



Evaluation of employee participation as an effective tool in management decision making: A case study of Kitwe Teaching Hospital

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Abstract

The study evaluated employee participation as an effective tool in management decision making. Employee involvement in decision making (EIDM). The study was designed to review the literature on the subject. The focus of the study was to find out how participation of employees as an effective tool influenced management decision making at Kitwe Teaching Hospital. The simple and purposive sampling techniques were used to obtain a sample of 57 respondents for study, the questionnaire consisting of 17 questions on the various employee involvements in decision making in an organization and the data collected were analyzed using tables, percentages, and graphs. The study analysed the presence of employee participation in management decision making, consequences of low employee participation in management decision making, and ways to involve employees in management decision making to improve organizational performance and all these variables were considered to identify any statistical variations in mode of delivery preferences. Further, the researcher analysed two variables that represented individual perceptions on employee participation as an effective tool in management decision making. At 0.05 level of significance, there was adequate evidence demonstrating that there was a relationship between employee participation as an effective tool and management decision making as at $127.273 > f$ crucial value. This demonstrated that employee participation as an effective tool has beneficial effect on the overall management decision making process of the organization. The computed (χ^2) value of 55.71 revealed that it was greater than the (χ^2) critical value of 3.841, therefore, "there was a significant association between employee involvement in decision making and the position one was holding (Table 7). Hence demonstrating high level of employee presence in management decision making. Findings from the study indicated that employee participation in management decision making was an effective tool which further enhanced productivity. The research revealed that allowing all employees to participate in management decision making was the best and helped increases commitment of workers as well as promoting creativity and innovation in the organization. The paper recommended that employees should participate in management decision making of an organization because it made the workers feel part as owner of the organization; the relationship between managers and employee should be encouraged to enhance consultation and free flow of information in an organization.

Keywords: Management, participation, organization, decision making, trade union

Introduction

Decision-making in organizations has been the domain of top management but without the participation of those on the lower treads of the ranking of management, yet they are the very ones expected to see to the implementation of these decisions (McGregor 1960). Marchington (2001) saw employee participation as a feature of soft rather than hard Human Resource Management, (HRM). In organisation with a hard orientation, Marchington (2001) considers that the numbers driven, cost-cutting mindset reduces participation to a one-way communication channel. This contrasts with organizations that are true believers in employees as their greatest asset" where there is a strategic pledge to sharing information and views and achieving a workplace culture that meets business needs. (Bennett, 2010) [9] describes employee participation as a form of employee voice initiative which may be seen differently by Human Resource (HR) experts and unions. Employee participation is considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of good organizational citizenship behaviour (Harber and Marriot, 1991). This in turn, increases the commitment of the employee as well as their motivation. Furthermore, Higgins (1982) argues that participation is a mental and emotional replication that will lead to the fulfilment of individual and

organizational goals, especially if supported by the organisation's climate.

For instance, (Appelbaum *et al.*, 2000) [5] argue that the opportunity to participate in decision making helps to create trust between workers and supervisors and to produce intrinsic rewards. Employee participation in decision making has become a significant topic in human resource management (HRM) and is regarded as one of the chief ingredients of employee voice, which many management scholars have observed to be a growing management concept. Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance, and organizational growth (Kim *et al.*, 2010; Bhuiyan, 2010; and Brown 1982). Decision making is shared at all levels of management. It is observed that decision making in Japanese organisation are focused on defining questions or issues rather than on finding solutions. Thus, all levels of the organization are involved in this process. The health sector in Zambia has been a focal subsector; but little is probably known about the influence of its employee participation in management decision making. The particular attention in the health sector emanates from the conviction that the sector is a potential instrument of modernization, a creator of jobs, and a generator of positive spill-over effects (Tybout, 2000). Moreover, the growth in the health sector has been a key

element in the successful transformation of most economies that have seen sustained rises in their per capita income (Soderbom and Teal, 2002). Focus should therefore be on health sector and those factors that may foster its growth. Thus, the justification for this study is on health sector organization in Zambia. A modern forward-looking organization does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels. "Command and control" are no longer an adequate model. A more open and collaborative framework will exploit the talents of all employees (Hewitt, 2002).

