

**ASSESSING DECISION MAKING PRACTICE (IN CASE OF QUEENS  
COLLEGE ADMINISTRATION IN KALITY BRANCH)**

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**Abstract.**

*The study was to assess the decision making practice in Queens College Administration. Participatory decision making offered valuable opportunities to focus on work activity, goals to identify, correct existing problems and to encourage better current and future satisfaction of job. Thus performance of the whole organization will be enhanced. Decision making is very crucial in the organization, because it gives new skill needed to perform their job effectively and develop a quality work force. This study about decision making practice on workers performance also discusses about benefit, approaches and methods of decision. The study were conducted by gathering information though reviewing related documents in addition to the main primary sources questionnaire both, open and closed ended questions that were distributed to all employees in the organization . The researcher used census techniques (100% of the total population of 48 employees of the College. These employees subjected to the study were employees of Queens College Administration who were managerial and non-managerial staffs. From 48 employee among these questioner six were not returned and six did not provide inconsistence information and 36 employees answered questioner that distribute through the researcher. After the desired information was gathered, it was analyzed precisely using tables, percentages and generalization. Generally more than half of the employees did not take part in the process of decision making. As a result this becomes a ground for*

*employees are dissatisfaction and awe ring employees about the objective of taking part*

*in decision making the respective bodies and give invaluable time aware them.*

## **CHAPTER ONE : INTRODUCTION**

### ***1.1. Background of the Study***

In any organization, either it is large or small for profit or non profit; governmental or non-governmental engage in a matter of human resources. These resources are the vast resource of people in external environment versus internal resources because they are organization life blood. They provide skills, knowledge and driver that create, maintain and advance organization (Cliffered 2000).

Employees play an important role in the success of organizations. To be successful, an organization must attract and keep the individuals needs to achieve its objectives and thrive. To do this it must assess their attitudes towards the work. Among the most measurement of attitude towards work either satisfaction or job satisfaction in organizations sustainability are highly inters related because any organization can be sustainable if it employees give effective response to their job. To get job satisfies employees, contribution of participatory decision making is high due to greater Poole of knowledge, different perspectives greater comprehension and increased acceptance and so on (Cliffered 2000).

Participatory decision making is a type of decision making, it involves participating employees in various form of decision making activities. Due to the increased complexity of many problems in decision making it requires specialized knowledge in numerous fields, usually not possessed by one person; participative decision making is very important. To insure sustainable organization many managers spend eighty percent of their working time in committee meetings when employees are satisfied an organizational sustainability and successfulness continuous normally. However, most of the time employees are not satisfied with their work. One of the most complain every where is manager's decision making style such as more centralized and autocratic type therefore participatory decision making should provide an uninterrupted work for employees to Queens College Administration staff with out incurring additional cost (questioner) .

## **1.2. Organizational Background**

Queens College began in journey as provider of tertiary education in 1999 after different institution, which was mostly a language school, converted into full college. Today, it has 8 branches, all featuring high speed broad band internet connection, new computer for student use and quality interaction provided by excellent teacher and professors. Queens college operates with the believes that education is the key for not only the developments of individual careers, but also entire communities, city and countries. Currently\_Queens College have 48 employees in kality branch

Quality for Queens College is most importance and it focuses directed at a few key areas. For one the quality of the insteractoy paramount. In addition to seeking out expert in their subject areas the college provides training so the interaction is at the highest quality. Secondly the college mantises the standards set forth by Ethiopians ministry education, the higher education qualities, the higher educational quality relevance and quality agency. Third the quality of equipment, which is a stumbling block for many educational institution in the country, is a point of pride for Queens College which invites heavily in maintaining relevant, high functioning computers and soft wear for its students to learn with the college provides accredited degree and diploma program in business, technology and legal related fields, and certified internationally as qualified instructor in computer system by such major bodies as adobe, Microsoft and computers. The focus of institution is on providing an affordable path for students to attain the skill and qualification they need to pursue their careers.

Queens College provides accounting, human recourse management , marketing ,purchasing, legal service, Act ,secretary ,short term training in level 1-4 program, accounting and finance, management, computer science, marketing mgmt. and management in degree program. The college opens opportunity for student distance program personal class, group class and weekend class (Deginet, 2016).

## **1.3. Statement of the Problem**

The decision making process helps managers and other business professionals solve problems by examining alternative choices and deciding on the best route to take. Using a step-by-step approach is an efficient way to make thoughtful, informed decisions that have a positive impact on your organization's short- and long-term goals. The business

decision making process is commonly divided into seven steps. Managers may utilize many of these steps without realizing it, but gaining a clearer understanding of best practices can improve the effectiveness of your decisions (Jonson, 2015).

Participatory decision making is a type of decision making, it involves participating employees in various form of decision making activities. Due to the complexity of many problems in decision making, job satisfaction in the organizations sustainability are highly inter related because and organization can be sustainable if it employee give effective response to their job (Robbins; 1999).

Other researchers Decision making is the process of responding to a problem by searching for and selecting a solution or course of action that will create value for organizational stakeholders. The process of organizational decision making contains two major stages. The problem identification organizational conditions is monitored to determine if performance is satisfactory and to diagnose the cause of shortcomings of information for decision making the main challenge (taya, 2013).

In addition to this research is new in queen college decision making is mainly use administrative to motivate the employee, to creativities and to share or shift risk of different level. It is the basis for the organization objectives achievements:- increased acceptance, greater pool of knowledge and skill. But different factors might that in participatory decision making such as unwillingness of employees to participate, rigid, avoiding management style during decision making activities and increase customer compliant. Therefore this study was attempt to show contribution of participatory decision making in handling these problems that affect employee job satisfaction.

#### 1.4. Research questions

The major questions to be addressed in this study are:-

- ↳ What are the factors that affect participatory decision making in Queens College administration?
- ↳ To what extent evaluate the type of decision making in Queens college administration?
- ↳ What are the factors that affect employee's job satisfaction in Queens's college administration?

