THE IMPACT OF EMPLOYEES PARTICIPATION IN DECISION MAKING ON ORGANIZATIONAL PRODUCTIVITY OF TWO SELECTED TELECOMMUNICATION COMPANIES IN MOGADISHU-SOMALIA

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This Report Presented in Partial Fulfillment of the Requirements for the Degree of Master Science of Management Information System

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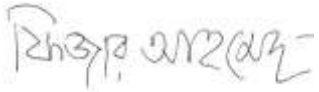**JANUARY, 2022**

APPROVAL

This Project titled "**THE IMPACT OF EMPLOYEES PARTICIPATION IN DECISION MAKING ON ORGANIZATIONAL PRODUCTIVITY OF TWO SELECTED TELECOMMUNICATION COMPANIES IN MOGADISHU-SOMALIA**", submitted by ZAKARIYE AHMED ABDULLAHI and to the Department of Management Information System, Daffodil International University, has been accepted as satisfactory for the partial fulfillment of the requirements for the degree of MS. in Management Information System and approved as to its style and contents. The presentation has been held on 20 January 2022

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iii

DECLARATION

We hereby declare that, this project has been done by us under the supervision of **Sheak Rashed Haider Noori, PhD, Associate Professor & Associate Head, Department of CSE** Daffodil International University. We also declare that neither this project nor any part of this project has been submitted elsewhere for award of any degree or diploma.

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ABSTRACT

This research analyzes the significance of participatory management on employee Productivity in some selected Mogadishu local companies. This study, the researcher used survey design, and the strategy of this study is used for quantitative approach.

The researcher conduct a primary data and used questionnaire as method of collection. The target population of this study based on the employee of some selected local companies especially telecommunications in Mogadishu-Somalia by focusing on Hormuud and Somtel, and the sample size consisted of 98 respondents.

The data was taken from respondents through questionnaire, and the data was analyzed by

SPSS. The study determined that participatory management increase employee productivity.

Researchers of this study recommend organizations hoping to enhance the productivity of its employees should practice participatory management. Also Companies in Mogadishu especially telecommunications must encourage employee involvement in the decision making process. Also researcher suggests to top management to consider that employees are needed to get respect and recognition.

Key words Participatory management, employee productivity.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter focused on the following parts: background of the study, problem statement of the study, purpose of the study, research objectives, research questions, research hypothesis, scope of the study, significance of the study and lastly operational definitions.

1.1 Background of the study

Globally, organizations are operating in a highly competitive and uncertain challenging world, which necessitates flexibility, the acquisition and adaptation of new knowledge, new technologies, and new processes in order to introduce new products and services, cut costs, act ahead of the competition, and remain competitive. It has been argued that organizations must be creative in order to obtain a higher advantage. Employees who act creatively generate unique ideas that organizations can capitalize on by formulating and delivering the suggested latest brand, process, or procedure [1].

In Africa many countries developed and implemented employees participation such as South Africa special Free State school and they have succeed through it as informed by Sello Mokoena in his article of effective participative management. Employees' participation is a process where subordinates share significant degree of decision-making power with their immediate superiors (Brown 1994). Employees participation is the process by which top manager shares the decision making process with middle and low levels of the organization [2].

In Somalia, everyone who had money and able to build new company had done it, then, these companies had employed a lot of people without giving adequate chance to participate in the decision making processes that could help them to increase their productivity .It should be recent that a decision is a choice in which a person comes to a summary about a situation.

1

Gostell Wand Zalkind (1963) defined decision making as a process of selecting one option from a set of options.

Employee participation in decision making is intended to increase organizational productivity, which in turn maximizes company profit. However, one of the most important aspects of performance management is decision-making. Managers typically regard decisions as the most important aspect of their job as they must everytime decide what will be finished, who would do it, even before, where, and, most all of the time, how this will be done [3].

The essential idea of representatives' investment in direction includes any power-sharing course of action in which work environment impact is divided between people who are progressively inconsistent. Such power-sharing will result representatives co-activity in working conditions, critical thinking and navigation [4].

According to the researcher's own believe and their best effort they gave there is no a study made in Somalia titled "the impact of employees participation on organizational productivity " Therefore, the researchers would like to contribute this study of impact of employees participation in decision making on organizational productivity in some selected telecommunication companies in Mogadishu-Somalia because telecommunication companies in Mogadishu may not have enough concept of employees participation in decision-making strategy and its vitality to them as a tool to increase their organizational productivity.

1.2 Problem statement of the study

When the company uses shared decision making process with middle and low level employees of the organization makes more motivation towards employees and they feel responsibility then they produce more and more with high quality standard products because of the belief that top management have full confidence about their talent and performance so they have to care that confidence and the company gets competitive edge [5].