Background

Since its origins with Elton Mayo's *The Human Problems of an Industrial Civilization* (1933) and Kurt Lewin's "Frontiers in Group Dynamics" (1947), a large and diverse literature has been assembled on participative management, which includes employee involvement, industrial democracy, and stakeholder involvement. Interest in participative management has been persistent during this period, with periodic surges corresponding to the social, political, and economic issues of chronically low productivity in the 1960s and 1970s, and international challenges to U.S. industry and product quality in the 1980s and 1990s when worker motivation, productivity and innovativeness became priority issues. Recently, the focus has been on the relationship between participative management and the newer, organic, and networked organizational forms, dramatically improved information and communication technology, and greater citizen involvement in organizational decision making. The literature reflects a growing recognition among U.S. academics and managers that a high productivity/high wage economy requires new labor-management relationships, including ways to share gains and organize work that more fully develop and utilize the skills, knowledge, and motivation of the workforce (Commission on the Future of Worker-Management Relations 1995:38). Indeed, participative management is increasingly seen as a feasible system of governance for these organizations (Lawler 1996). The literature reflects a wide and diverse research orientation. Social philosophy and organizational theory, human development, management practices, small-group processes, and leadership perspectives are all represented. It is enriched with a significant comparative component: interest in participative management and industrial democracy has also been high in Europe and the Scandinavian countries. This provides a useful check on the ethnocentrism that can occur when the entire literature shares a similar cultural or geopolitical context. Unlike many aspects of the organizational effectiveness and management literature, both public and private sector organizations have been subject to investigation regarding participative management and employee involvement, and there have been some instructive time-series studies on the extent of adoption and the organizational consequences of participative management practices (Lawler *et al.* 1986). In addition, there is a strong body of research on the relationships among aspects of organizational design, management practices, and worker characteristics pertinent to participative management.

In keeping with the general problem-driven nature of the organizational effectiveness literature, the literature on

participative management has tended to focus on production-oriented or service-providing organizations where issues of worker motivation and satisfaction, product and service quality and productivity were most acute. However, research on the management of science has included attention to the pertinence of participative management for both public and private research organizations. The literature on external stakeholder or citizen participation, which has also included some specific attention to science-based organizations, is essentially separate from that on participative management and employee involvement.

1. Historical Background of Kitwe Teaching Hospital

Kitwe Teaching Hospital (KTH) in the Copperbelt province is one of four teaching hospitals in Zambia. It is in the Copperbelt province of Zambia, approximately 350km North of Lusaka. As one of the larger mining towns in the province, Kitwe has a vibrant population bustling with activity and services. It also acts as focal route to towns in the province as well as to the Northwestern province. Kitwe Teaching Hospital is the only third level referral government hospital in Kitwe. It was opened in 1958 and was directly controlled from Lusaka administratively until 1994 when the Kitwe Hospital Management Board was formed. It is now under the Ministry of Health. KTH has bed capacity of around 630 providing mostly acute but also elective medical and surgical services. Together with the hospital in Ndola, it also acts as the tertiary referral institution in the region. It serves as one of the four teaching hospitals in the country where newly qualified doctors go to do their internship and where medical students and student clinical officers do their attachments. There is also a Nursing School based in the hospital grounds and the student nurses do their clinical part of their clinical practice in the hospital.

Given the above discussion, Kitwe Teaching Hospital for the past decades has been implementing participative management as a way of motivating and recognizing its employees by involving them in management decision making processes at every level through different forms such as suggestion boxes, joint consultations, collective bargaining, and quality circles. The aim of participative management was to ensure that all employees had a responsibility, accountability, and authority over their work. Further, the major goal of participative management was to provide simple tools for employees to improve their work performance and positively impact the bottom line. There is also little empirical evidence to show the results after participative management has been used or implemented as a tool. Hence the current situation is that the denial of workers active participation in decision making at Kitwe Teaching Hospital is held to be one of the major causes of the problems which are manifested daily in the work lives of the employees as it results into employee low morale and the hospital experiencing high labor turnover. Such situations have led parties such as supervisors, employees and human resource administrators sometimes dissatisfied with their organization's participative management and view participative management process as a futile bureaucratic exercise or worse a destructive influence on the employee-supervisor relationship.

Despite these indictments, the process of participative management provided an environment to make employee

needs known and created a vehicle for improved communication between all areas of the organization.

Based on the above discussions, it showed that the situation in the future may be worse if participative management was not encouraged at Kitwe Teaching Hospital as a way of allowing as much responsibility, accountability and reasonable authority to people doing the work. It is against this background that this research study was undertaken. The research was intended to evaluate employee participation as an effective tool in management decision making at Kitwe Teaching Hospital.

Statement of the Problem

The major problem for employee participation in management decision making is resistance to change by management. Managers create an organizational culture that reflects their own philosophies and styles of management and reinforce their strategies and control. Employee participation in management decision making poses threat to the more autocratic manager. Many managers tend to resist participation because it is contrary to their habit formed ways of thinking and behaving. In addition, failure to respond to employee commendations is an example that reduces employee participation in decision making. If management does not acknowledge employees' endorsements, employees rapidly conclude that management has no interest in their ideas. Many researchers have taken a more universal approach to studying employees' participation in management decision making, arguing that participative decision making requires a certain context over and beyond a set of programs or techniques. Without the redesign of work, employee participation efforts can even have a negative effect. Participative approach such as delegation gave mixed results, especially in public organizations. In contrast, participative decision making that gives employees the opportunity to make substantive changes in their work is a tool for large-scale organizational change. In the light of the above, this study therefore is set to evaluate employee participation as an effective tool in management decision making in the health sector particularly Kitwe Teaching Hospital in Zambia Copperbelt Province.

