which they are accountable. This is in line with Hewitt, (2002) who argues that the contributions of individuals and teams are a starting point for enumerating the results for which workers are accountable.

According to Michelle, (2007) and Helmut, (2002), the most important decisions in an organization affect not only the decision maker but also other members of the organization. The allocation of decision rights according to Helmut (2002); Jensen and Mechelle (2007) can resolve the problem of externalities that may have impact on other stakeholders when important decisions concerning them are made without their participation. According to Osterman, (1994), around 45% of workers decide the mode of doing their job. Aghion, and Tirole, (1997) support the view when they observe that as interests between management and employees become more aligned, delegation of decision-making rights motivates employees

to improve their performance without causing severe disruption to the decision-making process. Juliette and Jeff (2005) however argue that there are certain circumstances (such as sensitivity and nature of the matter) under which the employer may reserve authority over decision rights.

Michelle, (2007) observes that employee involvement in decision making sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation. In support of the argument, Hewitt (2002) notes that there are certain individual contingency factors which may support participative decision-making. For example, when the sets of choices are clear and employees show greater desire for job involvements, it is healthier to let them participate in the decision making process. Participative decision-making in organizations may also be necessary when developing greater individual job responsibility.

In agreement with Hewitt, (2002), Locke and Schweiger, (1979) stress that decision making should be a „joint process" between managers and subordinates. A "democratic" employer sits with the employees to decide on the future course of his business (Michelle & Lori, 2007). The observation assumes that employees are partial owners of the business. Thus participating in deciding on what should be done simply determines the future course of their business through objectives.

On the other hand employees in public organizations are only hired to achieve the vision(s) of their employer (government). The assumption would therefore not hold in case of public organization workers (Lock & Schweiger, 1979). Public organizations are there to serve public interests and hence their „out look‟ should hinge on the interests of the public (Jensen & Meckling, 1992). However, Aghion and Tirole (1997); Ghosh, (2009) argue that participative approach to decision making is inappropriate when choices are complex, difficult to define and varied in nature. This is a situation where task interdependence is very high; the environmental change is rapid thus hindering employee participation in decision making. This complexity can be resolved through delegation. Julliette & Jeff (2005) contend that that employee participation in the decision making process can also be realized through delegation in which the subordinates gain greater control, greater freedom of choice with respect to bridging the communication gap between management and the workers. Supporting Julliette & Jeff‟s (2005) observation, Bonner and Sprinkle, (2002) stress that employee involvement in the decision making process is the employee‟s chance to participate in an organization‟s strategic planning activities. In support of Bonner and Sprinkle‟s (2002); Julliette and Jeff, (2005) argue that the future direction (goals and objectives) of an organization is determined by the employer when he/she promotes employee involvement in deciding the course of action to take in order to achieve the already established objectives. This improves workers‟ commitment (Julliette & Jeff 2005).

However, Ghosh, (2009) on the other hand observes that public goals and objectives are in most cases determined by the government and then communicated to the responsible public organizations for implementation. For that matter, it is up to the concerned public organizations to ensure appropriate development of the strategic plans for the achievement of public goals and objectives by selecting expert and knowledgeable employees to handle the process. However what would be most appropriate is to involve employees in the strategic planning of activities before implementation (Michelle, 2007). This is likely to motivate workers because they would only be implementing their own decisions (Locke & Schweiger 1979; Helmut 2002; Michelle, 2007).

Barringer and Bleudorn (1999) argue that full employee involvement in decision making allows for the decentralization of decision rights. That is, the concerns of the subordinates are catered for during planning. Similarly, the empirical studies by different researchers: Wagner (1994); Cindy (2002); Cappelli and Neumark (2001); Awolabi and Adeola (2011) revealed that decentralizing decision rights alleviates the burden on top management as well as cutting unnecessary communication up and down the hierarchy and reduces the agency costs. Partial employee involvement in decision making (centralization of decision rights) on the other hand ignores the concerns of the frontline employees (Cindy, 2002). Barringer and Bleudorn, (1999); Li et al., (2006) advocate for full employee involvement in decision making because frontline employees are people closest to the customer and are knowledgeable about market needs and its dissatisfaction.

Frontline workers also know how to address the dissatisfaction - which is a central element in the success of any organization. On the contrary, an empirical study by Kazuyuki and Kanamori, (2008) suggests that with advancement of information communication technology (ICT), centralization of decision rights can still capture the concerns of the floor employees in an organization which would have only been possible through decentralization of decision rights. This can be through the interaction between centralized and decentralized decision making enabled by the ICT, where employees feed all the necessary information about their customers and their decisions into the computer system (Kazuyuki & Kanamori, 2008). This information is then accessed by top management, screened and evaluated, decisions made by the top management and then communicated to the concerned employees via ICT systems (Kazuyuki & Kazuyuki, 2008).

Spreitzer and Mishra (1999) argued that having high performing employees is a desire for all organizations in order to remain competitive. However, having a high performing organization requires committed employees who appreciate the factors that influence employee performance (Kazuyuki and Kanamori 2008). An organization's ability to create and be innovative is the most important source of its competitive edge (Kazuyuki & Kanamori, 2008). However, creativeness and innovativeness partly hinge on an employee‟s ability to make decisions concerning how best to do his or her work and its future course. Employees who cannot make decisions concerning their work are in most cases not creative and innovative. This is so because it is not up to them to decide what to do, how to do it, when and what to improve or change because such decision matters are

centralized at the management level (Takahito & Kazuyuki, 2008). Markey, (2006) argued that the participation of employees in the decision making significantly improves employees‟ performance and hence organization‟s increased ability to meet its objectives. According to Black, (2001), the expected benefits of employees‟ involvement result in quality improvement, better information flow, clear tasks goals, and quality decisions. Increase in employees‟ commitment and acceptance of decisions fosters a sense of „decision ownership‟ due to having been involved in decision-making. This increases the chances of effective implementation of the organizational objectives.

Empirical evidence further suggests that employees participation accelerates better performance that hinges to a great extent on workers‟ involvement in the decision making processes (Arthur, 1994; Carter, 1995). These scholars stressed that employee involvement in the decision making process contributes to efficiency because they gain the capacity to enhance the quality of decision making by increasing the inputs and promotes commitment to the outcome of the decision making process in the workplace. According to Spreitzer and Mishra (1999), employees who have made decisions concerning their own work and how best to do it were very satisfied with what they were doing. Their performance was found to be significantly high compared to the employees who lacked influence in their own work and how to handle it. In support of Spreitzer and Mishra (1999), Chang & Lorenzi‟s (1983) research findings revealed that a significant relationship exists

between frequency of employee‟s consultation and organization commitment. The study further established that if organizations are to realize any significant increase in employees‟ performance, workers‟ involvement in decision making processes should be considered as a crucial aspect of their performance. Wagner (1994) similarly measured and discussed the benefits accruing to the organizations due to employees‟ involvement in the decision making processes. Findings of his study revealed that when employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, organizations are likely to benefit through improved employee performance. Individual employees are also likely to benefit through job satisfaction. These findings are supported by Williamson''s (2008) later study that established that employee involvement in the decision making on issues concerning their jobs increases workers performance.