Today many telecommunication companies in Mogadishu may have not enough concept the Employee participation has an impact on organizational productivity, and they may decide alone, then they assign tasks to the person who has to do it and how they have to do it. This situation may have a variety of consequences, including employee lack of care, low productivity, and a lack of

2

quality. As a result of these factors, the company may experience a decline and eventually exit the company training environment [6]

As a result, there's any need to evaluate the effects of employee participation on organizational outcomes in a few selected Mogadishu telecommunications companies.

1.3 Purpose of the study

1) The purpose of this study is to help the top managers of Hormuud and Somtel telecommunication companies to recognize the vitality of employee's participation as a tool to improve productivity.

2) To express the impact of employees' participation on organizational productivity of Hormuud and Somtel telecommunication companies.

1.4 Research Objectives

Research objectives consist of General and Specific objectives

1.4.1 General objectives

The general objective of this study is to assess the impact of employees' participation on organizational productivity of telecommunication companies in Mogadishu.

1.4.2 Specific objectives

1) To identify the level that employees of Hormuud and Somtel telecommunication companies participate in the decision making process.

2) To examine the impact of employee decision-making on organizational productivity of Hormuud and Somtel telecommunication companies.

3) To find out that the management staff of Hormuud and Somtel telecommunication companies make decisions without pre-discussion and consultation with employees.

1.5 Research questions

To achieve the aim of this study, the researcher need to get answers for the following questions.

1) What level do employees of Hormuud and Somtel participate in decision making processes?

2) Does employees participation has an impact on organizational productivity of Hormuud and Somtel telecommunication companies?

3) Do managers of Hormuud and Somtel make decisions without pre-discussion and consultation with employees?

1.6 Research hypothesis

H_1: There is a positive relationship between employees' participation and organizational productivity of Hormuud and Somtel telecommunication companies in Mogadishu.

H_o: There is no connection between employee cooperation and organizational productivity of Hormuud and Somtel telecommunication companies in Mogadishu.

1.7 The scope of the study

The scope of the study is further divided into geographical scope, theoretical scope, content scope and time scope.

1.7.1 Geographical scope

This study was conducted and fixed in Mogadishu which is the capital city of Somalia.

1.7.2 Theoretical Scope

Employee participation aims to increase organizational productivity by allowing people to have a say in decisions that directly affect their jobs. Employee engagement may not be the main objective of the organizations; rather, it is a management and leadership philosophy about how people can best contribute to the continuous improvement and overall success of the organizations for which they work. [7]

1.7.3 Content scope

This study is concentrated the impact of employees' participation on organizational productivity of Hormuud and Somtel telecommunication companies in Mogadishu.

1.7.4 Time scope

The researcher started this study from September to December 2021 and covered more about this project by giving the best and the greatest effort they can to get great result.

1.8 Significance of the study

It is expected that the study will inform the management of the telecommunication companies as a whole and specially Hormuud and Somtel companies in Mogadishu Employee participation is required in Somalia to increase productivity and ensure harmony between management and workers, as it is a good motivator to raise organizational productivity. It will aid in the development and maintenance of a high-quality work environment, providing employees with opportunities for job satisfaction and self-actualization. It will also help the management of Mogadishu's Hormuud and Somtel telecommunications companies. Somalia should establish good working relationships with their employees in order to achieve high productivity, high quality, and high employee morale. In today's highly competitive global market, no single manager or team of leaders is equipped with all of the knowledge needed to address all of an organization's issues or problems. [8]

Finally, this work is beneficial to the future researchers and everybody who is interesting on the issues related to the impact of employees participation on organizational productivity.

1.9 Operational definitions

Employees: Are organized people hired to work in a company. Davis (2001) formalized defines an worker is one who is recruited by someone with an employer to do regular work under the terms of an employment contract.

Employees participation: This is a setting in which people have a say in decisions affecting their jobs within the organization [9].

Organization: Is a planned group of people who work together to achieve a specific goal [10]. **Organizational productivity:** is the level of job satisfaction that an organization achieves while carrying out its own functions and activities. [11]

Telecommunication companies: are the organizations those provide means of communication over a distance [12].

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The purpose of this chapter is to evaluate the previous write-ups of "the impact of employees participation on organizational productivity" and to determine if Contributions are welcome..

Much has already been said written about how employee participation affects organizational productivity. This chapter is divided into the following subsections: the concept of employee engagement and organizational productivity, the influencing factors employee participation, the prerequisites for employee participation, the forms of employee participation, the various needs for employee participation, and the views expressed regarding employee engagement and job productivity, the arguments for employee participation, and a summary.