1. Objectives of the research

Research Objectives

1. To identify the presence of employee participation in management decision making process at Kitwe Teaching Hospital.
2. Establish the benefits of employee participation in management decision making process.
3. To find out the significant relationship between employee participation as an effective tool in management decision making and the level of education.

2. Significance of the study

This study is essential in that, it will provide additional information to the body of knowledge on using participative management as an effective tool in management decision making. Initiatives will further provide a base upon which further studies can be conducted on participative management. The study will also contribute to professional development in improving ways of involving employees as a tool in management decision making processes. Further, the study will establish mechanisms and ways of involving

employees in management decision making and consider it as a means for inducing motivation in the workers leading to positive work attitude and high productivity. The study will also establish deemed desirable benefits of worker participation to organizations and the society at large. Finally, the study will provide workers conducive work environment, opportunity to exercise their innate potentials and willingness to pursue corporate goals of the organization.

Literature Review

This section presents both the theoretical and empirical literature pertaining to the study.

1. Theoretical literature

This study was anchored on the following theories: Marxist theory, Unitarian theory, and Pluralist theory.

1.1. Marxist Theory

This theory was based on assumptions about workplace interactions that reflected a larger class conflict between capital and labor, as well as the working class's indoctrination into mainstream capitalist values (employee-employer conflict) Pole (2020). Marxism is a general theory of society and of social change with implications for the analysis of industrial relations within capitalist societies and does not strictly explain the theory of industrial relations. The application of Marxian theory as it related to industrial relations today derives from later Marxist scholars rather than directly from the works of Karl Marx himself (Ogunbameru, 2004). According to Hyman (1975) the contribution of both Dunlop and Flanders were giant strides in the formulation of industrial relations theory, but argued rather strongly that to define industrial relations exclusively in terms of rules and institutions for job regulation was far too limited or restrictive. What that implied was that industrial relations were all about the maintenance of stability and regularity in industry. He argued that the issue of conflict was not given proper analysis by the duo, as they focused on how any conflict is contained and controlled, rather than on the process through which disagreements and disputes were generated. Hyman asserted that the perspectives of the duo however influential, was one-sided and inadequate. Hyman (1975) defined industrial relations" as the study of the processes of control over work relations and among these processes, those involving collective worker organisation and action were of particular concern". Hyman further argued that unceasing power struggle for control was a central feature of industrial relations. To him, that struggle for control emanates from the nature and characteristics of capitalist society. He summarised the major characteristics of capitalism as (i) the ownership and or control of the means of production by a small minority (ii) the domination of profit as the fundamental determinant of economic activities (iii) the obligation on most of society to sell their productive abilities on the market as a commodity. Against this background, two major classes were located within capitalist industrial relations which were also a reflection of what obtained in society. Thus, capitalist industrialism bifurcate society into two classes. These were the owners of means of production which was the capitalist or bourgeoisie and the owners of labour, which were the workers or proletariat. This being so, the interests of employers and employees were diametrically opposed and conflictual. The capitalist endeavoured to purchase labour at the lowest possible price whilst labour on the other

hand tried to sell his only asset at the highest possible price to ensure his existence. The capitalists tended to maximise profit whilst the workers tended to maximise wages/salaries. Thus, in capitalist industrial society, the interests and aspirations of both labour and employers were divergent and in conflict. The Marxist perspectives typify workplace relations as a reflection of the incidence of societal inequalities and the inevitable expression of that at the workplace. To sum it up, Hyman further stated that, industrial relations was all about power, interests and conflict and that the economic, technological, and political dynamics of the broader society inevitably shape the character of relations among industrial relations actors which he described as the political economy of industrial relations. Conflict was viewed as a disorder precursor to change and to resolve conflict means to change the imbalance and inequalities in society in terms of power and wealth. Trade unions were viewed as employee response to capitalism. Marxist theory emphasised exploitation and alienation. That perspective was critical of capitalist society and its system of production, distribution and exchange and emphasises the importance of collective action including strike action and action short of strikes (Rose, 2008). Hyman (1975) argued that given the nature of capitalist society, industrial relations could be analysed from a more radical perspective. The theory was also known as the radical perspective.