As a result of incorporating workers‟ ideas and information in the decisions made by organizations (organizational flexibility), product/service quality, may improve Williamson, (2008). This is because employee involvement in the decision making process contributes to greater trust and a sense of control on the part of the workers. Through employee involvement, resources required in monitoring employee compliance like supervision and following the work rules are minimized. Reduced costs and the saved money can be spent on the development of further employees‟ decisions (Arthur, 1994; Spreitzer and Mishra, 1999). Similarly, Kemelgor, (2002), observed that when employees are given the opportunity to

contribute their ideas and suggestions during decision making, increased organizations performance is likely to be realized. This is because greater employee involvement in decision making maximizes divergent view points and perspectives. Empirical findings by Owolabi and Adeola, (2011), too found that in order for an organization to perform well, their employees must first feel good about what is engaged in (job satisfaction). On the contrary, Jensen and Meckling, (1990), argue that involving employees in the decision making in ways that maximize their/organizations‟ performance is an extremely difficult and controversial management task. This is because organizations may be indifferent about employees‟ effectiveness in the making of quality decisions that are consistent with the organization mission and objectives.

Jensen and Meckling, (1990), however observes that there are costs to be considered before involving employees in the decision making process. The first one rotates around delegating decision rights to employees who have the relevant information but whose motivation and goals do not align with those of the organization. The second aspect is the difficulty of transferring the relevant information from the source to the decision maker because of arch of distortion. Public organizations in Uganda seem to suffer from poor performance due to the two costs identified (Jensen & Meckling 1990).

Poor performance of public organizations in Uganda has continued to be witnessed despite the effort taken by the Public Service Commission to employ

well qualified and adequately informed public servants. High cost of gross negligence of duty coupled with organizations‟ inability to transfer the relevant information from the source (the public) to the decision and policy makers in public organizations, has led to poor performance. This situation results in gross errors arising out of taking uninformed decisions and policies by the decision makers. Cindy, (2002) argues that by involving employees in the decision making process at levels where these combined costs are minimized, public organizations can get optimal decision-making efficiency and therefore better performance (Williamson, 2008); Jacobs (2005), argue that finding an organizational spot where decision costs are minimal is only part of the battle. Public organizations must still deal with the fact that employees who are charged with decision authority are inevitably motivated by their own personal and professional goals, some of which are inconsistent with those of the organization. In order to overcome these complexities in decision making, Jacobs (2005) recommends the following steps: routine review and update on how decision authority is distributed across employees in public organizations**.** What employees do, and the environment in which they operate continually changes, hence decision-rights updates must become routine. A review should carefully assess where various types of decisions are being made in the organization and whether those particular points are still the most crucial in achieving organizations objectives.

In a study by Lee, (2008) about the effect of decision rights and noise pollution control that was conducted at the Southern Methodist University, findings revealed

that workers who were involved in the decision making processes exhibited excellent performance compared to their counterparts who were denied decision rights regarding the option to control noise pollution. Lee (2008) reported that the experiment involved two groups with one group being subjected to loud noise and in the middle of the exercise participants were denied the right either to stop the loud music or let it continue. The second group was subjected to the same loud noise and half-way the exercise, participants were given the option of either stopping the noise or let it continue. The experiment had differing implications on employee performance. Participants who were denied decision rights demonstrated significant deterioration in their performance. Their thinking became emotional, unimaginative, and dull. The group that was given choices exhibited better performance. Much as the group that was accorded decision rights experienced the same amount of unpleasant noise as the group which had no option, its participants‟ thought process remained unaffected. The group with decision rights engaged in deep reflective, creative thought and their performance was high. Thus, it was not the negative external situation, but the perceived lack of involvement in the decision making process for the group without decision rights, that caused the participants‟ diminished thinking capacity and thus poor performance.

2.3.2 Public organizational performance in Africa

Although organizational performance is relatively unknown in many African countries, the interest in such an improvement tool is growing among African

organizations and in specific African countries. For instance, there seems to be a real need for organizational performance in Burkina Faso's state-owned companies. As it will help these companies to improve their performance and then contribute to the country's growth, both management and government want to work diligently on a successful implementation of performance management (Waal and Augustin, 2005). In Egypt, there is a trend in many manufacturing organizations to combine financial and nonfinancial measures especially employee participation because there is growing awareness that sole reliance on financial data is no longer effective for an organization. Despite this growing awareness, performance management systems are not widespread yet in Egypt, and many Egyptian organizations are still using traditional financial measures like return on investment and return on assets whereby the employee participation on to manage organization and make decisions on the given organization is low in Egypt (Abdel Aziz et al., 2005).

In Zimbabwe, all government departments, local government institutions, and most private companies are using zero-based budgeting systems. Zimbabwe is trying its best to catch up with the rest of the world in the area of leading-edge performance management systems. The country has the advantage that it hosts many transnational companies which are already applying the latest performance management systems where employee participate in organization development. These companies can serve as an example for Zimbabwean organizations (Nhemachena, 2004). In South Africa, the term organizational performance and

‘performance management’ is relatively new in the field of management. However, there are many pressures on South African organisations, enticing them to investigate the concept of strategic performance management. Competition has increased dramatically over the past decade because of many multinational companies investing in South Africa. The battle against nepotism and corruption has intensified. In addition, many South African companies have to take the development of employee skills, knowledge, involvement in organization affair and experience seriously in order to deal with today’s rapidly changing workplace. However, many companies have difficulty competing well in the current business environment as a result of traditional organizational cultures which are rigid and bureaucratic, and because of the lack of technological resources. To overcome the hurdles, South-African organizations are increasingly turning to strategic performance management (Motswiane, 2004). In Kenya, organizational performance was taken traditionally. However, as many Kenyan companies are trying to qualify for the organizational performance standard, they are turning more and more to employee participation in their management,. Some organizations have already implemented employee participation at high rate and they seem to show much better performance than their competitors (Malinga, 2004). In Ethiopia, there are some developments for the benefit of performance management. More and more Ethiopian enterprises are expressing a strong interest in employee participation especially in decision making, their managers are starting to acknowledge the importance of regular formal and informal performance review meetings, communication about results is being improved by applying modern

means of communication like the intranet, people are willing to train in the use of performance, and government is fostering the improvement of performance (Tessema, 2005).

2.5 Chapter summary

Chapter two presents the literature review and also points out the theoretical, empirical and conceptual frame work**.**

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Kothari (2009) asserts that, research is important in seeking answers to various social problems. In this section, the research methodology followed in this study is detailed, including the population from which the sample were drawn, how sample were selected and the relevance of the selection of the study area. Data collection methods employed has been also discussed in this section. The general approach to the research, were qualitative and quantitative, this were combined to maximize the strengths and minimize the limitations of the survey. In order to achieve the aims of this research, a cross sectional design was used.