2.1 The concept of employees participation and organizational productivity

Employee engagement must be recognized from delegation, despite the fact that the two terms appear to be synonymous. Although, in terms of membership and assignment, the manager believes he is giving up "something," particularly something that will reduce his position, the terms are at odds. Delegation entails delegating duties, authority, and responsibility to supervisors. It is the delegation of decision-making authority to subordinates, as opposed to participation, in which the manager supplies the permission to decide the precondition and accepts responsibility for the decision. Regardless of the above distinction, a manager can inadvertently delegate decision-making to his employees under the guise of participation. This is common in the laissez-faire leadership style. Nonetheless, in this situation, the manager is still responsible for the decision. This distinction is necessary for a proper understanding of what participation entails, and, in particular, employee participation in strategic decision making.

According to Salamon (1992), this problem is recognized, and the expression "employee participation" has three distinct meanings. Inside one way, it can be regarded as a cultural concept or ideology of industry structure, and it is extra appropriately referred to as such. Because the idea

is for staff to self-manage or control, it's also known as employee control or industrial democracy. The second application is as a broad phrase that encompasses all systems and organizations.. In its broadest sense, this refers to the entire variety of management relationships, from simple data by planning to collective ownership. Salamon recognizes a third viewpoint of the term "employee engagement" that aims to differentiate it from traditional collective agreements and the themes covered by it. It is defined as a leadership ideology or style that recognizes the both need and the correct of employees to also be concerned with management in processes that expanded workers' impact into new aspects of organizational planning, are less incomplete in their concerns and direction, and are far more concerned with joint identification and resolution of problems. [13]

According to Imaga (1985), there are four various viewpoints or models of participation:

1) One that stems from a belief that participation improves job satisfaction;

2) A second group appears to believe that participation, and involved in particular programs, will improve the committee performance, and also that promise leads to improved achievement.

3) A third approach links participation to greater cooperation and lower conflict.

4) The fourth method associates genuine participation with cases in which there is a genuine transfer of supervision from planning to labor, and dismisses much engagement as merely cosmetic.

Employee effectiveness is the level of job satisfaction experienced by an organization while having to carry out its operations and processes [14]

Employee effectiveness may be very meaningful and dependent on employee participation, as the very next survey shows. According to a survey conducted by the Stock Exchange headquarters of Research and analysis in 1995 in corporate entities to 500 or more employees, the most effective strategic plan to keep improving productivity of the company is employee participation in organizational affairs, particularly in decision-making processes, as 70% of those surveyed mentioned.

2.2 Factors that influence employees participation

Three significant aspects influence this same concept of employee participation, which are as follows:

2.2.1 The organization

In enable for active cooperation to occur, the organization must develop an emotional suitable climate for engagement. This means that it must, first and foremost, initiate and promote a multiple Information flow is important. If data is the only thing available, aimed directly there's a route downward. Could be no meaningful transmission of knowledge between supervisors and employees. Second, in order for employees to participate effectively, the company's attitude toward them must allow them to believe that their opinions are valued both as individuals and as employees [15]

Whereas the theoretical approach encourages participation, theory and management psychology in usually tend to stifle it. It is true because participation, which stems from the theory's premise, provides significant opportunities for ego satisfaction for staff members and, as a result, can impact motivation toward organizational objectives. The institution's intended to boost participation must then be genuine. Employee participation programs lose all meaning and commonly cause more harm than good when they will be used as a sales gimmick to raise morale with no specific intent of using the workers' viewpoints or propositions to influence decisions. [16]

According to Tannaembaum (1980), problems can occur when a leader is given to cover the fact that he'd already taken a decision, he uses a democratic institution. That he hopes this same As a result, the community will recognize it as their own. They also pointed out that tricking children into believing it was your idea to begin is dangerous. Finally, the company must establish itself. Guidelines for managers to follow when it comes to allowing employees to decide about work in their department.

2.2.2 The manager

The manager must maintain a communication flow in both directions in order to motivate effective employee engagement in decision making. His motivational efforts engagement must be genuine,

and the amount of freedom he can give employees in making decisions about His department's workload must not surpass the organization's guidelines. He should always remember that Engagement does not imply that he relinquishes power or responsibility for choice. Furthermore, the manager must understand that he will have two primary functions: one to his organization and one to his employees. As a consequence, employees' desires as well as wishes must be taken into account; however, when a conflict occurs, the manager is expected to support the company objectives [17].

2.2.3 The employee

The degree whereby an employee has a say in the choice is greatly determined by his or her history and training. If indeed the worker having no prior knowledge of the subject under discussion, as well as no knowledge and skill inside this problem, his comments and suggestions will be of little value. Despite this, his suggestion can be used to identify problem areas and collect information. However, if the worker has relevant training and experience, his advice may be useful in making a choice. As a result, by allowing both skilled and inexperienced people to participate participants to take part, both will also have the impression that they have some control over their work [18]

2.3 Prerequisites for employees participation

Before participation can occur in their environment, certain criteria must be fulfilled. Davis (1981) listed the following as the major prerequisites:

1) In emergency situations, there has to be time to take part before action is required.

