

## EMPLOYEE PARTICIPATION IN DECISION MAKING AND ORGANISATIONAL PERFORMANCE At KCCA IN KAMPALA-UGANDA. A CROSS-SECTIONAL STUDY.

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### Abstract

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### Introduction:

The main aim of this study was to investigate the relationship between employee participation in decision-making and the performance of organizations. The objectives of the study were; to examine the influence of consultative participation in decision-making on performance.

### Methodology:

The study adopted both descriptive and correlational survey research designs based on a quantitative method of data. The study population was 132 out of which a sample of 118 respondents was selected as the study sample and it was randomly selected. Questionnaires and interviews were used as data collection methods.

### Results:

The results of the study revealed a strong positive and significant correlation between consultative decision-making and performance ( $r= 0.651, p=0.000$ ).

### Conclusion:

The findings of the study indicated that consultations within organizations are the most required strategy of decision-making within public institutions like KCCA in Uganda.

### Recommendation:

The study recommends that KCCA should focus on improving the working schedules to make them more flexible as this increases the commitment of employees.

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**Keywords:** Consultations, KCCA, Performance  
*Submitted: 2023-10-31 Accepted: 2023-11-19*

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### Introduction

The International Labour Organization has passed several recommendations regarding consultation and cooperation between employers and employees at the level of the enterprise. According to (Maingi Joan Muringo, 2016), these recommendations state that proper steps should be taken to promote consultation and cooperation at the level of an undertaking on matters of mutual interest, and not within the scope of issues that are usually dealt with through CB (Maingi Joan Muringo, 2016).

A leader who uses engagement or participation creates benefits for an institution and its employees, as engagement improves the performance of an institution and reduces role conflicts, role uncertainty, absenteeism, and turnover among employees.

The concept of employee participation emphasizes the need for cooperation between employer and employee,

and for employees to share in the decision-making processes of management (Cross et. Al, 2019 ).

Employee participation entails the involvement of the employee in as many facets of his/her work life as possible; this may occur either directly or indirectly through unions which are the representatives of the employees( Cross et. Al, 2019 ).

It is widely believed that employee participation in decision-making may affect an employee's job satisfaction, productivity, and commitment, which can create a comparative advantage for an organization.

The management organs of the city; the central government, the office of the executive director, and the office of the head authority have recently been embroiled in disagreements with less consultative participation employees in decision-making. Ultimately, the performance of the organization in terms of quality service delivery and timely delivery of service has been deteriorating.

According to the city has been characterized by mismanagement of revenue collection, inadequate solid waste management, street vending, traffic congestion, street littering, buildings on the road reserve, poor management of markets, city flooding and corruption still much in evidence despite the restructuring of the city administration and management, there is need for urgent intervention in the decision making approaches in the organization or else the performance of the Capital is bound to further deteriorate. The aim of the study was to examine the influence of consultative participation in decision making on performance at Kampala Capital City Authority in Uganda.

## METHODOLOGY

### Study design

The study adopted a case study and cross-sectional survey designs. Cross-sectional studies easily provide a quick snapshot of what's going on with the variables for the research problem.

A case study design was used to provide a systematic way of looking at events, collecting data, analyzing information and reporting the results. Case studies emphasized detailed contextual analysis of a limited number of events or conditions and their relationships and bring about an understanding of a complex issue and can extend experience or add strength to what is already known through previous research.

### Study setting

The study was conducted at KCCA headquarters, City Hall 1-3 on Sir Apollo Kagwa Road and was focused on employees and the extent they were involved in organizational decision-making and how this relates to organizational performance.

The study was conducted for the time period of four years 2012 to 2015 during which KCCA had effected change to improve the performance of the organization.

### Study population

The study population constituted by 1,332 workers at KCCA from all directorates who work in the different departments at KCCA headquarters.

### Sample size

In this study, the researcher was guided by Slovin's formula sampling guidelines to find out what sample of a population you need to take on Performance of KCCA. To determine the sample size of 400 from the study population, a confidence level of 95% (that gives a margin error of 0.05) level with a population size of 1,332 was adopted as;

$$n = \frac{N}{1 + Ne^2}$$

Where;

n = sample size

N = population size

E = margin of error

Therefore;

$$n = \frac{N}{1 + Ne^2}$$

$$1332 / (1 + 1332 * 0.05^2)$$

$$n = 400$$

Therefore, the established sample size for this study was 400 respondents.