3.1 Research Design

Ngwira (2005) defines a research design, as arrangement of conditions for gathering and analyzing data in a way that aims to combine relevance of the researcher purpose, with an economy in procedures. The study employed a cross – sectional research design, whicih allows data to be collected at one point at a time. This type of research design, has been selected because it is the most common design used in survey research, to compare the extents to which at least two groups of people differ on dependent variable (de Vaus, 1993). Cross-sectional design was used to cover a selected sample of the population. The design managed and described the distribution of variables in a study population within a given time, variables like physical characteristics of people, socio-economic characteristics of people like age, sex, marital status, education and the event that occur in the population like factors hindering the implementation of employees participation in public organization. In this design questionnaires were managed to all respondents that have been selected.

3.2 Study Area

Yin (1998) defines study area, as a certain locale in which an empirical inquiry that investigates a contemporary phenomenon is done within its real –life context. The study was conducted at Parastatal Pensions Fund (PPF) Head office (HO) in Dar es Salaam. PPF was established under Section 6 of the PPF Act no.14 of 1978 as amended by Act number 25 of 2001. It is under the Board of trustees with members from key stake holders (employees, employers and the Government). The day to

day operations of PPF are vested in the Director General, whereas the Board of trustees provides guidance on strategic and policy issues. PPF is one among other Tanzania institutions that operate social security schemes. Others being the National Social Security Fund (NSSF) which was established in 1998 as conversion result of National Provident Fund (NPF), and this covers all private employees in private sector, Public Service Pensions Fund (PSPF) that was established in 1999 to cater for Government employees and lastly the Local Authority Provident Fund (LAPF) established to cater for employees of Local Government Authority. PPF being the first contributory pension fund in the country operating under defined benefit system, has a vision to being a leading pensions and other social security benefits provider in Tanzania, a vision to provide quality pensions, allied benefits and services with high degree of accuracy, speed and values, effective and accountable to their work, innovative in meeting member's needs, committed to their work and act as team with integrity. PPF was selected because is among the public organizations in Tanzania that experience challenges that hindered the implementation of effective employees participation thus reducing quality of public service delivery (URT, 2011).

3.3. Research Approach

This study employed both quantitative and qualitative research approach. Quantitative approaches enabled the researcher to compute frequencies of respondents' information and were both open and closed ended questions. Qualitative approach was used because it gave the opportunity to explain and

describe the phenomenon, as perceived by the participants from the community. Creswell (2003) states that, qualitative approach gives room for the researcher to enter the respondents' personal/ world, in gain deeper and clear understanding of their knowledge, experiences and feelings. With qualitative approach, a researcher will talk with people about their experiences and perceptions through interviews and observation (Parton, 1990).

3.4 Study Population

According to Kothari (2004), a population is the totality of any group of units which have one or more characteristics in common, that are of interest to the research. In this study the population constituted some of employees of Parastatal Pension Fund (PPF), who were selected in different units, like Human Resource Departments, Training Department and reception.

3.5. Sample Techniques

Purposive and simple random sampling was used to obtain the sample. The purposive sampling was employed because of its advantage in getting rich information from Managers, Human resource officers and the Administrative officer. Simple random sampling was employed so as to avoid bias and gives every item of the universe an equal chance of being selected (Kothari, 2004). Therefore simple random sampling was used to select ordinary workers and secretaries, who provided required information for the study.

3.5.1 Sample Size

Sample size refers to the number of items to be selected from the universe to constitute a sample (Kothari, 2004). The study used a purposive sampling to identify respondents from PPF. A sample of 140 respondents was randomly selected from those identified purposively. The formula developed by Ariola (2007) was used to determine sample size for this study:

$n = 1 + N (E)^2$

Where: n = sample size

N = population size

E = level of confidence desired (5 – 10%)

$= 1+ 557(5 - 10\%)^2$

$= 1+557 \times 25/100$

$= 1+557 \times 0.25$

Sample size = 139.5

Table 3.1 Respondent Profile

S/NO	CATEGORY	NO, OF RESPONDENTS
1.	Managers	05
2	Administrative officers	10
3	Secretaries	15
4	Human Resources Personnel	05
5	Ordinary Workers	105
	Total	**140**

Source: Field Data Survey, 2014

3.6 Data Collection Methods

Data collection is the precise systematical gathering of information, on the research such using methods such as interview, participation observation, structured questionnaires, focus group discussion and case histories. Adam and Kamuzora (2008), assert that data collection begin with the research deciding, where data are to be collected. The study employed both primary and secondary data, various tools/ instruments like structured questioners, interviews were also used for data collection. In collection of primary data questionnaire and observation were employed. Secondary data were collected by reading both Published and Unpublished materials such as reports, newspaper, and brochures and through visiting internet.

3.6.1 Preliminary Survey

In order to solicit background information and familiarize with the study area, preliminary survey was done. Pre – testing of questionnaires using 6 respondents were done, in order to test validity and reliability of questions.

3.6.2.1 Structured Questionnaire

Questionnaires were administered to managers, administrative officers, secretaries, human resources personnel and ordinary workers. Structured questionnaire helped the study to obtain data from the large sampled population. Structured questionnaire consisted of closed and open-ended questions. Closed questionnaires enabled respondents to provide answers straightforward for easy

coding. The closed-ended questions provided an opportunity for interviewer, to tick on appropriate answers as per response from interviewee. The open-ended questions were used to allow respondents to provide their response with more details (Gray, 2009:309).

3.6.2.2 Interviews and Interview Guide

The interview method of collecting data involves presentation of oral – verbal stimuli and reply in terms of verbal response (Kothari, 2004:97). Asserts that, an interview is the method where a researcher used a prepared interview guide or checklist, to explore more information pertaining to the specific study. It aims at broader sense of gathering data and the research documents, each and everything provided by respondents in the field. The research established a friendly relationship with the respondent prior to conducting an interview (Mugenda, 2003:83). The interviewer had an opportunity to probe beyond the given answers, for additional or clarifying concepts focusing on the study. The interview guide was applied to gather necessary information from Human resources personnel.

3.6.2.3 Observation

This method was used in collection of primary data. Observation helped to reveal the relevant situation and conditions in the study area (Yin, 2009:109).The study used both direct and indirect observation techniques to the sampled population, to examine factors influencing the implementation of performance appraisal in public organizations. The researcher observed how workers participated in decision

making and performance in their daily routine, evaluated, changes that had impacted from employee participation and documents in the office. The researcher believed that, through observation actual information on available resources, and their use could be obtained.

3.6.3 Secondary Data

The available data that already exist after collection and analysis are referred to as secondary data (Kothari, 2004). These are referring to the data which have already been collected and analyzed by someone else. Therefore, secondary data in this study was gathered from journals, different articles, published/unpublished reports about employees participation and internet information.