### 1.5. Objectives of the Study

The general objective of the study was to assess decision making practice in Queens College Administration.

Specifically the study has the following objectives:-

- ↳ To assess the factors that affect participatory decision making in Queens College administration.
- ↳ To evaluate the type of participatory decision making in Queens College administration.
- ↳ To assess the factors that affect job satisfaction of employees in Queens College administration.

### 1.6. Significance of the Study

Important of the study is offer a valuable opportunities to focus on work activities and goals to identify and correct existence problems and to encourage better current and future satisfaction of job managers need to determine the extent to which the advantage and disadvantages apply to the decision making situations. (From book organizational behaviors 1998 by Stephen Robbins)

In conducting this study, there are benefiter bodies such as:

1. **For organizations:-** After conducting this research the organization was beneficiary that the manager see identified problems and recommended solution of the study and he/she was taken the corrective action in the way and function of the decision making.
2. **For researcher:-** Beneficiary on getting knowledge about the study and experience on conducting such assessment to get satisfaction that when the study was the solution for problem to practice the theoretical part with in addition practice in the real world.
3. **For other researcher:-** He/she can take this study as a reference for conducting other similar assessment.

### 1.7. Scope of the Study

The scope of the study was encompasses participatory decision making style in Queens College Administration i.e. the scope of the study is limited to identifying factors that affect the practice of participatory decision making in the case of Queens College.

Administration. Since this practice applied all over the organization but the researcher was not able to fulfill because of lack of finance conduct a very large research and lack of secondary data regarding to the organization is participatory decision making process.

When we see the limitations of the study the researcher was face encountered some problems, the respondent was involuntary to fill the questionnaires due to intensity of work load. But the researcher takes measurement by arranging free time that suitable to respondents to give correct answer freely. More over the respondent's farness to explain over all problems that are realized in decision making organization.

## **CHAPTER TWO : LITERATURE REVIEW**

### 2.1. Concept and definition of Participatory Decision Making

A popular strategy for managing people is to involve them in decision about their work and environment. We know that people are generally more willing to do their jobs and to make an effort to change their performance when they are take in to account in one very effective way of taking subordinates into account is to talk directly with them about problems and allow them to help make decisions. Direct involvement allows-individuals to agree and to make a public commitment to decision. When that happens subordinates are more likely to make decision work (Stephen Robbins 1998).

Confusion exists about the exact meaning of participative decision making Stephan clarified this situation by defining participative decision as the process whereby employees play a direct role in setting goals, making decisions solving problems and making changes in the organization. Without question participation decision making entails much more than simple asking employees for their ideas or opinions.

Employee involvement also could participative management refers to the degree that employment share information knowledge, rewards and power throughout the organization. Employments have some level of activity in making decision that was not previously within their mandate. The higher the level of involvement the more power

people have over the decision process and outcomes. Involved employees also receive information and possess the knowledge required to make a meaningful contribution to this decision process (Stephen Robbins: 1998) .

One reason is, employee participation has become popular because it is an integral part of knowledge. Management corporate leaders are realizing that employee knowledge is a critical recourse for competitive advantage so they are encouraging employees to share this knowledge.

Technology has also pushed employee involvement more than we could have imagined a decade ago (Gray Starke 2000).

## 2.2. Management styles in Decision Making

When a manager makes decisions, they must first gather information and then evaluate it. Interims of information gathering the decision maker can contribute to either getting the “big picture” or just the details. The former strategy is called control inspection, for example, assesses the overall pattern of output of a production line to determine if quantity control standards are being met (perceptive style). The latter strategy is called receptive style for example; an auditor or accountant on the other hand, considers detailed information (Gray/Starke: 2000).

Once the information is gathered it can be analyzed either systematically or intuitively by decision makers. Intuitive decision makers use a trial and error approach, i.e. they briefly examine many alternatives and have many stops and starts in the process. They are not bound to a particular technique or a rigid structure in their analysis of a problem. Intuitive decision makers often rely on hunches and they defend their solution on the basis of whether or not it works (Gray Stark: 2000).

Systematic decision makers on the other hand stick to a highly structured way of looking at the problem they define specific constraints early in the decision making process and they conduct an orderly search for additional information. They stress the method of solving the problem and defend their solution on the basis of their use of systematic rational procedure for making the decision (Gray/Stark: 2000).

### 2.3. Types of Decision

Managers make many different kinds of decision which can range any where from simple to complex, routine to unique. General decision may be classified as either programmed or non programmed decision (Gray, 2000).

#### 2.3.1. Programmed Decision

Programmed decision is made in responses to situation that are routines, structured in all types of organization. In bottling plant, for example, that part of quality control dealing with whether the bottle is filled to the proper level follows programmed decision. The credit granting function in banks is another example of programmed decision making.

As another example, consider a stores policy on merchandise returns. If your purchase a shirt that does not fit and you want to return if what happen you will probably be allowed to exchange it for ash it that does fit (Gray, 2000)..

#### 2.3.2. Non-Programmed Decision

Non-programmed decisions are made in response to situation that is unique relatively unstructured and/or major consequence to the organization. Example introduction of new plant in to organization, If a firm wishes to build a new plant but has but has never done so before this activity is clearly a non-programmed decision. Many decisions will have to be made in areas where management has no precedents to follow. Non programmed decision can have a much greater impact on organization than programmed decision (Gray, 2000).

### 2.4. Factors Affecting Decision Making

There are several major elements of the internal environment that influenced decision making in all organization. The predictability of decision out comes, individual a decision making models management style in decision making organization decision making modes, and general decision-making strategies which can be used in organization.