### Sampling procedure

The study used stratified sampling technique and then after a simple random sampling method (lottery approach) was used to select the respondents from each category. These categories included; physical planning, internal audit, human resource and administration, gender and community service, legal services, education and social services, engineering and technical service, public service and revenue collection. The departments formed the strata. The sampling technique was used because it enabled a balanced representation of a study area as the constituents of a given area are subdivided and respondents selected from each sub division (stratum). Simple random sampling was applied in each stratum. The selection of the technique was attributed to its key advantage of eliminating bias and giving all the targeted respondent equal chances of participating in the study.

Purposive sampling was also used in selecting knowledgeable staff. According to Katebire (2007), this technique sometimes referred to as judgmental sampling; where a researcher on his/her own judgments targets specific subjects to participate in the study because they have perceived knowledge or experience in relation to the study under investigation. Purposive sampling was used to select the key informants such as heads of departments, supervisors and Human resources officials.

### Data Sources

The study used both primary and secondary source of data.

#### Primary data

The researchers were able to get original information from the respondents of KCCA regarding Employee participation in decision-making and organizational performance in that structured questionnaires developed by the researcher and were administered to the targeted respondents.

#### Secondary data

Secondary data analysis can be literally defined as second-hand analysis. The researcher accessed annual reports, books of accounts, development plans; council minutes audit reports, assessment reports and other external sources which were established by scholars and academicians about variables under the study.

### Data collection Methods

The researcher used the following techniques to collect data for the study; the researcher administered questionnaires, interviews, and direct observations to collect the required primary data. Secondary data was collected to supplement the primary data.

#### Questionnaire

The questionnaire was self-administered by the respondents because they had capacity to understand the language given their level of education, questionnaire provided evidence of patterns amongst large populations. Questionnaires were chosen because their data was easily tabulated, analyzed and interpreted. It was good to the people who had limited time for oral interviews. Also it used to generate adequate data which was got when using other methods of data collection like interview method alone.

#### Interviews

This involved face-to-face between the researcher and the participant through discussion. The interviews were two ways, namely:

Structured interviews, in which the responses by the participants are brief and specific. Unstructured interviews, where the responses are long, elaborated and not specific, the interviews were conducted in groups and individual in order to get firsthand information from the key informants.

#### Data collection instruments

##### Face-to-face interviews

These were administered to the top management officials of KCCA using an interview guide. Interviews were administered because they allowed the researcher to obtain information on issues of interest, and above all, data was obtained more efficiently in terms of the researchers' time, energy and costs. An interview guide was used in data collection because it enabled a researcher to get in-depth information about the study in question. In addition, an interview guide was flexible and therefore allowed the researcher to adjust the questions so as to tap the required information from the respondents (Odiya, 2009).

#### Questionnaire

Amin, (2005) defined a questionnaire as a form consisting of interrelated questions prepared by the researcher about the research problem under investigation, based on the

objectives of the study. Questionnaires were administered to the selected staff of KCCA. Section A covered background information of the respondents; Section B covered independent Variables (consultative participation, delegative participation and informal participation). Section C covered organizational performance which was measured by opinions on quality service delivery and timely delivery of service. A five point Likert scale was used to measure data for all the above variables of the study. A five point Likert scale ranging from strongly agree (5) to strongly disagree (1) was used because it was the most common and above all it assessed the strength of respondents' feelings or attitude towards a subject. The questionnaire had been selected as the main data collection tool because it was cheap to administer and covered a wide geographical area; it provides a hard copy that was filed for reference purposes. The questionnaire was equally used because the information had to be collected from a large sample in a short period of time (Sekaran, 2003).

#### Data quality control

##### Validity

Validity simply means the ability of a research instrument to measure as accurately as possible what it is intended to measure so that meaningful inferences are made from the research results. To ascertain validity of the instrument, the questions were carefully selected and reviewed by the research supervisor and a few course-mates. The questions that were found to be irrelevant and/or ambiguous were dropped or modified. Subsequently, the instrument was distributed for pretesting to 5 respondents as judges. The instrument was tested using content validity index (CVI) for relevancy, appropriateness, clarity, coherence and completeness.

The high content validity of 0.888 compared to 0.7 implies that the content in the questionnaire items is rated high. So, the tool ably captured the required information.