2) The possibility benefits of the system must outweigh the costs. Employees, For instance, they cannot devote so much time to a part that their neglect their work.

3) The topic of engagement must be meaningful to the employees' environment, or else it will be perceived as busy work.

4) Participants must possess qualifications the necessary abilities, such as knowledge and intelligence, to participate.

5) Participation should not make either party feel threatened in their position. Workers will not participate if they believe their employment status will be jeopardized. Similarly,,Managers will refuse to take part or will be nervous if they believe their authority is being challenged.

6) In an organization, participation in deciding a plan of action is limited to the group's area of Project Free expression. Davis (1981) defined an agency's region of job personal rights itself as area of secretion following the application of all restraints.

The framework wherein the group makes the decisions, which cannot violate policy, collective bargaining, or legal requirements, is one of the restrictions in this content. Restraints can also be caused by the physical environment or by one's own limitations. Tannaembaum, 1980, he extended to his set of demands by noting that participation should be place if: Tannaembaum, 1980, he added to his list of requirements that participation should be place if:

a) The requirement for independence among the subordinates is fairly significant.

b) The employees' subordinates are ready to accept responsibility for decision-making;

c) They have a comparatively high tolerance, implying a liking for a greater degree of freedom.

d) Individuals are interested in and concerned about the topic.

a) They are aware of and support the organization's mission.

2.4 Forms of employees participation

There are two primary ways for employees to participate in decisions that affect them, because they are as follows:

2.4.1 Direct participation

Individuals are directly involved in direct engagement in relation to a judgment that directly affects him. The goal of participation, according the authors, is to create good or greater employee participation and, as a consequence, a better use of workforce talents and capabilities, some of which are dormant except if released by management and supervisory effort. Employees' active intervention in managerial decisions, with the goal of introducing those skills and talents, can occur in a variety of ways. [19]

11

2.4.1.1 Consultative management

This form of direct participation, as the name implies, entails supervisors helping with their workers in order to motivate them to consider issues and problems related their possess ideas before making important decisions. Managers do not discuss on every problem, but they do consult on some. Make a consultation-friendly environment from one to the entire group, a manager can discuss with just about any number of employees. [20]

2.4.1.2 Group discussion

This is a type of participative leadership whereby the manager refers a series of choices to the employee group in order to utilize the group's ideas and influence. Managers can sometimes lose control of whatever choice they regard to their own group because, in its extreme form, it is based on an each, one-vote line [21]

Group discussions are useful for gathering or giving information, praising or commanding employees, developing an understanding of standard work goals, job specifications, and production standards, problem solving, and decision making To be effective, however, there has to be a free sharing of information among staff and management during in the dialogue among the leadership and followers involved [22]

2.4.1.3 Briefing groups

These are methodical and shifty methods of disseminating data within a company. Information is moved from anyplace to the management platform through short-term meetings. Meetings andcan also be called to communicate specific and critical information. Briefing groups have the advantage of communicating information through traditional managerial channels. Effective supervision can thus be bolstered, which can be hampered by other modes of communication. Head contact here between the manager and his subordinates improves morale and contentment. Some have attacked discussion groups as nothing more than a tool for management to control information [23]

2.4.1.4 Work committees

These are groups founded primarily for the purpose of discussing jobs. Due to their nature, they attract a significant number of employees who are looking for strategies to boost their own

productivity. Both unionized and group gets companies have work committees. However, because they are overloaded with red tape, they have still not been well received. Companies employed them too before abandoning them due to their ineffectiveness, according to the study. Manager must be able to provide suggestions that are actually beneficial for work commissions to be successful. Quality control, safety, and labor-management committees are all examples of committees are examples of work committees [24]

2.4.1.5 Suggestion programs

These are official plans intended to encourage workers to create suggestions about their work life. They exist primarily through written communication. Suggestions that result in better work or cost reductions are compensated in some countries. However this type of directly involving can be found all over the world, it is not without its disadvantages. The inspiration that occurs from face-to-face dialogue, for example, disappears as suggestions are provided via textual communication. Furthermore, some managers view ideas in their area as bad assessments of their own abilities, leaving employees with very little motivation to move forward. As a result, for an advice program to be effective, employees should be assigned to people who believe that their ideas are valuable recommendations will be taken into account they should as well Informed that their proposals will not lead to extra work or even the loss of jobs for other employees.