When managers make decisions, they find that the quality of information about the alternatives, the payoffs, the risks etc. varies widely. As indicated on the above paragraph the information environment that manager's face ranges all the way from complete

uncertainty to compete certainty. While there are an infinite number of circumstance in which decision are made, we can divide the continuum in to three basic parts.

#### **2.4.1 Certainty:-**

At one extreme manager can have very exact information about the relevant aspects of the problem facing them. When certainty exist, the managers known exact is how many alternatives are available, the nature of each alternative the payoff, and likelihood of events. This situation is not very likely to occur often in managerial decision making although there are certain type of management decisions where virtual certainty exits. Generally speaking, the lower the organization level, the relater the degree of certainly. At upper level uncertainty exists about which alternatives are available, what their payoffs will be the probabilities of success and so no to sum up, certainty is the condition that exist when decision makers are fully informed about a problem its alternative solution and their respective out comes (Graty; 2000).

#### **2.4.2 Risk**

Under conditions of risk, the managers are able to define the problem clearly of list many (but not all of the alternatives, and to make an assessment of the likely hood of payoff given a certain alternative. However, the manager cannot guarantee that a certain pay off will occur once a given alternative is chosen. Example if a retail chain decides to open a new out, there is no quarantine that this new out let will be economically viable there is no way to know forcer train whether the location that has been chosen is better or worse than some other location. However, managers can do various analyses to assess more a accurately of the like hood that a particularly location will be success full.

Situation of risk require the use of probability analysis in order to use probability in making decision managers must have some basis for assessing the likely hood that given alternative will result in a certain outcome.

#### **2.4.3 Uncertainty:-**

Uncertain conditions exist when management cannot assign probabilities (subjective or objective or chance of occurrence to the alternative that they develop. The problem is or the possible alternative solution. This is because the decision maker has virtually no information about the problem or because the problem is one that has never top

management decisions particularly those that are among departure from the organization

current particles.

The obvious thing to do in conditions of uncertainty is to rather more information. If probabilities are not known, task force might be assigned to assess the experience of other firms who have faced this problem (Gray Starke; 2000).

## 2.5. Decision Making Techniques.

A group can make decisions simply by working together through the basic process. However, group decision can be enriched when the group uses techniques that stimulation creativities is group process. Among the most widely used techniques are generating alternative through brainstorming, selecting alternatives with the Delphi method and nominal group techniques are mentioned here the Delphi method and nominal group techniques are mentioned here (Robbin, P. 1999)

### 2.5.1 Delphi Technique

This technique named after the ancient orate at Delphi was developed at the Rand Corporation and is mainly used for forecasting future events. In order to use Delphi it is necessary to get a panel of experts to give their opinions.

The Delphi technique can be used on a wide variety of topics of interest to both society in general and to business firm unparticular. For business firms, Delphi can be used to predict things like technological breakthrough in production process new product types and economic outlook. For the government organizations Delphi can be used to predict political coalition weapons development by foregoing power and the supply of critical natural resource like oil (Robbin, P. 1999).

### 2.5.2 Nominal-Grouping Technique

It restricts discussion or inter personal communication during decision making process or a group decision making method in which individual members meet face to face their judgments in systematic but independent fashion.

In this technique which is in some respects similar to the Delphi techniques, five to ten individuals are assembled in a room and are asked to write their solution to a problem given to the group. A group might be asked things like how to improve in their particular

organization how they might improve upward communication how to development skills

or a host of other problem. The procedure for using the nominal technique is as follows. Individual's writ down their solution the problem without disusing them with other member of the group. This is the "listing phase of the process; after approximately twenty minutes have passed the "recording" phase begins. The individuals are asked to give the solution that they have written down to the group leader the leader then writes each individual solution to the problem are listed on the flip chart but the solution are not matched with the individual who suggested them and the final stage in this process is the "voting phase" ballots are distributed to member of the group and they are asked to rank order interims of importance the solution that are on the flip chart. The ballots are tabulated and alternatives with the highest core is designated as the choice of the group like the Delphi technique, the nominal-grouping techniques is premised on the nation that allowing group discussion may enhance creativity (Robbin, P. 1999).

### **2.5.3 Brain Storming**

The brainstorming techniques were developed by Alxosborn a partner in an advertising agency. The technique was used originally to develop an advertising program but it can be used any time an organization wants to develop creative or freewheeling idea to facilitate this, the following guidelines are used in brain storming. Criticism of idea that are developed is not allowed, Participants are encouraged to build on the serrations of other group members and As may ideas as possible are encouraged. The greater the probability that a useful one will be found. (Gray Stark: 2000)

## **2.6. Job Satisfaction**

### **2.6.1. The Concept of Job Satisfaction**

Like any feelings of satisfaction job satisfaction is an emotional effective response. Affect refers to feelings of like or dislike the reform job stratification is the issue in which a person derives pleasure from a job. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Unlike moral which is a group response, job satisfaction is strictly an individual's response (Robbins; 1999).

### **2.6.2. Causes of job satisfaction with her job and dissatisfied with one aspect**

- A. **Need Fulfillment:-** These persons that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or here needs
- B. **Discrepancies:-** This model propose that satisfaction is a result of met expectations. Met expectation refers to the difference between what an individuals expect to recessive from a job such as good pay and promotional opportunities, and what he or her actually receives. When expectations are greater than what is received, a person will be dissatisfied. In contrast, this model predicts the individuals will be satisfied when he or she attains out comes above and beg and expectation.
- C. **Value Attainment:-** The idea underlying value attainment is that satisfaction result from the perception that job allows for fulfillment of an individual important work values.
- D. **Equity:-** In this model satisfaction is a function of how “fairy” an individual is treated at work satisfaction result from one’s participation that work out comes relative to inputs, compare favorably with a significance others out comes inputs.
- E. **Trait/genetic Components:-** This model of satisfaction attempts to explain the benefit that job satisfaction is partly a function of both personal traits and genetic traits. As such this model implies that stable individual difference is thus important in explaining job satisfaction as are characteristics of the work environment. Genetic factors also were found to significantly predict life satisfaction well being and general job satisfaction (Robbins; 1999).