##### Reliability

SPSS version 19 was used to conduct reliability test. Reliability is determined through the interpretation of Cronbach's alpha, a reliability coefficient that indicates how well the items in a set are positively correlated to each other

#### Table 1: Reliability Statistic

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Table 1; Reliability Statistic

Item	Cronbach Alpha Value
Consultative participation	0.850
Employee performance	0.933
Overall, for the questionnaire	0.871

## Data Analysis

### Quantitative data

All the variables in the research as laid down in the questionnaire were measured on a nominal scale. All the returned questionnaires were edited and cleaned to ensure that the required information had been captured so as to facilitate easy analysis. The demographic characteristics of the respondents were analyzed using descriptive statistics in order to give an accurate description. Descriptive statistics using mean and standard deviation were used in analyzing the responses to each of the variables investigated. Pearson's Correlation and multiple regression analysis were used in establishing the relationship between the variables.

### Demographic characteristics of respondents

This section covered six main background characteristics that included; gender, marital status, age distribution, academic qualifications, and duration while working in KCCA as stated;

### Gender of respondents;

The researcher was interested in finding out whether the sex of the respondents could influence Participative decision-making and performance. The findings are evidenced in table 2;

## FINDINGS OF THE STUDY

**Table 2: Sex of respondents**

		<i>Frequency</i>	<i>Percent</i>
Valid	Male	250	67.6
	Female	120	32.4
	<b>Total</b>	<b>370</b>	<b>100.0</b>

Table 2: Sex of respondents

Basing on table 2, the sex of the respondents, majority (67.6%) of them were males while (32.4%) were females. This implies that there is much consideration in terms of sex. This is a clear implication that the study was less

inclusive that it didn't give mixed views about how performance of an organization is affected by participative decision making at a particular moment.

### Marital status

**Table 3: Marital status of respondents**

		<i>Frequency</i>	<i>Percent</i>
Valid	Single	125	33.8
	Married	177	47.8
	Divorced	38	10.3
	Widowed	30	8.1
	<b>Total</b>	<b>370</b>	<b>100.0</b>

Table 3 indicates that, 47.8% of all respondents were married, 33.8% were single, 10.3% were divorced and 8.1% were widowed. This implies that there was more singles and married respondents.

### Highest qualification

The researchers were interested in finding out whether the education levels of the respondents influenced participative decision making and performance the findings are evidenced in table 4;

**Table 4: Highest qualification**

		<i>Frequency</i>	<i>Percent</i>
Valid	Certificate	35	9.5
	Diploma	91	24.6
	Degree	158	42.7
	Masters	70	18.9
	Others	16	4.3
	<b>Total</b>	<b>370</b>	<b>100.0</b>

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From the table 4, the majority 42.7% of the respondents were degree holders, 24.6% were diploma holders and some had not attained any given level of education. The majority of the respondents being graduates and accessing all levels of education means that the respondents had the capacity to understand and interpret the meaning of and decision making on performance of an organization. The second objective of this study was to determine the influence of consultative decision-making on

organizational performance. Respondents were provided with a number of statements and asked to indicate to what extent they agreed with them. To obtain this data, a 5h-point Likert Scale was used. According to the scale, 1 point was accorded to strongly disagree; 2 points = disagree; 3 points = not sure; 4 points = agree; and 5 points = strongly agree.

**Table 5: Descriptive statistics on consultative decision-making**

Statement/Opinion	Mean	Std Dev
There is always need for cooperation between employer and employee to ensure performance	3.72	1.176
Consultative participation entails the involvement of the employee in as many facets of his/her work life as possible	4.00	1.046
Consultative participation is directly or indirectly through unions which are the representatives of the employees	3.78	.997
It is widely believed that consultative participation usually affects an employee's job satisfaction, productivity, and commitment	3.69	1.076
Consultative participation usually have a culture that encourages employee involvement	4.02	1.078
Our culture and perception towards the performance have been affected by consultative participation	3.83	1.073
We usually develop communication channels between management and workers are all seen as central to encouraging loyalty	3.81	1.132
Motivation and commitment to organizational goals and thereby to reducing the need to invoke close monitoring	3.67	1.148
Consultative participation always causes delays in decision-making	3.47	1.266
There is always need for cooperation between employer and employee to ensure performance	4.08	1.098
<b>Overall Mean/SD</b>	<b>3.81</b>	<b>1.109</b>

Source: (Primary Data, 2022).