1.2. Unitary Theory

The theory stated that there was one legitimate source of authority that management exercises, leading to assumptions of workplace conflict that was referred to as inevitable, peculiar, and damaging, and that must be avoided because it was primarily driven by poor management, protectors, and activists, or simply by poor communication (Pole: 2020). The unitary frame of reference was credited to Alan Fox (1966). The unitary perspective viewed the organization as pointing towards a single or unified authority and loyalty structure. Emphasis under the unitary perspective was placed on common values, interest, and objectives. Those subscribing to that view saw all organizational participants as a team or family thereby implicitly emphasizing shared values, shared goals, and common destiny. Unitarist in essence implied the absence of factionalism within the enterprise (Fajana; 2000). Conflict was viewed as irrational and the sacking of striking workers is preferred to consultation or negotiation. Conflict was regarded as pathological or evil or bad. Trade unionism was outlawed and suppressed as it was viewed as an illegitimate intrusion or encroachment on management's right to manage. According to Rose (2008), under the unitary perspective, trade unions were regarded as an intrusion into the organization from outside, competing with management for the loyalty of employees. The unitary theory tendered towards authoritarianism and paternalism. It was pro-management biased and emphasized consensus and industrial peace. The underlying assumption of the view was that the organization existed in perfect harmony and all conflict was unnecessary (Rose, 2008).

1.3. Pluralist Theory

The theory stated that there was an assumption about workplace conflict that was inevitable, caused by different opinions and values, benefited an organization, and could be

avoided by accepting trade unions and including them in decision-making (Pole: 2020). The pluralistic approach totally departed from the unitary approach and assumed that the organization was composed of individuals who formed distinct groups with their own set of aims, objectives, leadership styles, and value propositions. The organization was multi structured and there will be continued tension due to conflicts within and between the various sectional groups. In contrast to the unitary approach, the pluralistic approach considered conflict between management and employees as rational and inevitable. The pluralistic approach perceived; a) organizations as coalitions of competing interests, where the role of the management was to mediate amongst the different interest groups, b) Trade unions as legitimate representatives of employee interests. c) Stability in industrial relations as the product of concessions and compromises between management and unions. Legitimacy of the management's authority was not automatically accepted. Conflict between management and workers was understood as inevitable and, in fact, was viewed as conducive for innovation and growth. Employees joined unions to protect their interests and influence decision-making by the management. Unions, thus, balanced the power between management and employees. In the pluralistic approach, therefore, a strong union was not only desirable but necessary. Similarly, society's interests were protected by state intervention through legislation and industrial tribunals which provided orderly process for regulation and resolution of conflict. The theories on pluralism were evolved in the mid-sixties and early seventies when England witnessed a resurgence of industrial conflicts. However, the recent theories of pluralism emanate from British scholars, and, from Flanders and Fox. According to pluralists, industrial conflict was inevitable, and it needed to be contained within the social mechanism of collective bargaining, conciliation, and arbitration.

2. Empirical literature

This section provided empirical studies done from other countries as well as from Zambia in relation to participative management as an effective tool in management decision making.

2.1. United Kingdom

The history of the workers' participation in the U.K. goes back to 1920 when a committee, headed by Mr. Whitley, was appointed by the Government to recommend a participative structure of management. In 1975, the Government established another committee under the chairmanship of Lord Bullock to examine the subject of participation. The Bullock Committee report, published in 1977, recommended that employees should be given the right to representation on a unitary board in all companies employing 2000 or more workers in U.K. Previously, the main vehicle for employee Influence over decision-making is collective bargaining, and particularly the shop steward. At present joint consultation is quite common in U.K. In the nationalized industries, the joint committees at the plant level (like power stations, mines, gas works and so on) are part of a system which includes district, regional and nationalized committees. As a matter of fact, both management and trade unions do not take the joint consultation seriously.

2.2. Japan

In his widely acclaimed book *Theory Z*, William Ouchi describes the predominance of work teams throughout Japanese industry and argued that this approach to productivity was one of the reasons the Japanese had been so successful over the past several decades. He noted that the "type Z company was characterized by many cohesive and semi-autonomous work groups even though a Z company seldom undertook any explicit attempts at team building. Extensive studies of Japanese organizations had demonstrated that Japanese managers stressed the following

- **Bottom-up initiative:** Japanese managers believed that change and initiative within an organization should come from those closest to the problem. So, they elicited change from below. Top-level Japanese managers saw their task as creating an atmosphere in which subordinates were motivated to seek better solutions.
- **Top management as facilitator:** Japanese managers did not view themselves as having all the answers. When a subordinate brought in a proposal, the manager neither accepted nor rejected it. Rather he tactfully and politely asked questions, made suggestions and provided encouragement.
- **Middle management as impetus for and shaper of solutions:** In the Japanese system, junior (middle) managers were initiators who perceived problems and formulated tentative solutions in coordination with others; they were not functional specialists who carry out their boss's directives. Because so much emphasis was placed on coordination and integration, solutions to problems evolve more slowly, but they were known and understood by all those who had been part of the solution generation process. Horizontal communication was stressed as essential to the coordination of problem-solving efforts.