### **2.6.3. Consequence of job Satisfaction**

The relationship between job satisfaction and other organizational variables is either positive or negative. The strength of the relationship ranges as from weak to strong.

**Motivation:-** Measure satisfaction with supervision also was significantly correlated with motivation managers are advised to consider how their behavior affects employees satisfaction manager can potentially enhanced employee’s motivation through various attempt to increase job satisfaction.

**Job Involvement:-** Job involvement represents the extent to which an individual is personally involved with his or her work role. Different studies demonstrated that job

involvement was moderately related with job satisfaction. Managers are thus encouraged to faster satisfying work environments in order to fuel employee's job involvement.

**Organizational Commitment:-** Organizational commitment reflects that extend to which an individual identifies with an organization and to in order to management are advised to increase job satisfactions in order to elicit higher levels of commitment. Interns higher commitment and facilitate higher productivity.

**Absenteeism and turnover:-** Studies revealed a weak negative relationship between satisfaction and absenteeism. It is unlikely that for that managers will realize any significant decrease in absenteeism by increasing job satisfaction (Robbins; 1999).

## 2.7. Significant of Participatory Decision Making

In doing so, managers need to determine the extent to which the advantages and disadvantages apply to the decision situation. Then the following three guideline may be applied to help whether the group makes decision making process; If additional information would increase the quality of decision managers should those people how can provide the needed information; If acceptance is important managers need to involve those individual acceptance and commitment are important and If people can be developed through their participation managers may want involve through whose development is most important (Gray: 2000).

### 2.7.1. Diversity of View Points

The variety of view point and knowledge contributed by group member can enhance the quality of objective established group decision tend to be more accurate than that of average (but not the best group members also group solutions are typically more creative.) getting more people involved in decision making also can improve efficiency. If several people search for information and alternatives on for evaluation then the origination can carry out steps more roughly in the same time frame (Gray: 2000).

### 2.7.2. Motivation

Efforts to achieve consensus can result not only more reasoned decisions, but also wider acceptance and understanding of alternative choice.

### **2.7.3. Risk and Cautious Shifts**

Another possible benefit of participatory decision making has to do with decision makers risk aversion. Researchers have noticed that in some situations group members as a whole are willing to accept a greater level of risk following a group discussion. They call these tendencies a risk shift. In other situations group discussion leads to a reduction in the level of a risk considered acceptable – a cautious shift. The direction of shifts may depend on the type of decision making being made. Risk shifts result when the choice is among potential gains and cautious shifts when the choice is among potential losses. In most organizations it is rare to find decisions being made regularly by individuals. The reason for group decision making in organizations are many; some of them are that the business world requires more specialized knowledge than just one person usually possesses. Secondly, it is proven that group participation through the decision making process helps create acceptance of commitment to the decision and it is smooth implementing decision (Gray: 2000).

### **2.8. Factors which Affect Participation**

Of course, participative decision making is not perfect. First, it is more time consuming than individual decision making. This is because the group must agree on decision roles, the information processing is more complex, and the members of the group must take time to communicate with one another and resolve disagreements. Nevertheless, over half the studies investigating a link between employee's participation in decision making and outcomes found no relationship to productivity (Gray: 2000).

Various types of group dynamics can interfere with effective group decision making. One is pressure to conform. When someone believes everyone else in the group holds a certain opinion or value, that person will be reluctant to voice an opposing view. Group members also tend to hold back from stating their view. That opposes those of the dominant or highest status group member or one perceived to have expertise.

Similarly, groups are likely to be biased in favor of the viewpoints of group members, discounting the views of outsiders. This can limit a group to consideration of only internally generated solutions (Stephen 1998).

#### **Group think**

When group is highly cohesive, members often over emphasize agreement and consensus, becoming unwilling to evaluate member's ideas critically. This condition is called group think when group think exists, the group not only loses benefits of diverse view points, it may actually make decision that none of the group members like just because no one is willing to make negative comments(Stephen/Robbin; 1998)..

The basic way to avoid group think is to actively encourage divergent view points. For example, the group designates someone to act as devilry advocate. Generally participating employees in decision making the following demerits: Social pressure unwillingness "rock the boat" and pressure to conform may combine to stifle the creativity of individual contributors, Minority domination- some times the quality of group action is reduced when the group gives in to those who talk the loudest and longest. Logrolling policies wheeling and dealing can displace sound thinking when individuals get project or vested interest is take. The goal displacement some secondary considerations were winning an argument. Making a point or getting back at arrival displace the primary the task of making a sound decision or solving a problem and Group think as disc used above-sometimes cohesive in group think let the desire for un animate override sound judgment when generating and evaluating alternative courses of action. (Stephen/Robbin, 1998).

## **2.9. Empirical litterateur review**

The participative decision are the process where by employees play a direct role in setting goals, making decisions solving problems and making changes in the organization. Without question participation decision making entails much more than simple asking employees for their ideas or opinions.

Decision makes is stick to a highly structured way of looking at the problem they define specific constraints early in the decision making process and they conduct on orderly search for additional information. They stress the method of solving the problem and defended their solution on the basis of their use of systematic rational procedure for making the decision. (Gray/Stark: 2000, PP. 358)

There are several major elements of the internal environment that influenced decision making in all organization. The predictability of decision out comes, individual a decision making models management style in decision making organization decision making

modes, and general decision-making strategies which can be used in organization. When managers make decisions, they find that the quality of information about the alternatives, the payoffs, the risks etc. varies widely. As indicated on the above paragraph the information environment that managers face ranges all the way from complete uncertainty to complete certainty. While there are an infinite number of circumstances in which decisions are made (Gray: 2000).