3.7 Data Quality Control

Data quality control is basically concerned with validity and reliability of the research instrument. In this study the two were measured as follows:

3.7.1 Validity

Validity is the most criterions and indicates the degree to which, an instrument measures what it is supposed to be measured. Validity can also be thought of as utility. In other words, validity is the extent to differences found within a measuring instrument, reflects true differences among those being tested (Bryman, 2003). Validity was ensured through establishing both construct and content instruments validity tests (Creswell, 2009). Construct validity were established through the help

of an experienced lecturer who vetted my research tools, where indeed some commendable corrections were effected especially in the relevancy of the tools to my study objectives. Content validity were established through carrying out pre-testing measures, where a few selected officials (7) who had experience and expertise, in the questionnaire to the real situations in the institution were tested.

3.7.2 Reliability

Reliability is a measuring instrument if it provides consistent, reliable measuring instrument does contribute validity, but a reliable instrument need not be validity instrument (Creswell, 2009). To ensure reliability the researcher performed a pre-test of the instruments to be used, by using the pilot method where a set of questionnaire distribution were conducted for 10 respondents, from both ordinary workers and managerial sections and data were analyzed.

3.8 Data Analysis

Data were organized before analysis and presentation. In pre-processing of data, that were identified in the raw data were corrected including the differences between the results obtained by multiple interviewer. Calibrations were carried out to find out significant and consistent difference between measured results and correct results. Elimination of unusable data, interpretation of ambiguous answers and rejecting contradictory data from related questions was done.

Coding scheme was developed before analysis. This was done after correcting errors that could have influenced data analysis. Codes and scales from the

responses were in various ways before analysis. Numerical codes were assigned to particular responses to enable data to be processed statically.

Data storage was decided after coding. Paper storage was used as it allowed speedy retrieval instead of electronic storage which had limited access and equipment costs were high. A relevant statistical software package for data processing was selected and for this case Statistical Package for Social Science (SPSS 20 Version) was chosen and used to process the data.

In statistical data analysis, exploratory and confirmatory methods were used. Exploratory methods were used to discover what data presented in simple arithmetic and summarize qualitative data. In qualitative data such as the views of respondents data were computed by arithmetic relations. Responses were categorized into categorical variables.

Descriptive statistics particularly frequency and percentages were used to show how independent and dependent variables related. Cross tabulations involving were used to test the relationship between independent variables and dependent variables. Cross tabulation as a powerful way of communicating information and the common way of data presentation was used in comparison of variables.

3.9 Ethical consideration

In doing this study, the researcher observed research code of ethics so as to bring ethical application to the study. The researcher was honest in the collection of data as no information provided by the researcher was cooked or exaggerated. The research revealed the realities of what happened in the field area and by reporting

the way it is rather than add some information which does not exist at all. Further, during the collection of data the researcher treated the respondents with dignity and respectfully to all because they were the key source of information needed. Further, the researcher informed the respondents the intention of the study, objectives and benefits of the study to them.

3.10 Limitation and delimitation of the study

With limited financial resource to meet the daily expenses during the study, the researcher used the available resources in the most efficient manner so as to accomplish the study's goals. In addition, the answers from some of the respondents were not clear because of lacking confidence; therefore the researcher tried to use observation apart from relying on answers from respondents.

3.11 Chapter summary

Chapter three presented the methodology used in this study. It included study site description, research design, population, data sources, sampling techniques, sample size, data collection, methods for data analysis, reliability and validity ethical issues in order to achieve the objectives of this study.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1Overview

This chapter is basically designed to present and discuss the information obtained from the field. Discussions of the findings are based on the research objectives. Data were obtained through field survey and interview methods, that involved interview guides, structured questionnaire. Data presented are matching with specific objectives of the study including, (i) To identify the determinants of effective employee participation used by PPF (ii) To find out the impact of employee participation on the performance of workers at PPF (iii)To explore challenges and prospects for ineffective implementation of effective employee participation within PPF.

4.2 Profile of Respondents

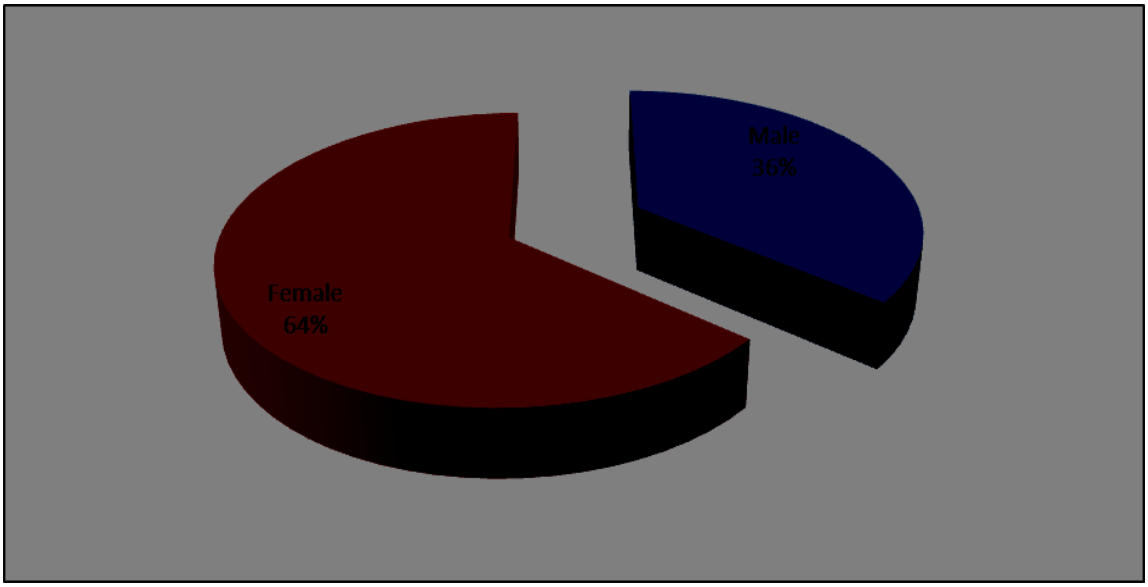
The profile of respondents, serves the purpose to provide a brief description that summarizes the characteristics of people involved in the study. The profile of respondents was examined so as to guarantee the reliability of their responses. Therefore the study had to look into some information such as sex, age and education level of respondents so as to understand how they influenced nature and types of responses. In this regard, the profile of respondents provides the

parameters within which the analysis of respondents is based, on for this chapter and in the subsequent chapters.