2.3. Zambia studies

Workers' participation was introduced in Zambia for both ideological and pragmatic reasons. Because of the ideological commitments to the philosophy of humanism, the ruling party (UNIP) and the Government initially wanted a radical type of workers' participation somewhat modelled after the Yugoslav system of self-management. However, the employers and the socio-economic conditions prevailing in Zambia during the 1969-71 period (when the legislative process was underway), suggested caution and put pressure on the Government to finally adopt a moderate model of workers' participation like the West German Scheme of Works Councils. The evaluation of workers' participation in practice demonstrated that workers were rarely informed, consulted and involved in co-decision to the extent envisioned by Part VII of the Industrial Relations Act. The main constraints on participation according to the study were unfavourable management attitudes, inadequate support from Government and other institutions for participation legal complexities and contradictions, and irrelevance of the type of issues discussed in Council meetings to workers' immediate interests. Unfavourable management attitudes were caused by the managers' ideas about participation. Most managers thought that participation negated corporate autonomy, had no

immediate value, and was an unwanted bother. Such negative attitudes frustrated the rank and file and curtail the level of workers' participation in management. The problem of legal complexities involved the existence of a veritable maze of work rules, regulations, articles of labour, and company legislation beyond the workers' control. The problem of inadequate government support stemmed from lack of resources. This problem had affected the seriousness with which workers participation had been taken by both employees and employers and had delayed the consolidation of participation.

3. Literature Gap

Several types of research were conducted by different researchers in relation to participative management as an effective tool in management decision making. However, there are several gaps left by different reviewed literature in terms of geographical areas at global, African, and Zambian level, methodological and the nature of organisation studied. The literatures and studies done on participative management show some elements of decision-making practice without going into deep analysis to evaluate how effective participative management as a tool can affect decision making processes and all the studies referred to were undertaken some years ago so there is a possibility that the findings they produced are outdated in the current environment. The cited gaps in studies done as cited above have motivated the researcher to conduct a detailed evaluation of employee participation as an effective tool in management decision making at Kitwe Teaching Hospital (KTH) in Kitwe, Zambia.

While the literature reviewed in this study provides insights of employee participation as an effective tool in management decision making, there is a gap in identifying and analysing issues currently affecting Kitwe Teaching Hospital. Therefore, potential areas for future research that could help address this gap include:

1. **Employee involvement:** Exploring the level of employee involvement at KTH, including the factors that contribute to or hinder involvement, such as job satisfaction, work-life balance, and employee motivation. This research could involve among other things, evaluating employees to understand their attitudes towards work, the organization, and its culture. It could also explore how KTH can foster a culture of involvement and motivation to improve employee productivity.
2. **Employee participation in decision making and organization performance:** Investigating the impact of employee participation in decision making and organization performance at KTH. This research could involve among other things, analysing the form of entrustment in which the subordinate gain greater control, freedom of choice with respect to bridging the communication gap between the management bodies and employee. It could also explore how employees could use their human capital or intellectual capital, to improve quality of decision making in the organization.
3. **Workforce diversity:** Exploring the role of workforce diversity on employee productivity at KTH. This research could involve analysing the demographics of the organization's workforce, including gender, age,

ethnicity, and cultural background. It could also explore how KTH can create an inclusive work environment that values diversity and promotes employee productivity.

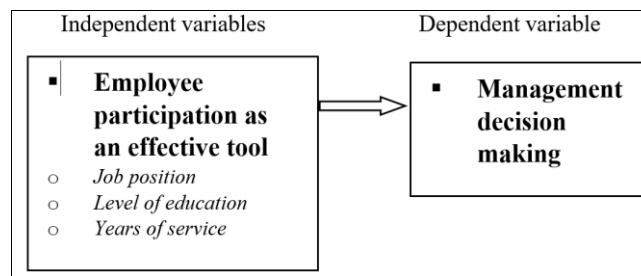
Conceptual framework

The conceptual framework provides a clear understanding of the study's independent and dependent variables. The dependent variable for this study will be employee participation as an effective tool, while the independent variable will be management decision making. The research will measure how the independent variable influences the dependent variable (see figure 1).

The Unitary theory states that there was one legitimate source of authority that management exercises, leading to assumptions of workplace conflict that was referred to as inevitable, peculiar, and damaging, and that must be avoided because it was primarily driven by poor management, protectors, and activists, or simply by poor communication. This theory guided the study in determining power inequalities between employers and employees which generated diverse kinds of conflicts.

On the other hand, Marxist theory typify workplace relations as a reflection of the incidence of societal inequalities and the inevitable expression of that at the workplace. In the context of this study, the theory was used to examine a system of true equality whereby everyone shares abundantly in organization’s wealth.