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**CHAPTER THREE: METHODOLOGY****3.1. Study Area and Population**

In order to achieve aim or desired objective the target groups of the study was Queens College Administration in Addis Abeba Kolfe Keranio Sub city werda 04 Alem Bank branch.

**3.2. Research Design and Type**

The research design was survey study that focus on decision making practice that helps the researcher to obtain deeper information about the situation that was in turn enable the researcher to examine the data and arrive at conclusion. The study is descriptive and qualitative types of research.

**3.3. Source of Data and Methods of Data Collection****3.3.1. *Data Collection Instruments***

The researchers would be used questionnaire and interview. The researchers were prepared the questionnaires to be responded by the sampled employees of the authority. The questions were designed to make the purpose of the study successful after the results have ascertained. These instruments give the expected information about the implementation of planning practices of the Addis Ababa city administration transport authority procedures or practices.

**3.3.2. *Sources of Data***

Both primary and secondary source of data were used in conducting the research.

**3.3.3. **Primary Sources****

In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researchers were contacted employees of the implementation of planning practices of the Addis Ababa city administration transport authority. This instrument was used in collecting the primary data through questionnaires and interview.

### **3.3.3.1. Questionnaires**

The purposes of using questionnaire were helped to assess the implementation of planning practices of the Addis Ababa city administration transport authority. A set of questionnaire was prepared with open ended as well as closed ended questions.

#### **3.4. Methods of Data Collection**

In the study both primary and secondary data collection methods were used principally, self-administered questionnaires was proposed tool for the primary data collection. Because the time given to conduct this study is short, the researchers use this technique to get more data within a short period. Questionnaire's was conducted with employees and managers of the organization. The questionnaires include open ended questions that may invite them to express their feeling, and closed ended questions that provide alternatives to choose.

### **3.5. Sampling Techniques and Sample Size**

#### **3.5.1. Sampling Techniques**

A sample was made up of all of the members of the organization. Selecting a sample is a fundamental element of the study. Census was chosen for taking the sample on the grounds that every single observation of the sample was all members of the organization to get quality and sufficient information.

#### **3.5.2. Sampling Size**

In order to come across manageable size of population, the researcher was selected all employees which are working in the college. The researcher used census technique (100% of total population of 48 employees).

### **3.6. Data Analysis**

After all the require data are collect and process data were analyzed and interpreted according to their nature. Data analysis implies that further transformation of the process of data to look for patterns and relations among the data groups. Data was analyzed using descriptive data analysis methods. It refers to understand and interpret. This method helps to describe, summarize and present qualitative data that were presented in table.

**CHAPTER FOUR: DISCUSSION AD ANANLYSIS**

**4.1. Discussion and Interpretation of Data**

Among these questioner six were not returned and six did not provide inconsistence information and the remaining 36 were used for analysis and interpretation of data. Primary and secondary data were used as a source of information for the study the data were collected mainly using questionnaire considering 36 actual respondents. here after..

Table 1 Profile of the Respondent

No	Item	Respondents	
		In number	In percentage
1	Sex		
	Male	28	77.7%
	Female	8	22.3%
	Total	36	100%
2	Age		
	Below 20	2	5.6%
	26-30	14	38.9%
	31-35	8	22.2%
	36-40	8	22.2%
	Above 40	4	11.1%
Total		36	100%

Sources( questionnaires 2017 )

The researcher can seen in item 1 of table 1, among the respondents twenty-eight (77.7%) have to be male and eight (22.3%) were females. If we see the age distribution of the sample employee in item 2, 5.6%(two) of the respondents were below 20 years old, 38.8%(fourteen) of the respondents were existed the age between 20-24, 11.1%(four) of the respondent were lays between 26-30 years old, 22.2(eight) of the respondent were existed between the age of 31-35 years old. , 22.2(eight) of the respondents were existed between 36-40 years old and the rest 11.1% (four) of the respondents were exit above 40 years old.

The information shows that more than 50% of the employees are male and most of the employees exist between the age of 26-40.

Table 2 Employee qualification

Qualification	Number of respondent in number	Number of respondent in present
Grade 1-12	6	16.7%
Certificate	-	-
Diploma	3	8.3%
First degree	16	44.4%
Masters	10	27.8%
Above masters	1	2.8%
Total	36	100%

Sources( questionnaires 2017 )

As is shown table 16.7% (six) of the respondent were grade 1-12 holders , 8.3%(three) of the respondent were diploma holders, 44.4%(sixteen) of the respondent were first degree holders, 27.8%(ten) of the respondents were masters holders and 2.8%(one) of the respondents was above masters holders

This indicates that most of the employee qualification lays in first degree and masters.

Table 3 work experience

Work experience	Number of respondent in number	Number of respondent in present
Less than 1 year	-	-
1-5 years	18	50%
6-10 years	6	16.7%
11-15 years	7	19.4%
Above 15 years	5	13.9%
Total	36	100%

Sources( questionnaires 2017 )

As is shown the above table 3 50%(eighteen) of the respondent have 1-5 years of experience, 16.7%(six) of the respondents have also 6-10 years of experience 19.4%(seven) of the respondents have 11-15 years of experience, and 13.9%(five) of respondent have above 15 years of experience.

From this the researcher conclude that 50% of the employees have 1-5 work experience and 50% of the employees have more than 5 years work experience.

#### 4.2. Issues Related to Decision Making

In order to analyze the current situation with regard to decision making, the student has designed different questions and the results are participation in decision making.

Table 4 Employees participation in decision making

Item	Response	No of response	In percent
Do you agree with the idea of participatory decision making?	Yes	36	100%
	No	--	--
	Total	36	100%

Sources( questionnaires 2017 )

The researcher can see from table 4; 36(100%) of the employees or respondents were agreed with the idea of participatory decision making. This may be indicated that the all of concerned respondents well understood about the benefits and advantages of participatory decision making in their organization.