4.2.1 Distribution of Respondents by Sex

Respondents were asked to indicate their respective sex in order to ensure that, the analysis considered cross was a checking of opinions based on issues that might be influenced by the sex of respondents. Data presented in Figure 4.2 below show that the number of male respondents, exceeded that of female respondents by 40. Out of 140 participants who filled in the questionnaires, male respondents were 90 (64%) while that of females was 50 (36%). Sex of an individual was used to determine the role which a person should be subjected. Based on the gender equality perspective, females and males should perform similar roles related to socio-economic development of the society, and office they were found in. The dominance of males in the research area, reflected the persistence of patriarchy community, where men were found to be heads of departments, dominating the decision making process. Low response of females in the employee participation in public organization, was thought to be due to the nature of males being heads of departments, while a large number of females were at the low positions in the organization. As a result, women found it difficult to participate fully in this type of influencing effective employee participation in public organizations. Regarding to the influence of sex on the implementation of effective employee participation, Benedict and Levine (1988) in an experimental setting, demonstrated that females were more lenient with poor participation in high position than males did.

Figure 4.2: Distribution of Respondents by Sex (N=140)



Source: Field Survey, 2014

4.2.2. Distribution of Respondents by Age Group

An age group has an influence on the socio-economic activities and decision making, in leadership or in government sectors. It was under these reasons, that the age of respondents were considered on cross checking opinions on issues that may be influenced by age of respondents. Data as presented in Table 4.2 above has shown that, out of 140 respondents, the age group of 20 to 30 years and 31 to 40 years composed of 29 (21%) and 43(31%) respectively. However, the age group, of 41 to 50 years totalized 57 (40%) of all age groups, found in the study area. Respondents with 51 to 60 years and above were 11(8%) only. The age group of 41 to 50 years was found dominating other age groups in the study area; however, the difference in age group distribution did not affect the quality and

content of responses. It was believed that the reason behind the involvement of a small proportion of age group of 51 to 60 years, might be similar to the one documented by Employment and Labor Relations Act (2004), which cites that the age of public servants to retire from work was 60 years which was compulsory, and 55 whereby a worker could be free to retire. This might be the cause for this age to be a few.

Table 4.2: Age of Respondents

Age	Frequency	Percent (%)
20-30	29	21
31-40	43	31
41-50	57	40
51-60	11	08
Total	**140**	**100**

Source: Field Survey, 2014

4.2.3. Distribution of Respondents by Education Level

The education profile of respondents, was also one of the areas examined to find out factors influenced people to be involved, in the participation of decision making in public organizations. Data as presented in Table 4.3above has shown that, out of 140 respondents were found to be 78 (55.7%), had secondary school education/ Ordinary education, 5(3.6%) A-level, 32 (22.9%) diploma, 17 (12.1%) degree , 6(4.3) attained post graduate studies and only 2(1.4%) had a CPA respectively. The respondents' low level of education implied that, their capacity to

attract white color jobs was low. Therefore, a few had the power to participate and facilitate the implementation of effective employee participation, because the respondents at the decision making positions had a high level of education, such as degree and postgraduate levels. Britwum (2002), cited that a low level of education to be one of the challenges facing a considerable number of Tanzanians, to participate in top decision making organs, also it has been contended that, the current low level of education was not an effective in preparing workers to accept changes in performance very quickly compared to professionals with high education that had access to technology, and prepared to receive changes in their daily activities when they were at working places.

Table4. 3: Education Level of Respondents

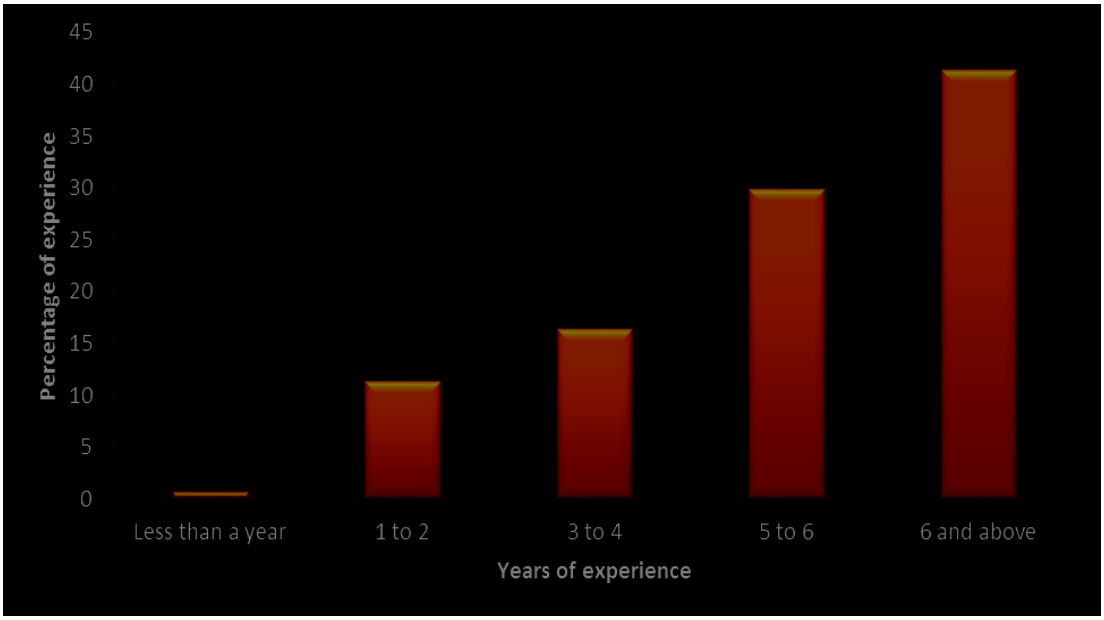
Education level	Frequency	Percent (%)
Ordinary level	78	55.7
Advanced level	5	3.6
Diploma	32	22.9
Degree	17	12.1
Postgraduate	6	4.3
CPA	2	1.4
Total	**140**	**100.0**

Source: Field Survey, 2014

4.1.4. Distribution of Respondents Based on Working Experience

Respondents were asked to indicate their working experience in order to find out, how the experience might have affected the effective employee participation. Data presented in Figure 4.3 below show that, out of 140 respondents, 1(1%) had less than a year at work, 16(11.4%) had one year to two years, 23(16.4%) three to four years , 42 (30%) had five to six years of while 58(41.4%) six and above years at work. The presence of workers with six and above years of experience at work, dominated the study, which reflected the workers with an experience at work.. However, people with this experience were expected to have a high contribution and impacts on implementing effective employee participation at work.

Figure 4.3: Distribution of Respondents Based on Working Experience (N=140)



Source: Field Survey, 2014

4.2 The Type of employee participation used at PPF.

The types of employee participation used at PPF were asked in order to understand different categories of employee participation used, and well known to workers at PPF. This was necessary so as to understand the type of participation that was mostly used and known to all workers. From the responses collected, indirect participation was mostly known than direct participation system. As presented in Table 4.4 below, more than a half, 88(63%) out of 140 respondents, knew indirect participation. Only 15(10.7%) knew the direct participation of employee while 37(26.4%) affirmed that, they did not know anything between direct employee participation or indirect employee participation, these were those believed that none of these systems were used at PPF.