2.4.1.6 Individual contact

On a daily basis, the director and his employees have an individualized exchange of thoughts, knowledge, and experience. There are no official preparations needed, and the worker is given the feeling that she or he is respected both as a worker and as a person. Despite this benefit, there are a number of drawbacks. Some administrators are hesitant to encourage employees to come up about their jobs because they are afraid of losing management of their companies and workplaces. Furthermore, some managers consider that asking their employees for advice displays a lack of leadership skills. [25]

2.4.2 Indirect participation

There are two types of indirect participation and they are:

2.4.2.1 Collective bargaining

Personal factors are typically discussed among managers or their agents and worker representatives through a trade union. Its main purpose is to make money. Collective action is a system for determining wages and working conditions in which the company (management) happens to share executive decision with the union.

Talks about workplace conditions and job requirements here between employer and a percentage of workers with one or more businesses, institutions on one hand one and or more sample workers institutions on another, with goal of reaching a deal, are known as the National Ministry of Labor, and Productivity. The British Ministry of Labor agreed with this definition, stating Collective action refers to agreements in which salaries and work environment are negotiated through a contract between employers or connections of workers and employers or organizations. However, in recent years, collective bargaining has enlarged beyond determining and modifying wages, benefits packages, and other labor practices. It now encompasses the training of retrenchment as well as industry manpower planning.

2.4.2.2 Joint consultation

Joint consultation, according to (Wren, 1979), is any method, in addition with the one offered by, for creating two communication between staff. Regular day-to-day contact. It is a formal procedure for improving the performance of employees as a group. Rather than individually in order to avoid prayers and street protests. The primary goals of joint discussions are as follows:

1) To improve productivity by involving workers in the making plans of the process of production through their representatives.

2) To establish a system for regular contact between management and workers in order to improve communication and, as a result, reduce workers' skepticism of management mission and goals.

3) To meet employees' desire for greater insight into the institution for which those that work's management As a consequence, a moral right would be fulfilled, and cooperation and effectiveness would be enhanced. Improve.

2.5 Different needs for employees participation

Although the researchers have identified various forms of engagement, it should not be assumed that employees in general enjoy participating. In fact, if productive results need to be obtained, the amount and participants must be tailored to the participants' values, skills, and expectations. Some staff members want more participation as they have reduced productivity, enjoyment, personality, more pressure, and other signs of pressure and dissatisfaction, according to Davis, 1960. Some people, however, prefer a low level of participation and are unconcerned about their lack of it. He went on to say that the difference between one's desire and actual participation serves as a barometer of a company's strategies and individual want Employees are anticipatorily deprived when they desire more engagement than they now have due to under participation. When they wish, however, they are particularly flooded, and there is an overabundance of engagement. He went on to say that those who engage to the degree that satisfies their needs are happier than those who engage to the degree that fulfills their needs. As a result, engagement must not be applied to everyone in the same way; rather, this should be adapted to their specific needs based on their attitudes about participation. They're wary of it because they don't want to lose their power.Because participatory managers retain final authority, participants in the debate acknowledged that this reason is difficult to substantiate. Because participative managers retain final control, contributors towards the discussion concluded that this explanation is scarcely justifiable. All they do simply start delegating authority so that employees can become more engaged in the company's operations. Managers who still have this mindset are to be pitied.

According to Donnelly, if you have to rely on the power of your circumstance, you are a doubtful manager (1986). You're not a good manager if you can't get people to embrace ideas just because they're good, and it's not a way of adding benefits of having away or downplaying them.

2.6 Views expressed concerning employees participation and organizational productivity

Reihaneh Shagholia did a study in Iran in 2010 to analyze the relationship between work engagement and job levels of creativity of the devolution education system, with councils linked to administration and school leadership, which is one of the current tendencies in the globe. [26]

At the moment, due to the rising expansion, school organizations in Middle east face a critical need for employee participation because school systems in Iran need to to use the best energy and

capabilities by campaigning to clever thinking and innovative concepts of teaching staff, parents, and students.and even the surrounding area In order to implement this policy, school managers must have faith in the influence of staff participation. As a result, the closing of this policy necessitates a shift in attitudes toward school participation styles as well as changes in the role of the teacher, students, and parents in the school management process. At the present time, the condition of relations has changed into one where having efficient, energetic, and artistic staff employees and decided to commit teachers is regarded as the most essential organization performance, and commitment is a good measure of the extent of the organization's efficiency [27]

 Moreover, the profession of the employees frequently astounds managers, making them hesitant to use participatory methods. This is due to the fact that some employees perform their responsibilities with a high degree of responsibility and commitment, are dedicated to the improvement of their duties, and are committed to the organization. As managers are expected to try to advance their employees' personal and collective skills and endeavor to increase their abilities to a desirable level, it is critical that employees (teachers) participate in school decision making

Researchers have discovered that employee participation has a positive impact on organizational productive output

Employee participation in the process in which power is divided among individual people who are otherwise unequal in the hierarchy one of the primary reasons for sharing decisions, according to Miner (1978), is to improve the science and technology quality of decision making. Diversity, according to him, brings a wide range of expertise, abilities, methods, and outlooks to bear, all of which are obligated for creative decision-making. He defined wise choices while those that both embody something new and have redeeming value. Donnelly, 1996 did agree, stating that the value will suffer unless the manager focuses entirely on his situation again for reliability of the decision. It has also been noted that supervisors approach decision correspondence with their subordinates differently.