Based on the questionnaire conducted with the manager he believed that the idea of participatory decision making is so interesting which as it to create a good atmosphere to the employees and the organization in different ways. He also explained that unless there is participatory decision making accomplishing the organizational objective becomes difficult.

From the response above it is possible to understand that a large percentage of the employees know the idea of participatory decision making.

Table 5 Timing and Length of Participative Decision Making:

Item	Alternative	No of response	In percent
Do you think that the issue of participative decision making is too lengthy and time consuming in your	Yes	14	38.9%
	No	16	44.4%
	Silent	6	16.7%

organization?	Total	36	100%
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Sources( questionnaires 2017 )

As is shown in table 5, fourteen (38.9%) respondents said that the issue of participative decision making is too length and consuming. But sixteen (44.4%) said that the issue is not too lengthy and time consuming. The remaining six (16.9%) respondents were keep silent about the time consumption of their organization during the decision making process. But through the local analysis and interpretation almost equal number who said “Yes” and “No”. So this is difficult to judge the issue of participative decision making is too lengthy and time consuming in the Queens College administrative staff.

Still based on the result finding on the above table a little bit difference we can expect that or consider that the issue of participatory decision making may not be time consuming and too lengthy since the more percentage of the respondents were said.

**Table 6 Effort of Administrative bodies to aware employee**

Item	Alternative	No of response	In percent
Have you ever noticed a situation where administrative bodies have attempted to show objective of participatory decision making?	Yes	14	38.9%
	No	22	61.1%
	Total	36	100%

Sources( questionnaires 2017 )

Table 6, was designed to assess effort of administrators to aware the objective of participatory decision making. Hence out of the total respondents, 38.9 percent of the respondents notice situation where administrative bodies have made an attempt to show the objective of participative decision making to their employees. However 61.1 percent of among the total respondents answered they have never noticed administrative bodies show the decision participative decision making to them.

Although decision making is mainly sued for administrative purposes such as to motivate the employees, to increase creativity decision making and to share or shift risks among different levels most of the employees have never noticed any attempt to show the objective by the respective body.

**Table 7 Contribution of Participative decision making**

Item	Alternative	No of response	In percent
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How much contribute participative decision making to your job satisfaction?	High	18	50%
	Medium	16	44.4%
	Low	2	5.6%
	Total	36	100%

Sources( questionnaires 2017 )

According to table 7; eighteen (50%) respondents gave their answer that participative decision making contribution highly to their job satisfaction, sixteen (44.4%) of them said that decision making contribution in job satisfaction in medium way and decision making contributes in low level in job satisfaction give answer remaining two (5.6%) respondent was low contribution.

Even among most of the respondents implied there a positive relationship between participating in decision making and satisfying with the job, but some respondents complained that of this.

- The administrative bodies did not give any time to discuss such kind of issues.
- They have not confidence the transparence of the decision which is made.
- Most of the time the decision is conducted in some administrative bodies only etc.
- The respondents who said “low” was not gave only other (s) which contribute to her job satisfaction.

**Table 8 Employees Involvement in decision makers.**

Item	Alternative	No <sub>o</sub> of response	In percent
Do you participate in all the decision made in your organization?	Yes	4	11.1%
	No	32	88.9%
	Total	36	100%

Sources( questionnaires 2017 )

According to table 8, four (11.1%) employees were responded that they have participate in all the decision made in their organization. But thirteen two (88.9%) employees implied that did not take part in all the decisions. Those who did not participate in all the decisions they raised reasons like;

The organization (administrative staff) don't participate employees in decision making at all.

Decision making in group is time consuming tedious and difficult in our organization.

Most of the managerial level believes that the decision making respects the managers only etc.

**4.2.1 Participatory Decision Making in the eyes of Manager's of Queens college**

To cross check respondent response questioner was made with the managers. They said "most of the our organization participate employees in the final decision. However in cases like there is no enough time to participate not only enough time but also absence of comfort favor situation to participate the employees when the decision type is not allowed to participate all workers and some related issues employees may not take part in the decision. The overall response indicates that there are situations where employees are not participated in all decision. This could create/effect negatively on the employees job situations.

Table 9 Contribution of decision making to employees

Item	Alternative	No of response	In percent
Do you think that the existing participatory decision making style in your organization has help you in any way?	Yes	12	33.3%
	No	24	66.7%
	Total	36	100%

Sources( questionnaires 2017 )

The researcher can see from table 9 twelve (33.3%) respondents answered that the existing participative decision making style in their organization has helped them, but twenty four (66.7%) employees answered that the existing participative decision making did not help them in any way. The responses gathered indicated that the existing participatory decision making in the organization (Queens College administrative staff)

have no significance in helping the employees in any way. Respondents who said "yes"

to the above table stated the reasons like:

- ❖ The existing participative decision making helps employees to know how problems are solved within groups rather than individually.
- ❖ Group generates the greater pool of knowledge and the existing problem of the organization is easily and immediately resolved.
- ❖ They are motivated to do their job this interim made them continuing with satisfaction with their job and this leads to creating a sustained working in their organization.

It, increase, cooperation of the employees and also the manager this in turn leads to create comfort culture of helping each other. What ever all problems do you have the regard to decision making in the organization is/are large number of respondents were gave similar ideas. Among the problem raised by the respondents some are the following.

- ❖ The organization not yet exercises participatory decision making during the time of decision process in the organization i.e. they not encourage to express their idea/feeling etc.
- ❖ Management style in decision making process is rigid and most of the time the employees are receiver of final decision.

Some of the respondents were gave response like our organization (administrative decision making of Queens College Administration. Centralization of power and authority at top level this is not expected from the modern world of the management style. What suggestion do you want to forward overcome the problems in decision making?