Table 4.4: The Participation system that is Mostly Known to Workers

Type of Participation	Frequency	Percent
Direct participation	15	10.7
Indirect participation	88	62.9
None	37	26.4
Total	**140**	**100.0**

Source: Field Survey, 2014

The inference drawn from the responses above indicates the indirect employee participation is the most used at PPF while direct is not used frequently (Dickson, 1981) point out that a new innovation for managing individual

performance in the public service institutions in Tanzania was the introduction of direct employee participation because this is the form of participation whereby an employee has the personal opportunity to speak up, even though the opportunity for influence might be small, this involves meetings at workshop or departmental level. However, it was further commented by one of the worker that

> *" ..the ideas that are mostly brought to the meetings or departmental level so that direct employee participation can be used are those of none financial interests but issues that are concerned with financial interests and those that are concerned with the organization but have influence on financial status to managers employees do not participate in decision making instead representatives are used to stand on behalf of all employees this is the problem not only at PPF but to many public organizations in Tanzania".*

However in reality the indirect participation of employees whereby employee are involved in decision making through their representative. This shows that the employee through this system are not satisfied on the solution brought about on their problems and on their job satisfaction this is because the ideas that are represented by representatives do not meet the direct need of employees on how they were supposed to present their needs.

4.2.1 The employee participation, whether Implemented Successfully in the Organization

The employee participation was examined whether it was successfully implemented in the organization, this was done so as to understand if the system was implemented properly at PPF. Table 4.7 below shows that, more than a half, 94(67.1%) out of 140 respondents from PPF agreed that the employee participation was successfully implemented in the organization. It was 21(15%) of respondents who disagreed, 16(11.4%) strongly disagreed. Only 9(6.4%) out of 140 strongly agreed that the employee participation was successfully implemented in the organization.

Table 4.5: If Employee participation was successfully implemented in the Organization

Response	Frequency	Percent
Strongly agree	9	6.4
Agree	94	67.1
Strongly disagree	16	11.4
Disagree	21	15.0
Total	**140**	**100.0**

Source: Field Survey, 2014

The inference drawn from the responses above indicates that, the employee participation was implemented at PPF, and the organization is using it though not effectively in improving the performance of workers as reported by respondents in the previous section that dealt with changes in performance.

This shows that the organization still used indirect participation frequently (Erick Shitindi, 2008) pointed that frequently direct participation is not used in Tanzania because faces different challenges in different public organization because of corruption and lack of transparency that is dominating the decision making in many African countries Tanzania included therefore mostly used is the indirect participation whereby representatives decide on behalf of employees.

4.2.2 The issues that accelerates effective employee participation

The main targeting of a commencing employee participation in any organization was expected to bring changes in the given organization if it was well implemented and the workers that were targeted had been involved. The employee participation so as to bring changes in performance of an organization, the following indicators should be implemented properly, political will/ organizational will, proper communication, proper legal systems and transparency. Data was presented in Table 4.6 below indicates that, 62(44%) of respondents revealed, that there is the need for organizational will or political will, 40(29%) proper communication, 17(12%) proper legal system and 21(15%) transparency. This reflects that for effective employee participation to be implemented there should be organizational will or political will that enhances the proper participation of employee in decision making. However, proper communication to any organization makes the employee feel that they are part of the organization and this leads to transparency to all organizations. This is can be accelerated by proper legal system that is not copied from western countries as commented by

Waal, (2007) that the employee participation does not make changes in performance of public organizations in developing countries especially in Africa, this is because these countries concentrate more on introducing and copying tools and systems from the Western world which are not always the best suited to local circumstances in changing the organizational performance.

4.6 The issues that accelerates effective employee participation

Determinants	Frequency (N=140)	Percentages (%)
Organizational will	62	44
Proper communication	40	29
Proper legal system	17	12
Transparency	21	15
Total	**140**	**100**

Source: Field Survey, 2014

4.3 The impacts of employee participation on the performance of workers

The positive impacts of effective employees participation were examined, in order to understand the impacts that impacted after the implementation of employee participation within the organization. There were different impacts that were reported by respondents that, were believed to have been brought by effective employees participation specifically positive impacts. Data are presented at Table 4.7 below, out of 140 respondents, 46 (33%), indicated that there was an improvement of effectiveness and efficiency of service delivery. However, 33(24%) of the respondents indicated, that there was improvement of public service delivery this was also reported by one of the leaders during an interview session that,

> "*After the implementation of effective employee participation at PPF, the public service delivery to clients /citizens was improved when compared to the time when the system was not yet being implemented to the organization*"(Human Resource Manager)

In addition, 27(19.3%) increase job satisfaction and enhances productive efficiency therefore this made the employees to increase their performance. The employees changed their behavior at the work place, as they knew they were part of the organization through participation. This was reported by 24(17.1%) of the respondents. Only 10(7%) of respondents reported that, there was an increase in team work as workers were to work as the team so as to fulfill what was obliged to them as all employee participated in decision making.

The reflection drawn from the responses above indicates that, services were delivered effectively with efficiency and the clients were satisfied with the work done by the employees. Smita (2011) pointed out that, employee participation has many positive impacts to any organization among the positive impacts are giving tangible rewards has a positive effect on motivation, complement those who got motivated for being recognised, setting, the right goals and expectations motivates, identifying training needs/ areas for improvement, identifying areas of strength which encouraged to working harder.

Table 4.7: The Positive Impacts of effective employee performance at PPF

Positive impacts	Frequency	Percent
Improvement of public service delivery	33	23.6
Increases job satisfaction	27	19.3
Improvement of effectiveness and efficiency of service delivery	46	32.9
Behavior change of employees at work place	24	17.1
Increase of team work	10	7.1
Total	**140**	**100.0**

Source: Field Survey, 2014

4.4 The Challenges and Prospects for Ineffective Implementation of effective employee participation in Public Organizations in Tanzania.

The challenges and prospects for ineffective implementation of performance appraisal in public organizations were examined, in order to understand the challenges that employee participation system faced and that led to ineffective implementation. Out of 140 respondents, 48(34%) affirmed that lack of training to workers about an employee participation was a problem. The targeted to receive training were the workers that were found at the organization. At PPF, seminars and training about the employee participation in decision making were

not given to the employees, instead what was done regularly is indirect participation, direct not used at other time no any type of participation is used. The Human resource at PPF had this say.

> *"Training about any kind of employee participation was not provided to any worker in this organization, this was caused by shortage of budget whereby the performance are implemented, but workers supposed to participate in decision and be aware are not trained on that, therefore its becomes a problem for them to participate effectively in decision making."*

Poor proper implementation of the employee participation systema was also reported by 26(19%) of respondents. This was believed to have been caused by a weak local ownership in Ministries, departments, (commitment at all levels especially top leadership), the implementation of the employee participation system, had to be supported and driven by top leadership and management in the ministry levels as well at the organizational level. Leadership had to be committed in implementing the employee participation system at their organization that was not done properly in Tanzania. Leaders should be encouraged to develop the capacity to create a shared vision, inspire staff and build a performance management system by involving employees in decision making that drive the entire organization towards a common purpose. Organizations with the best performance management results have a strong value and vision-driven leaders at the top who inspire people, communicate the vision, took risks, and provided

support and rewards but this was different at PPF, whereby there was poor implementation of employee participation system.