In their own role of employee participation, Heller and Wilpert (1981) concluded that one of the most important reasons for using collaborative approaches is skill. When he is surrounded by people with substantial expertise or essential job abilities, he adopts more forceful strategies such

16

as cooperation or delegating. People believe that involvement is impossible without talent and trust will become an empty threat, and subordinates perceive it as such.

In 1995, the New York Stock Office of Economic Affairs conducted a survey by Hewitt Colleagues in Lincolnshire, Illinois, asking corporate entities to 500 or more employees how much of these attempts they had undergone to improve productivity had had the greatest impact. Employee participation was highlighted by 32% of those polled. Overall, the researchers' goal with this study is to raise awareness among many companies in Mogadishu, Somalia, about the importance of employee engagement as a tool for enhancing productivity..

2.7 Arguments for employees participation

Many authors regard employee participation as a strategy to increase work performance, teamwork, and effectiveness. Leaders who allow superiors to participate throughout making decisions outperform all who keep supervisors at a safe distance. Many forward-thinking businesses see staff morale as a means of raising employee engagement and motivation while also improving customer service According to Patchen, "the body of studies indicates that when individuals are motivated and given adequate conditions to determine for self rather than just in collaboration with others how particular work has to be done, their motivation to do the work appears to be considerably increased" (1986).

Higher productivity, more work quality, greater job satisfaction, feeling of dedication to objectives, good detection of change, and much less absent, less stress and volatility, and higher the self are all potential benefits of involvement.

2.8 Summary

This study reviewed the literature on the effect of employee engagement on organizational productivity. According to the literature, employee participation is a useful tool for increasing productivity. Allowing employees to make decisions attempting to make is the best way to increase organizational productivity, and this is what the researchers hope to persuade supervisors of all telecom companies in Mogadishu–Somalia, particularly Hormuud and Somtel..

RESEARCH METHODOLOGY

3.0 Introduction

This chapter concentrated on providing a clear explanation of the procedures and manner in which this research work was carried out. The following sections make up the majority of the chapter: research design and research people, sample size, sampling process, research instrument, reliability and validity, data collection procedure, data processing, ethical considerations, and study limitations.

3.1 Research design

The researcher used a survey design in this study, which is a popular configuration in business research. This study's research strategy is a quantitative approach to achieving the study's objectives because the researcher collected primary data through a questionnaire.

3.2 Research population

The study's target population consisted of 130 employees from two different telecommunications companies in Mogadishu, Somalia. Hormuud had 70 people and Somtel had 60. The study focuses specifically on literate staff from diverse fields because the interview is in Language and the researchers wanted to avoid errors or favoritism in the findings that could result from the respondents misinterpreting the questionnaire.

3.2.1 Sample Size

Due to time and financial constraints, it was nearly impossible to cover this same views of the entire staff in all of the Hormuud and Somtel telecommunications companies' branches across the

18

country. As a result, the sample was made up of 98 people chosen from the sample population. These participants were chosen based on their ability to obtain accurate information.

The researcher used Slovene's formula to calculate the population sample size $n = \dfrac{N}{1+N(E)^2}$

where n= sample size, N= population size and E= margin of error of 5%.

$$n = \frac{N}{1+N(0.05)^2} = \frac{130}{1+130(0.05)(0.05)} = \frac{130}{1.325} = 98.113 = 98$$

As a result, the sample is 98 respondents. Since Roscoe (1975) suggested that size of the sample of much more than 30 but less over 500 are appropriate with most research. However, the research group preferred a sample group of 98 respondents from Hormuud and Somtel telecommunications companies. As a result, the researcher classified this sample according to the following schedule based on these two telecommunications companies.

Table 3.2.1.1: Sample of respondents of two telecommunication companies

Company name	Population	Sample
Hormuud telecommunication company	70	54
Somtel telecommunication company	60	44

3.2.2 Sampling procedure

This study's sampling is a method sampling method in which employees were chosen because they had the necessary knowledge of the topic and were most possible to provide all the necessary information.

3.3 Research instrument

Because the descriptive survey design was chosen for the this research project, the research instrument that was appropriate and chosen was always the series of questions as a tool for grouping and collecting the data and information required. Because the necessary information could be quickly and easily obtained from the participants.