To this question the respondents were also gave the similar and related suggestions like:

- ❖ It may overcome the right person (skilled) seat at the right place and business reengineering process implementing the institution.
- ❖ Through implementing BPR in the college in short period of time in order to addressed the problems.
- ❖ Management style must be change i.e. make the employees participate to decision making because it can be help to get good decision.

- ❖ To create a good atmosphere of working conditions participatory to decision making should be strengthened. Etc.

Table 10 participatory decision making in the college

DO you think that the lock of participatory decision making in the college is avoidable	Alternative	No/of respondent	In percent
	Yes	26	72.2%
	NO	10	27.8%
		36	100%

Sources( questionnaires 2017 )

According to table 10 26(72.2%) respondents answered that the lock of participatory decision making in the college is avoidable .But 10(27.8%) respondents answered that the lack of participatory decision making in the collage is not Avoidable.

To conclude that lack of participatory decision making is avoidable in the college.

Table 11 discussion regarding to the use of participatory decision making

Is there any discussion in your origination concerning with the use of participatory decision making	Alternative	No/of respondent	In percent
	Yes	6	16.7%
	NO	30	83.3%
		36	100%

Sources( questionnaires 2017 )

Table 11 was designed to asses discussion concerned to the use of participatory decision making .Hence out of the total respondents 6(16.7%) respondents answered that discussion is available regarding to the use of participatory decision making. However 30(83.3%) respondent answered that discussion is not available regarding to the use of participatory decision making in the college.

From this the researcher conclude that there is a little discussion concerning with the use of participatory decision making.

Table 12 complaint answered by management

How do you see the level of employees complaint	Alternative	No/of respondent	In percent
	High	2	5.6%

answered by management	Medium	6	16.7%
	Low	28	77.7%
	Total	36	100%

Sources( questionnaires 2017 )

From the above table 12 it observed that 2(5.6%) respondent side that employees compliant answered by managers. However 6(16.7%) respondent answered that employees compliant answered by management in medium way .But 28(77.7%) respondent side that employees compliant does not answered by mangers.

As is shown from the finding the college managers answered the employees complaint in a low level.

Table 13 level of employee participation in the college decision process

How do you see the level of participation that takes place in your college	Alternative	No/of respondent	In percent
	Sufficient	0	0%
	Not sufficient	36	100%
	Total	36	100%

Sources( questionnaires 2017 )

As it is observed in table 13 of the respondent 36(100%) respondents answered the level of participation in the college is not sufficient. The information shows that the level of employee participation in the college decision is tot sufficient.

Table 14 constraints in participatory in decision making

	Alternatives	No/of respondent	In percent
What constraint do you think put participatory decision making is not to achieve the desired objectives	Cultural difference	8	22.2%
	Difference in altitude towards participatory decision making	24	66.7%

	Language difference	4	11.1%
	Total	36	100%

Sources( questionnaires 2017 )

According to table 14 8(22.2%) respondents gave their answer that the constraint of participatory decision making to achieve the desired objectives is cultural difference. However 24(66.7%) respondent Answered that the factors that affecting participatory decision making to achieve the desired origination goal is difference in attitude to wards participation. The rest 4(11.1%) respondent side that the constraint of participatory decision making to achieve the desired objective is difference in language. This indicates that the main constraint of participatory decision making is managers difference altitude concerned with decision making.

As indicated in the literature (chapter two) participative decision making is a training ground that less experienced participants in group action learn how to cope with group dynamic by actually being participated. It also a way of increasing acceptance that those who play an active role in group decision making and problem solving tend to view the outcome as “ours” rather than “theirs”

Therefore, one can perceive from this that by participating employees in decision making it is possible to create a normal sustaining working condition. This in turn leads to creating satisfaction by one’s job. Finally if one gets satisfaction by his job he stands for helping himself and his organization. If this decisions are effectively implemented a great effect (positive) effect on the accomplishment of organizational goals and objectives.

Before I gave conclusion and recommendation, I would like mentioned what I gathered (observed problems) and those corresponding suggestions generated by the respondent in Queens college administration of employees explained that decision making in their organization not perfect. From the overall problems raised the following are some of them.

- The manger gives invaluable time to participate the employees in decision making.
- There is also lack of coordinated way of decision making this is due to lack of transparency. Most of the time the manger did not give sense to hear the complaints of the operational level employees.
- The decision is not conducted at a schedule.

Therefore, to overcome the above mentioned problems, the respondents are asked to give their suggestions. Among set the following.

- There must be coordination and cooperation's between each employee and managerial levels.
- The manager must listen the complaints of the employees and give them a chance to take part in decisions.
- Organizations must support quality circles with technical assistance and training in participative management, problem solving and statistical analysis techniques.
- Leaders (management) and member's employees must have clear sense of the meeting's agenda in the decision made.

## **CHAPTER FIVE: SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATIONS**

### **1.1. INTRODUCTION**

Presentation and analysis of data in the preceding chapter have provided the researcher perspective on the fact of the study about contribution of participator decision making and its effect of job satisfaction in Queens's college administration. In this chapter a summary and conclusion of the majority findings of the study and recommendations that are expected to be helpful are presented.

## 1.2. Summary of the Main Findings

- ❖ The main concern of this study was to collect necessary information about major problems in participating employees in decision making in Queens college administration. The basic questionnaires in general were:
- ❖ What the decision making process in practice of parting employees looks like in the college?
- ❖ What the possible significances of participating employees in decision making are in the college?
- ❖ What are the overall effects of participative decision making a job satisfaction and on the administration of the organization?
- ❖ Decision making is central to the managerial task of coordinating organization endeavor toward achieving goal. To achieve such organizational goals, participation of every individual effort is essential. Therefore it major purpose is participating employees in decision making to accomplish such goals and to assure the distain ability of the organization.