Political will was reported by 24(17%) of respondents. Political will represented the will of the government and the effort made, to ensure an adaptation and an establishment of employee participation system in public services especially in public organizations. It was found out that leaders had no political will of the implementing and involving employees in decision making because of corruption and lack of transparency that is all over the public organizations. One of the Human Resource Personnel during an interview reported that.

> *"The government was desperate when initiating the introduction of this employee participation system into the public service, because it was a condition given by the donors, but I doubt if it sincerely wanted to implement this to public organizations like ours."*

However findings from PPF have shown that, in the beginning when direct employee participation in decision making was introduced it seemed to be relevant, since the public had lost faith in the government due to ineffective and insufficient provision of public services, and whenever other problems or issues raised the government seemed to shift the attention and at times totally forget about the previous system though it seems that the problem was no proper political will in implementation of the system. Government leaders seem to have been forced to implement the participation in decision making and not from their will.

Poor communication of the process was reported by 19(14%) as well. Poor inter-ministerial collaborations (ministries were not talking the same language), a good communication enables buy-in from the major stakeholders. In the implementation the system, good communication that assisted in managing resistance to change and building positive momentum was not done at PPF. From the study area, the training was not given to the employees that they can see the importance of being involved in decision making, so as improve the proper communication of the system.

The evaluation process of employee participation is supposed to be conducted at regular intervals, to enable the detection of problems at an early stage. The problems identified should be fed back to the management. This ensures that prompt corrective action to be taken to address the identified problems. In order to ensure the integrity of the evaluation process, it is advisable that an independent party conducts the evaluation process. In order to be successful so as the organization to come out with high performance, the must be continuously evaluated and improved. From the study area the situation was different. Out of 140 respondents, 14(10%) affirmed that there were poor and weak evaluation of the system even if the employee were not participating in decision making nothing was done to rectify this.

Table 4.8: The Challenges and Prospects for Ineffective Implementation of effective employee participation.

Challenges	Frequency	Percent
Poor proper implementation	26	18.6
Political will	24	17.1
Lack of training to workers about appraisal system	48	34.3
Lack of documentation of the process	9	6.4
Poor communication of the process	19	13.6
Lack of evaluation and analysis of the results	14	10
Total	**140**	**100.0**

Source: Field Survey, 2014

4.5 Effective Implementation of Performance Appraisal System

Solutions on what can be done for an effective use of employee participation at organization were examined so as to identify the best solutions which workers believed were best in solving problems, of not implementing the system properly in the organization. As presented in Table 4.9 below, 47(34%) of respondents affirmed that, provision of seminars to workers so as to understand the importance of participation could be very important so as the system could be used effectively in the organization. This is because training was an area which has recently shown some promise in improving an effectiveness of

performance rating and proper implementation of organization goals as employee know their rights to participate in decision making .This makes workers and all people to feel deeply comfortable and simple to do work because of their effective participation.

Proper communication to all managers and supervisors as well as workers should be done effectively. This was reported by 31(22%) of respondents and regular evaluation and analysis of the results from the system was reported by 24(17%) of respondents.

Table 4.9: Solutions on what can be done for Effective use of effective employee participation.

Solutions	Frequency	Percent
Provision of seminars to workers about the system	47	33.6
Training skilled staff to undertake reforms	38	27.1
Operate regular evaluation and analysis of the results from the system	24	17.1
Proper communication to all managers and supervisors as well as workers	31	22.1
Total	**140**	**100.0**

Source: Field Survey, 2014

Skilled staff to undergoing proper use of employee participation was very important, 38(27.1%) out of 140 respondents affirmed that training skilled staff to undertake the system is very important. Staff involvements that are to use the system must possess appropriate knowledge on employee participation, attitudes and skills to mobilize the use and importance of employee participation at the organization. Proactive training and development interventions should be implemented to ensure that the users of the system were continuously developed. Special emphasis should be given to soft skills and the behavioral aspects of participation that could improve the proper use of employee participation.

4.6 Chapter Summary

Chapter four consists the findings of the study and their discussion as were found presented and discussed to fulfill the intended objectives.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the major findings of the study, followed by a conclusion, recommendations and suggestions for further studies. The overall aim of the study was to assess the determinants of effective employee's participation in enhancing organizational performance in public sector at PPF Dar es Salaam.

5.2 Summary of the Study

The study consists of five chapters, whereby the first chapter consisted a background of the problem, statement of the problem, research objectives, questions, scope of the study and significance of it. Chapter two is consisting the literature review and conceptual frame work of the study. Chapter three research methodology, which were the study area, research approach, design, study population, sample techniques, data collection methods, data quality control, data analysis and presentation. However, chapter four contained results and discussion of the findings. Chapter five the conclusion of the findings and its recommendations.

5.3 Conclusion

Data from chapter four show that, the type of employee participation used was indirect system, as it was reported by 63% of the respondents. Despite the

government to insist on the use of direct participation to employees. It was found that, the employee participation was performing fairly at PPF. The issues that accelerates effective employee participation were identified as organizational will, proper communication, proper legal system and transparency.

It was found that, the employee participation used implemented at PPF, despite the fair performance of an organization. Different positive impacts were identified to have occurred due to the effective use of employee participation like an improvement of public service delivery, increase of job satisfaction, improvement of an effectiveness and efficiency of service delivery behavior change, of employees at work place and increase a team work.

In additional to that, there were challenges that were reported to have been faced, at the organization during the implementation of the effective employee participation. Challenges faced were a poor use of employee participation system at the organization, political interference, lack of training to workers about the system, lack of documentation of the process, poor communication of the process, lack of evaluation and analysis of the results and an improvement of ongoing efforts about the system. Finally, more suggestions were reported by respondents on how the system could be used effectively. Solutions suggested which were reported, were the provision of seminars to workers about the system, make a proper documentation of feedback from workers, operate regular evaluation and analysis of the results from the system, proper communication to

all managers and supervisors, as well as workers and an application of skills of politics in an implementation of the system.

5.5. Recommendations

On the basis of the findings of this study, the following recommendations are made:

(i) Direct participation should be used more frequently than indirect whereby the employee are more participating direct to the decision making rather than using their representatives, by the use of direct participation employee solve their problems in the organization directly and increase performance.

(ii) Proper evaluation should be done frequently to see if the employee participation is conducted in public organizations, so as to bring proper performing changes on organizations. However, there should be an improvement of ongoing efforts.