Pluralist theory argues that the role of management is to mediate among competing interests and trade unions considered as legitimate representatives of employees, and they are viewed positively because they help employees emphasise their decision-making power. This theory was used to investigate diversity among various groups whether small or large and they have equal opportunities to participate in management decision making processes and safeguard their interests. Here, everyone tries to understand each other’s differences and ensure less prejudice and discrimination towards the minority. Basing on the literature cited, employee participation in decision-making in general context had resulted in several tangible benefits to both the individual employee and to the organizations. As had been revealed, participation in decision-making generated many benefits to the employee, as a person. Among them are improved employee commitment, increased morale and job satisfaction, and the willingness to cooperate and to change. Organizations gain a higher quality of output, better decisions, better products, reduced conflict, and other advantages and on the other hand, if employees are not involved in management decision making, it bleeds into conflicts which may affect the operations of an organization. The dependent variable for this study was management decision making, while the independent variable will be job position, level of education and years of service. Researcher own construct, (2023).



Source: Author’s illustration (2023)

Fig 1: Conceptual framework

Research Methodology

The mixed method approached was used both qualitative and quantitative data was obtained. The qualitative method helped to obtain in-depth information whilst the quantitative helped to generalise the results. The use of both qualitative and quantitative method complemented each other to validate the method that was used to realize the objectives of the study.

The qualitative method involved conducting semi-structured interviews with key informants such as the Senior Human Resource Management Officer and Union Chairman to gather in-depth information about their experiences on participative management as an effective tool in management decision making. Meanwhile, the quantitative method involved distributing a survey to a sample of employees to evaluate their perceived participation in management decision making processes.

To ensure the validity and reliability of the study, various measures were taken, such as selecting a diverse sample of employees to participate in the study, using a structured approach to data collection and analysis, and ensuring confidentiality and anonymity of participants.

Overall, the research design of this study aimed to gather both objective and subjective data to generate a comprehensive understanding of employee participation as an effective tool in management decision making at Kitwe Teaching Hospital. The use of a mixed-methods approach allowed for the collection of both qualitative and quantitative data, which complemented each other to validate the findings.

The study was carried out at KTH in Kitwe, Zambia. KTH was purposively selected as one of the major Teaching Hospitals in Zambia. Therefore, it is expected that participative management policies are being implemented. The results from this study gave conclusive evidence of employee participation as an effective tool in management decision making.

Population refers to a full set of cases from which the sample for the study will be selected. For this study the population was the employees for KTH in Kitwe. According to Saunders *et al* (2009). Non-probability sampling was used for this study since it does not require a complete survey frame, it is a fast, easy, and inexpensive way of obtaining data (Saunders *et al.* 2009). Furthermore, Purposive sampling was used for employees at KTH and

served with a self-administered questionnaire. This made respondents respond to questions freely without researcher influence.

The sampling population for this study was the Hospital staff that were present at the time of the study. According to Kothari & Garg, (2014), sample size is the number of items to be selected from the universe to constitute a sample. Campbell’s (2005) suggested that using Slovin’s formula a suitable sample size of 57 employees was arrived at, applying a confidence level of 90% (error margin of 10%) on the population of 766 and the response distribution of 50%, the sample size in the study is calculated using the formula as follows

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

$$n = \frac{766}{1 + 766(0.10)^2} = 88 \text{ employees}$$

According to Kothari & Garg (2014), the sampling frame is a list of sampling units. It contains the name of all items of a universe. Saunders (2009) adds that a sampling frame is a complete list of all the cases in the population from which a sample will be drawn.

The researcher used primary data directly from the respondents who are employees at KTH in Kitwe and secondary data will be used for data collection for a research project. Self-administered questionnaires were distributed to respondents. This provided respondents with a chance to fill the questionnaire at their own convenient time (Kothari, 2009)

The researcher used interviews and questionnaires as primary data collection instruments.

For the sake of consistence and completeness of data collection, the questionnaires were semi-structured which included both open ended and closed ended questions (Lancaster (2002).

Data analysis, as defined by Agarwal (2009) is the processing the observed data and transforming it to a form most suitable for decision making. The following steps (processes) was taken when analysing the data, daily editing was done after collecting data to maintain accuracy and completeness. The collected data was entered into the SPSS statistical software. The data was analysed using simple descriptive statistical methods in terms of number and percentages and frequencies. The findings were presented infrequencies, mean, pie charts, bar graphs, reliability, and validity. Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested (Kothari 2009).

Kothari (2009) provides a definition of reliability as the degree to which an instrument measures what it is supposed to measure. To ensure that the results were reliable, the same sets of questions were asked. Therefore, since all informants were interviewed separately, subject bias was primarily controlled. Cronbach’s alpha was used to measure reliability.

Kothari (2009) added that, validity is the degree to which an instrument measures what it is supposed to measure.

1. Ethical consideration

Data was collected from KTH with respondents signing a consent form as part of ethical requirements in the conduct of the study respondents were duly informed of the fact that

the study is for academic purpose and that they were under no compulsion to respond to the questionnaire. The respondents were asked to participate voluntarily whilst assuring them of privacy on the information given. To avoid plagiarism, all sources of information were duly acknowledged. The research ensured that all the ethical issues were not violated both during the data collection and reporting. The researcher obtained clearance from the University of Zambia Research Ethics Committee.