**CORRELATIONS:**

**Table 6: Showing Correlation between consultative decision making and performance**

		consultative decision making	Performance
consultative decision making	Pearson Correlation	1	.652**
	Sig. (2-tailed)		.000
	N	118	118
Performance	Pearson Correlation	.452**	1
	Sig. (2-tailed)	.000	
	N	118	118

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: (Primary data, 2022)**

Results in table 6 show the relationship between consultative decision making (independent Variable) and performance (Dependent variable). It shows that through bivariate means, the correlation consultative decision making and performance is (r)= 0.652. This implies that there is a strong positive relationship between the two

variables since the p-value is 0.000 which is less than 0.01 ( $p < 0.01$ ). The positive value implies that a positive change in consultative decision-making results into a corresponding positive change in performance and vice Versa.

**Table 7: Showing model summary for consultative decision making and performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 <sup>a</sup>	.405	.298	.32972

a. Predictors: (Constant), **consultative decision making**

**(Source: Primary Data, 2022)**

The regression results as presented in table 7 shows the, adjusted R square value of 0.298; it implies that consultative decision making only contribute 29.8% towards performance of KCCA, the remaining 78.2% of

performance being explained by other factors. This implies that consultative decision-making boost employee morale results into a corresponding increase in performance.

**Table 8: Showing ANOVA values for consultative decision making and performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.244	1	3.244	29.839	.000 <sup>b</sup>
	Residual	12.611	116	.109		
	Total	15.855	117			

a. Dependent Variable: **performance**  
 b. Predictors: (Constant), **consultative decision making**

**Source: (Primary Data, 2022)**

Results of the study in table 8 indicate that the regression model predicts the dependent variable significantly well. There is a statistical significance of the regression model indicated by F= 29.839 and Sig =0.000 which is less than 0.01. This is also supported by the regression mean square

value of 3.244 compared to the residual mean square of 0.109 which is significant to zero. This therefore confirms that, there is a positive moderate relationship between consultative decision-making and performance.

**Table 9: Showing coefficients of consultative decision-making**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.219	.273		8.136	.000
	consultative decision making	.389	.071	.652	5.463	.000

a. Dependent Variable: performance

Source: (Primary data, 2022).

Results from table 9 give t values and Beta. The t-values test the relationship is that the coefficient is different from 0. To reject this, you need a t-value greater than 1.96 (for 95% confidence). The t-value for consultative decision making is 5.958 which is greater than 1.96. This consultative decision-making influence performance considering a significant factor (Sig =0.000). Also the standardized beta coefficient of 0.652 imply that one unit

increase in performance is caused by 0.652 units increase in employee Commitment based on the equation  $Y=\beta x + C$  where Y= (Dependent variable), x = consultative decision making (Independent variable,  $\beta = 0.652$  and C= constant). This therefore means that there is a positive low significant relationship between consultative decision making and performance results into a corresponding positive change in performance and vice versa.

## DISCUSSIONS

### The influence of consultative participation on performance of KCCA

The study reveals that there is indeed a strong relationship between Consultative participation and performance of KCCA with correlation coefficient,  $r= 0.601^{**}$  and  $p= 0.05$  since  $r >0.05$ , any unit increase in performance is in any way influenced by Consultative participation which implies that a positive change in Consultative participation leadership leads to a positive change in performance. Here the adjusted R square value of 0.359 indicates that Consultative participation contributes 35.9% in influencing the performance of KCCA this means that 64.1% of performance is influenced by other factors and these factors. The study shows F-Values of 77.361 which confirms the significant level of  $P=0.05$  since the significant value is positive 0.556; it therefore confirms that there is a positive relationship between Consultative participation and performance of Kampala Capital City Authority

The standardized coefficient beta value shows that one-unit increase in performance is caused by 0.556 units increase in Consultative participation. Basing on the equation  $Y=\beta X+C$ , Whereby Y=performance,  $\beta=0.601$ , X=consultative then C=constant. Then the equation is performance=0.601 Consultative participation + constant.

### The effect of delegative participation on the performance of KCCA

There is a strong positive effect between Delegative participation and performance of Kampala capital city Authority with a correlation coefficient,  $r=0.724^{**}$  and

$P=0.05$  since  $r>0.05$ , it implies that a unit increase in performance of Kampala capital city Authority is influenced by a unit increase in Delegative participation. For this case adjusted R square of 0.524 which indicates that Deligative participation contributes 52.4% on performance of KCCA this means that 47.6% of performance is caused by other factors. The study shows F-value 466.871 which confirms the significant level  $P=0.05$ . Since the significance level is less than 0.05, it therefore confirms that there is a relationship between Deligative participation and performance of KCCA. The standardized coefficients beta value shows that one-unit increase in performance is caused by 0.724-unit increase in Delegative participation being on the equation  $Y=\beta x+c$  where y= performance (dependent variable), x= Delegative participation (independent variable), then  $\beta=.724$  and c=constant the equation is performance=.724 Delegative participation + constant.