(iii) Political leaders should stop interfering with professional issues, that are concerning with the implementation and use of employee participation in public organization. This is because on issues that are concerned with political issues especially financial issues the politicians interfere the decision making of public organizations instead of employee to decide on that. Instead these issues should be left to professional who have a good knowledge on this issues.

(iv) Workers should be trained first about the importance of using employee participation in the organization so that they could have the will of accepting the system especially managers who have power to involve other employees.

(v) There should be a proper communication between the government and with its organizations, on what was supposed to be done concerning employee performance. The weak local ownership in Ministries, departments (commitment at all levels especially top leadership) this should be terminated through proper communication.

5.6 Areas for Further Research

In concluding the findings for the study the following are the two areas that were identified for further research

(i) People and employee in different public organizations, have a limited understanding of the employee participation used and how they are affected by the given system. Therefore, there is a great need for studies to focus on how public workers should be involved in understanding the type and form of employee participation system, that is used in their organizations and how they were affected by such system.

(ii) The empirical study is needed to investigate the institutional capacity to enforce rules and regulations and more emphasis on control and prohibition without means and capacity for enforcement inadequately

addressed traditional interests and believe of the employee and their involvement in the employees participation.

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APPENDICES

Appendix I: Questionnaire for ordinary workers and secretaries

My name is Ernest Charles Ruhembe , a student at St John's University of Tanzania, pursuing MBA Corporate Management . I am carrying out a research on the determinants of effective employee's participation in enhancing organizational performance. A case of Parastatal Pension Fund Dar esalaam Head Office. I kindly request you to provide me with information. It will be treated as confidential and used for academic purposes only.

SECTION A: BACKGROUND INFORMATION *(tick the right option or fill the right answer in the spaces provided)*

1. Position of respondent……

2. What is your age range? (*Please tick under only one of them).*

e	– 25 yrs	–30 yrs	– 35yrs	– 40 yrs	ove 41 yrs

3. Sex

a) Male b) Female

4. Highest education level attained (*Please tick under only one of them*).

alification	linary level	vanced level	loma	gree	stgraduate	ers ecify please)

5. How long have you been employed in this organization?

a) Less than a year b) 1- 2 years c) 3-4 years

d) 5-6 years e) Above six years

SECTION B: EMPLOYEE PARTICIPATION INFORMATION

6. Which type of employee participation are used at this organization?
   a) Direct participation
   b) Indirect participation
   c) None
7. Is the employee participation successfully implemented in this organization?
   a) Strongly agree
   b) Agree
   c) Strongly disagree
   d) Disagree
8. What are the issues that can accelerate effective employee participation at PPF
   a) Political will/organizational will.
   b) Proper communication
   c) Proper legal systems
   d) all
9. How has the employee participation above been able to change your performance?
   a) Perfect
   b) Somehow
   c) Fairly
   d) Not really
   e) Not at all.

10. What do you think are the positive impacts of employee participation at PPF?
   a) Improvement of public service delivery
   b) Organization to assess the individual employee
   c) Improvement of effectiveness and efficiency of service delivery
   d) Behavior change of employees at work place
   e) Increase of team work
11. What are the challenges of ineffective implementation of effective employee participation at PPF?

a) Poor proper implementation

b) Political interference

c) Corruption of managers

d) Poor communication of the process.

f) Lack of evaluation and analysis of the results

g) Poor improvement of ongoing efforts

12. What do you think can be done for effective implementation of employee performance at PPF?

a) Provision of seminars to workers about the system

b) Make a proper documentation of feedback from workers

c) Do regular evaluation and analysis of the results from the system

d) Proper communication to all managers and supervisors as well as workers

e) Use of skills instead of politics in implementation of the system

13. What do you think can be done for effective implementation of employee performance at PPF?

a) Provision of seminars to workers about the system

b) Make a proper documentation of feedback from workers

c) Do regular evaluation and analysis of the results from the system

d) Proper communication to all managers and supervisors as well as workers

e) Use of skills instead of politics in implementation of the system

END

Thank you for your cooperation

Appendix II: Interview for human resource personnel

My name is Ernest Charles Ruhembe , a student at St John's University of Tanznaia, pursuing MBA Corporate Management . I am carrying out a research on

the determinants of effective employee's participation in enhancing organizational performance. A case of Parastatal Pension Fund Dar esalaam Head Office. I kindly request you to provide me with information. It will be treated as confidential and used for academic purposes only.

SECTION A: BACKGROUND INFORMATION *(tick the right option or fill the right answer in the spaces provided)*

1. Position of respondent……

2 Highest education level attained (*Please tick under only one of them*).

Q Qualification	Ordinary level	Advanced level	Diploma	Degree	Post graduate	Others (specify please)

3. How long have you been employed in this organization?

a) Less than a year b) 1- 2 years c) 3-4 years

D) 5-6 years e) above six years

SECTION B: EMPLOYEE PARTICIPATION INFORMATION

4. Do you have any kind of employee participation at your organization? Yes/No. If yes what are those? (direct, indirect, none)If no why?

5. Is the employee performance working properly at your organization?

6. What do you think are the determinants of effective employee participation?

……

8. How have the system above been able to change your performance?

……

9. Is the employee participation successfully implemented in this organization?

……

9. What do you think are the positive impacts of effective employee participation at PPF?

……

10. What are the challenges of ineffective implementation of effective employee participation at PPF?

……

12. What do you think can be done for effective implementation of employee performance at PPF?

……

END

Thank you for your cooperation

Appendix III: Questionnaire for key informants, managers and administrative

My name is Ernest Charles Ruhembe , a student at St John's University of Tanznaia, pursuing MBA Corporate Management . I am carrying out a research on the determinants of effective employee's participation in enhancing organizational performance. A case of Parastatal Pension Fund Dar esalaam Head Office. I

kindly request you to provide me with information. It will be treated as confidential and used for academic purposes only.

SECTION A: BACKGROUND INFORMATION

1. Position of respondent……

2 Highest education level sattained.

	dinary level	dvanced level	Diploma	Degree	ostgraduate	Others pecify please)
ualification						

3. How long have you been employed in this organization?

SECTION B: EMPLOYEE PARTICIPATION INFORMATION

4. Do you have any kind of employee participation at your organization?

5. Is the employee participation system working properly at your organization?

6. What do you think are the issues for effective employee participation in your organisation?

……

……

……

7. How have the system above been able to change your performance?

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……

8. Was the employee participation system successfully implemented in this organization?

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……

……

9. What do you think are the positive impacts of employee performance at PPF?

……

……

10. What are the challenges of ineffective implementation of employee participation at PPF?

……

……

END

Thank you for your cooperate

Appendix IV: Observation

1. How has employee participation changed the performance of workers at PPF?
2. What are the ways used to implement employee participation at PPF?
3. What are the determinants available at PPF for effective employee participation?
4. What is the influence of employee participation at PPF?
5. What are the challenges that hinder proper implementation of employee participation at PPF?