3.3.1 Validity and reliability of the instrument

The validity of each issue or group of questionnaire is evaluated rather than the validity of the entire questionnaire. To improve the study's quality, the researchers made every effort to achieve validity and reliability.

3.4 Data gathering procedures

The researcher received an approval from Daffodil International University (DIU) to conduct a study titled "the impact of employee participation on organization success in some chosen telecommunication companies in Mogadishu." As a measuring instrument, data was collected using a self-administered questionnaire. The research team collected the questionnaire by hand.

3.5 Data analysis

The researcher gathered and collected data using the aforementioned procedures, but it was then data using software (SPSS). To interpret the questionnaire data, the researcher used the descriptive statistics (mean, frequency, and percentage). The researcher used the table below to describe the research questions, except for the respondents' reference profiles.

Table 3.5.1: research questions, except for the respondents' reference profiles

Mean Range	Scale	Interpretation
1.00 up to 1.80	Strongly agree	Very high
1.81 up to 2.60	Agree	High
2.61 up to 3.40	Neutral	Neutral
3.41 up to 4.20	Disagree	Very low
4.21 up to 5.00	Strongly disagree	Low

3.6 Ethical considerations

Throughout the research project, the researcher kept the respondents' privacy and confidentiality in mind. Through citations and referencing, the researcher acknowledged the writers mentioned in this study. The respondents' identities were not revealed. Furthermore, the information provided by respondents was only used for academic purposes.

3.7 Limitations of the research

Due to time and financial constraints, it was impossible to study all telecoms in Mogadishu, so the study was limited to two Mogadishu telecommunications operators, Hormuud and Somtel.

The researcher was only supposed to work on this project from September to December of 2021. The data analysis was heavily reliant on information obtained by the researcher from the employees of Hormuud and Somtel telecom companies, as there were no other sources from which the researcher could obtain additional information about Hormuud and Somtel. As a result, the value of the information may suffer as a result. Another important factor was capital.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

The results of an analyzed main data collected from a sample of the sample population using the questionnaire method were presented in this chapter. The data collected from the survey was analyzed using the statistical software (SPSS) by the researcher.

The presentation was split into three parts. The first section covered the respondents' demographic information. Section two included six questions about the independent variable (employee participation) and six queries about the dependent variable (organizational productivity). Finally, section three discussed the correlation with the research hypothesis.

4.1 Demographic data of the respondents

4.1.1 Respondents by gender

Table 4.1.1.1: respondents by gender

Description	Frequency	Percentage%
Male	83	84.7
Female	15	15.3
Total	98	100.0

Source: primary data, 2021

According to Table 4.1.1, 83 of the participants (84.7 percent) have been male, while the remaining 15 (15.3%) were female. In this case, the majority of respondents (84.7 percent) were male, indicating that men dominated the sample.

4.1.2 Respondents by age

Table 4.1.2.1: respondents by Age

Description	Frequency	Percentage%
20-30	46	46.9
31-40	41	41.8
41-50	9	9.2
51 and above	2	2.0
Total	98	100.0

Source: primary data, 2021

According to Table 4.1.2, 46.9 percent of respondents were between the ages of 20 and 30, 41.8 percent were between the ages of 31 and 40, 9.2 percent were between the ages of 41 and 50, and 2 percent were 51 and older. As a result, the majority of those who participated in this study are between ages of 20 and 30.

4.1.3 Respondents by marital status

Table 4.1.3.1: respondents by Martial status

Description	Frequency	Percentage%
Married	77	78.6
Unmarried	16	16.3
Widow/Widowed	3	3.1
Divorced	2	2.0
Total	98	100.0

Source: primary data, 2021

Table 4.1.3 proves that 77 of a respondents, or 78.6 percent, have been married, 16 of a respondents, or 16.3 percent, but are unmarried, 3 of a respondents, or 3.1 percent, were widowed or widowed, and 2 of them, or 2 percent, were divorced. As a result, the majority of those who filled out the questionnaire (78.6 percent) were married.

4.1.4 Respondents by education level

Table 4.1.4.1: respondents by Education level

Description	Frequency	Percentage%
Secondary	7	7.1
Diploma	15	15.3
Bachelor	54	55.1
Master	22	22.4
Total	98	100.0

Source: Primary data from 2021

4.1.4 Table Secondary, Bachelor's, Master's, and PhD degrees were among the qualifications listed in the questionnaire. There were 7.1 percent of respondents with a higher schooling, 15.3 percent with a diploma, 55.1 percent with a bachelor's degree, 22.4 percent with a master's degree, and no one with a PhD. As a result, the majority of those who filled out the questionnaire were Bachelor's degree holders.