Results

The information derived from the data that was collected through the administration of questionnaires and interviews are described and analysed in this chapter. The study used descriptive statistics displayed in frequency distribution tables and pie charts with absolute and relative values to present the results using determined and appropriate data analysis tools. This study achieved around 64.7 per cent response rate attributed to Covid – 19 restrictions. The findings were displayed using tables, charts, and graphs. The output of SPSS excels, and Stata are shown in figures and tabular formats to enhance understanding of the findings. The tables and figures offer the reader an insight into the statistical descriptions and inferences that were selected and used in the data analysis.

1. Demographic analysis

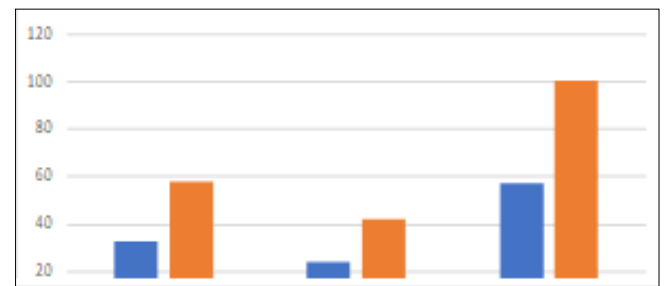
The participant’s gender, marital status, age group, the greatest degree of education, and kind of work are all included in the demographic data. The demographic data is shown in table 2 below based on frequency

2. Social demographic of respondents

Table 1: Gender of respondents

Gender	Frequency	Percentage (%)
Male	33	58
Female	24	42
Total	57	100

Source: Author’s field work, May 2023



Source: Author’s field work, May 2023

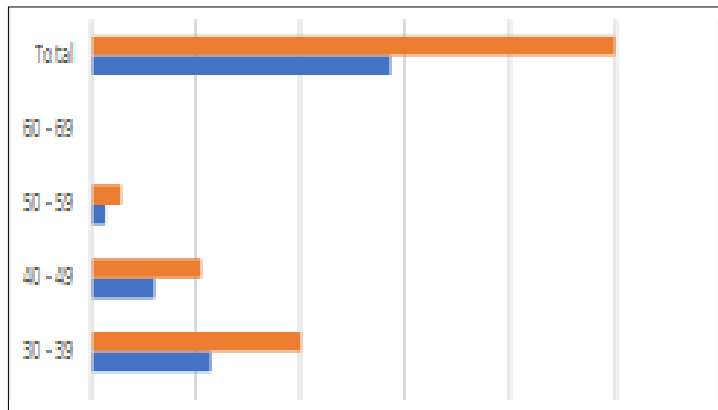
Fig 2: Gender distribution of respondents

Table1 and figure 2 above indicates that, 58% and 42% of respondents of male and female respectively answered the questionnaires which were distributed.

Table 2: Age of respondents

Age	Frequency	Percentage
20 – 29	19	33
30 – 39	23	40
40 – 49	12	21
50 – 59	3	6
60 – 69	0	0
Total	57	100

Source: Author’s field work May 2023



Source: Author’s field work 2023

Fig 3: Age distribution of respondents

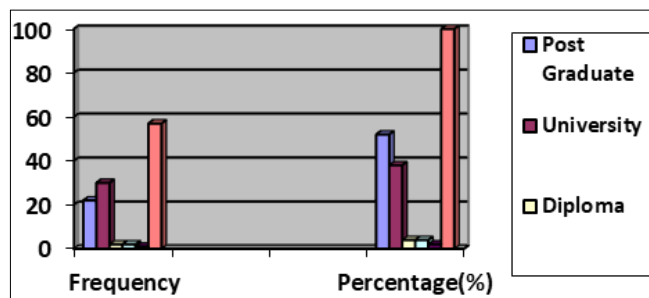
As depicted from the table 2 and figure 3 above, the 30–39-year group constituted 40% of respondents and was the highest number of respondents followed by 20-29 years with 33% and then the 40–49-year group which made up

21% of the respondents. The lowest number of respondents was within the 50-44 59-year group which constituted 6%. From the pattern that emerged, it can be said that majority of employees are young adults.