### The relationship between informal participation and performance of KCCA

There is a strong positive relationship between Informal participation and performance of KCCA with a correlation coefficient,  $r =0.657^{**}$  and  $P=0.05$  Since  $r>0.05$ , it implies that a unit increase in performance of KCCA is influenced by a unit increase in Informal participation.

There is a strong positive relationship between Informal participation and performance of KCCA with a correlation coefficient,  $r=0.657$  Since  $r>0.05$ , it implies that an increase in performance of KCCA is affected by Informal participation. For this case adjusted R square of 0.431 indicates that Informal participation contributes 43.1% influences on performance of KCCA this means that 56.9% of performance is caused by other factors.

## RECOMMENDATIONS

The study recommends that Employers should put more emphasis on flexible work schedules so that they are able to get the best out of their employees in terms of performance levels. This study recommends that managers prioritize and concentrate more on employee flexible work schedules that will increase the employees' commitment. There is need to put more emphasis include; Reduced hours/Part-time, Compressed work week, telework/working remotely/telecommuting and job sharing.

The study recommends that the management of KCCA together with other organizations should work out a structure of working that would provide for flexible work schedules within the organization. This will in turn help employees to balance their time between their individual commitment and work commitment.

Findings demonstrated that flexible work schedules play a key role in determining the commitment of employees in organizations such as KCCA. Thus, the study recommends that KCCA focus on improving the working schedules to make them more flexible as this increases the commitment of employees. The consultative decision-making helps an organization to improve the working efficiency since the employees are able to properly plan for their time to accomplish all their obligations.

## ACKNOWLEDGEMENT

First and foremost, I thank the Almighty God for his endless provision both materially and spiritually ever

## LIST OF ABBREVIATIONS

ACODE: Advocates Coalition for Development  
CSF: Critical Success Factors  
CVI: Content Validity Test  
ILO: International Labour Organization  
KCCA: Kampala Capital City Authority  
KPIs: Key Performance Indicators  
PDM: Participative Decision-Making  
PM: Participative Management  
ROA: Return On Assets  
ROE: Return On Equity  
ULGA: Uganda Local Government Association

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since I started the struggle of studying my master's degree at Ndejje University. Without God, I do not think it would have been possible for this book to be published.

With profound gratitude, I dearly acknowledge my supervisor; Mr. Kyagaba Robert Francis for his immeasurable guidance and supervision rendered to me during my struggle through this study process and to bring this study report on board. Thank you so much.

I greatly acknowledge my wife and all my family members like my parents, children and siblings for the financial, psychological and physical support.

Greater thanks go to my lecturers throughout my course for their tireless effort and advice rendered to me in the lecture room throughout the whole course.

I would like to greatly acknowledge the contribution of the management of Kampala Capital City Authority (KCCA) for the elevated spirit of cooperation they showed to me when I approached them for a case study. The comfort and confidence they gave me resulted into an accomplishment of my academic objectives.

I also wish to thank all my course mates whom I used to share views for their tirelessly efforts in carrying out discussions that automatically helped me in achieving my academic goals.

Finally, I really appreciate the courage that Bageine and Company Limited entrusted me with, and time it offered me during the course of this study. May God Almighty reward you abundantly.

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factory. <https://www.coursehero.com/file/2056212/RESEARCH-PROPOSAL/>

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**Publisher details:**

**Publishing Journal:** Student's Journal of Health Research Africa.

**Email:** [studentsjournal2020@gmail.com](mailto:studentsjournal2020@gmail.com) or [admin@sjhresearchafrica.org](mailto:admin@sjhresearchafrica.org)



**(ISSN: 2709-9997)**

**Publisher:** SJC Publishers Company Limited

**Category:** Non-Government & Non-profit Organisation

**Contact:** +256775434261(WhatsApp)

**Email:** [admin@sjpublisher.org](mailto:admin@sjpublisher.org)

**Website:** <https://sjpublisher.org>

**Location:** Wisdom Centre Annex, P.O. BOX. 701432 Entebbe, Uganda, East Africa.