### **1.3. Conclusion**

- ❖ For analysis in the previous chapter the following conclusion are given based on the researcher findings. Most of the employees have good knowledge about the idea of participative decision as indicated in their responses.
- ❖ More than half of the employees (about 88.9%) did not take part in the process of decision making. As a result this becomes a ground for employee's dissatisfaction.
- ❖ Even if participation of employees in decisions may delay the decision process. Time is not a major problem of participating employees in decision making process. There is also lack of coordinated way of decision making this is due to lack of transparency. Most of the time the manager did not give sense to hear the complaints of the operational level employees.
- ❖ The administrative bodies did not give any time to discuss such kind of issues.
- ❖ They have not confidence the transparency of the decision which is made.
- ❖ Most of the time the decision is conducted in some administrative bodies only.
- ❖ Although a warning employees about the objective of taking part in the decision making the respective bodies and give invaluable time aware them.
- ❖ Even though satisfaction by one's job is person, most of the time respondents explained that there is a positive relationship between employees participation in decision making and job satisfaction.
- ❖ There is a great deal of information gap between the managerial employees and subordinate employees with regard to how the decisions is made, then it is made and what the decisions agenda is about, this made employees complained and dissatisfaction and cooperation with in employees of Queens college administrative bodies regarding decision making process. As a result it becomes a major problem to continuing a normal working condition.
- ❖ The decision is not conducted at a schedule.

#### **1.4. Recommendations**

- ❖ The respective body works on the take parting employees in decision to solve the increasing rate of dissatisfaction of employees in their work.
- ❖ The decision must be done in transparent and participate manner.
- ❖ An administrative body should make efforts to show the aim and objective of each decision.
- ❖ The manager must listen the complaints of the employees and give them a chance to take part in decisions.
- ❖ Since participative decision making in the organization increase responsibility, commitment, creativity and moral of the employees. The administrative body should give great value to this issue.
- ❖ To create a good atmosphere of working conditions participatory to decision making should be strengthened.
- ❖ The respective body of Queens college administrative staff must fill the information gap by a wearing everything about the decision made in the organization, and there must be cooperation of employees in each levels of the organization. Moreover, the organization should give opportunities to its employees to complain in cases their participation is helpful to them
- ❖ Managers should give a chance for the employees to direct the decision place of him because it increases motivation and satisfaction to job. This in turn increases sustainability and accomplishing organizational goals easily.
- ❖ The existing participative decision making helps employees to know how problems are solved within groups rather than individually.
- ❖ Group generates the greater pool of knowledge and the existing problem of my organization is easily and immediately resolved.
- ❖ They are motivated to do their job this interims made them continuing with satisfaction with their job and this leads to creating a sustained working in their organization.

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## Appendix

### Department Business administration

Question to be filled by the employees of Queens College in Alem Bank Branch. Dear respondent is in the process of collecting answer from employees of Queens College to prepare a research paper on the title an assessing contribution of participatory decision making the case of Queens College in Alem Bank Branch to fulfill the requirement to graduate in management Admas University your cooperation in giving relevant Information(filling the questionnaires appropriately) gives greater importance. And the accomplishment of the researcher work highly depends on your timely response and return of the questionnaire so you are kindly requested to answer the return the questionnaire in time .you are again highly requested to answer freely and give information because your answers will be kept secured to protect your privacy and you are not expected to write your name.

Finally, please respond to each of the following questions as per the instruction given Please, Put “X” Mark for the correct answer inside the box.

1. Sex

Male  Female

2. Age

Below 20  20-25  26-30  31-35  36-40  Above 40

3. Qualification

Grade 1-12  Certificate  Diploma  First degree

MA  above MA

4. work experience

Less than1 year  1-5 years  6-10 years  11-15 years

above 15 years

5-do you agree the idea of participatory decision making ?

Yes  No

6- do you think that the issue of participative decision making is too lengthy and time consuming in your organization?

Yes  No  silent 

7- have you ever noticed a situation where administrative bodies have attempted to show objectives of participatory decision making ?

Yes  No 

8-how much contribute participative decision making to your job satisfaction ?

High  medium  low 

9- do you participate in all the decision made in your organization?

Yes  No 

10- do you think that the existing participatory decision making style in your organization has help you in any way ?

Yes  No 

11-Did you face centralized decision with wars of your department and/ or other administrators?

Yes  No 

12-If your answer for question number (11) is “ Yes”, what were the reason for less participation in the College?

Centralized decision  gap to participating while decisions Lack of information  other \_\_\_\_\_

13-Do you think that the lack of participating in the college is avoidable?

Yes  No 

14-If your answer for question number (13) is “Yes” by what techniques specify:\_\_\_\_\_

15-Is there any discussion in your organization concerning the use of participatory decision making?

Yes  No 

16-If your answer for question number (15) is “Yes”, how many times?

Once a month  Once a year  twice a month 

Other\_\_\_\_\_

17-If your answer for question Number 15 is “No”, what is / are the reason?

Because it is almost useless Because the management do not give

Because there is no enough time

Attention or emphasis  Others \_\_\_\_\_

18-How do you see the level of employees' grievances or complaint answered by management?

High  medium  Low

19-Do you think that participation plays a key role in increasing the quality of decisions in the college?

Yes  No

20-How do you see the level of participation that takes place in your organization?

Sufficient  not sufficient

21- If your answer for question number (20) is 'Not sufficient' what is / are the reasons?

Lack of attention  lack of awareness regarding participatory decision making

Difference in attitude for decision making

Others \_\_\_\_\_

22-If your answer for question Number (20) is " sufficient" what is the level of participatory decision making ?

High  medium  Low

23-With whom do you have high relationship in your day to day activities in your organization?

Superiors'  co- workers  subordinates

24- What constraint do you think put participatory decision making not to achieve the desired objectives?

Cultural difference  difference in attitude towards participation

Language