Table 3: Level of education

Education Level	Frequency	Percentage (%)
Postgraduate	22	52
Degree	30	38
Diploma	2	4
Certificate	2	4
Grade Twelve (12)	1	2
Total	57	100

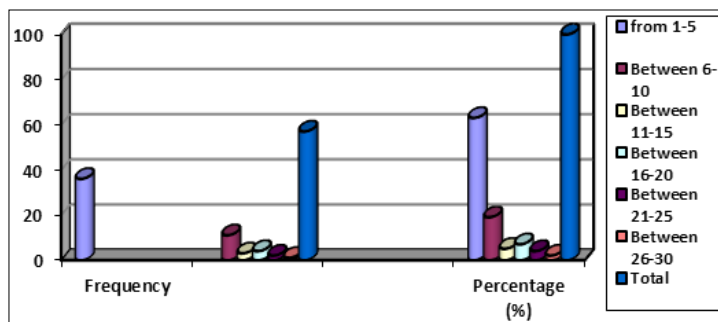
Source: Author’s field work 2023



Source: Author’s field work May 2023

Fig 4: Distribution of respondents education level

According to respondents, their length of stay in Kitwe Teaching Hospital ranged from a minimum of 1 year to a maximum of 30 years. Thirty-six respondents making up 63% of the total has been in the service of the organization between 1-5 years. Figure 4 above, majority of respondents fell between the 1-10 years range forming a total of 82%. The rest of respondents fall in the category of 11-30 years. The longest serving respondent fell in the 26-30 years category.



Source: Author’s field work May 2023

Fig 5: Distribution years of service in the organization

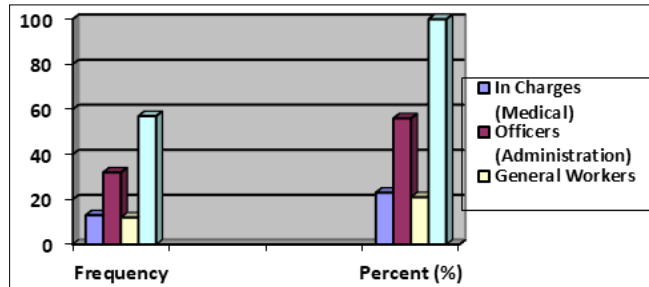
From table 3 and figure 5 above, it can be observed that 52% of the respondents had post graduate degrees, representing 38% had a first degree, Diploma holders and Certificate holders both representing 4% each and for the respondents who were holding Grade twelve certificates

represented 2% of the number of respondents. It can therefore be concluded that majority of the employees in Kitwe Teaching Hospital are highly educated making 90% of the total number of respondents.

Table 5: Positions of respondents

Position	Frequency	Percentage
In charges (Medical)	13	23
Officers (Administration)	32	56
General workers	12	21
Total	57	100

Source: Author’s field work 2023



Source: Author’s field work May 2023

Fig 6: Distribution of position of respondents

Table 4 and figure 6 above indicates that, 23% of respondents were in charges (medical). However, majority of respondents fell in the officer (Administration) making up 56% with General Workers making up the 21% to make a total of 100%.

2. Involvement of employees in management decision making

Table 6: Involvement of employees in management decision making

Category	Frequency	Percentage (%)
Strongly agreed	19	33
Agrees	23	40
Disagreed	12	21
Strongly disagreed	3	6
Total	57	100

Source: Researcher’s field work 2023

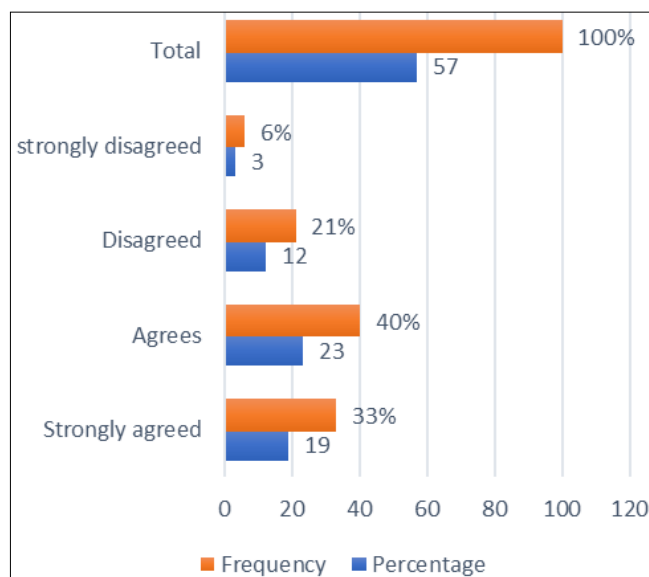


Fig 7: Distribution of involvement of employees in management decision making

Table 6 and figure 7 above shows the involvement of employees’ participation in Management decision making at

Kitwe Teaching Hospital. Out of the total number of 57 respondents sampled, 3 respondents representing 6% strongly disagreed that there were involved in management decision making, 12 respondents representing 21% disagreed to have been involved in management decision making while 23 respondents representing 40% agreed that there were involved in management decision making and 19 respondents representing 33% strongly agreed to have been involved in management decision making.

The following recommendations were made based on the findings of the study.

1. The views of employees should be sought on matters that affect their lives and work in the organization as this would lead to an increase in productivity and would create an atmosphere of harmony and belongingness. to share ideas and talk generally about the organization.
2. Employees should be involved by asking them to input ideas to appreciate the respective roles they play in decision implementation. makes employees play active roles and leads to positive work attitudes with commitment to organizational goals and increased productivity.

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