4.1.5 Respondent's department

Table 4.1.5.1: respondents by Department

Description	Frequency	Percentage%
Operation department	10	10.2
Engineering department	14	14.3
Human resource department	27	27.6
Marketing/Sales department	32	32.7
Finance/Accounting department	15	15.3
Total	98	100.0

Source: primary data, 2021

Table 4.1.5 shows that 10 of the respondents, or 10.2 percent, worked in the Operations team, 14 of the respondents, or 14.3 percent, worked in the Engineering program, 27 of the respondents, or 27.6 percent, worked in the Hr Department, 32 of a respondents, or 32.7 percent, worked in the

Marketing/Sales department, and 15 of the respondents, or 15.3 percent, worked in the Finance/Accounting department. As a result, the majority of respondents (32.7 percent) were in the Marketing/Sales department, while the second most participants were in the Human Resources department.

4.1.6 Respondents by experience

Table 4.1.6.1: respondents by experience

Description	Frequency	Percentage%
Below 1 year	20	20.4
1-5 years	55	56.1
6-10 years	19	19.4
11 years and above	4	4.1
Total	98	100.0

Source: primary data, 2021

According to Table 4.1.7, 20.4 percent of respondents have been with the company for less than a year, 56.1 percent have been with the company for one to five years, 19.4 percent have been with the company for six to ten years, and only 4.1 percent have been with the business for 11 years or more. In this case, the majority of respondents (56.1%) had been with the companies for one to five years. As a result, 76.6 percent of respondents who have been with the companies for one year to eleven years or more must understand what employees ' participation and internal access entail..

4.2 Employees participation

The researcher aimed to discover the impact of employee participation on organizational effectiveness in some chosen telecom companies in Mogadishu as the independent variable.

Six questions were asked of the respondents in the table below, with each question based on a five-point Liker scale

(1= strongly agree, 2= agree, 3= neutral, 4= disagree, 5=Strongly disagree)

Table 4.2.1: Six questionnaire asked for respondents

No.	Statements	Mean	Interpretation
1	Management staff make decision without pre-discussion and consultation with employees	1.90	High
2	Management change decisions when rejected by employees	3.22	Medium
3	If this company decides to practice employees participation, rank in the organization is an important factor it is good to consider before an employee participate in the decision making processes	1.83	High
4	If this company decides to use employees participation, educational qualification is an important factor it is good to consider before an employee participate in the decision making processes	1.97	High
5	If this company decides to practice employees participation, experience is an important factor it is good to consider before an employee participate in the decision making processes	1.88	High
6	Management staff delegate authority freely to subordinates	3.10	Medium
Mean index		2.32	High

Source from 2021

According to the above table, the majority of respondents who completed the questionnaire agreed that employee participation tactic is very vital to enhance productivity of the organization in terms of mean index, which is 2.32, but the organizations for which they work do not suitably practice it.

According the mean range table, respondents mainly selected agree 1.90 for the first question, which is mangers make choices without pre-discussion and discussion with employees. As a result, this mean diverse experiences that the selected companies' management staff does not discuss as well as consult with the employees when making decisions.

The majority of respondents chose neutral 3.22, which is average according to the think, for the second question, which is leadership succession choices when rejected by employees. Table.

As a result, this mean range indicates that employees are unsure whether management changes decisions when they are rejected by employees.

The third question reveals that the majority of respondents selected 1.80, which is strong according the mean scope table. As a result, the mean scope indicates that the majority of strongly agree that rating in the company is an important thing to consider if the management determines to practice employee participation.

According to the mean range table, the fourth question shows that the majority of respondents selected agree 1.97, which is high. As a result, this mean range recognises that majority of respondents agreed that education level is a significant consideration if the company has decided to use employee participation.

As per the mean range table, the majority of respondents ended up choosing agree 1.88 for the fifth question. As a result of this mean range, the majority of respondents agreed that perception is an important criterion if the company has decided to practice employee participation.

The sixth and final question in this subset indicates that employees are unsure whether management staff freely delegate authority to supervisors because its mean is 3.10, which is neutral according the mean range table.

4.3 Organizational productivity

The dependent variable of the study is overall organizational productivity. In the table below, six questions were raised of the respondents, each of which was centered just on five Liker scale,
(1= strongly agree, 2= agree, 3= neutral 4= disagree 5=strongly disagree.)

Table 4.3.1: six questions raised of the respondents

No.	Questions	Mean	Interpretation
1	If this company practices employees participation, I will produce more than others whom do not practice participation	1.35	Very high
2	If this company practices employees participation, I will produce fit of what expected to me to produce daily	1.79	Very high
3	If I involve company policy formulation it will help me to make high productivity	1.92	High
4	Adequate employees participation will make high productivity	2.12	High
5	If the employees are allowed to meet and discuss with the management team they will increase the performance	2.08	High
6	The managers of this company do not ask the employees' ideas about how to produce more	2.62	Medium
Mean index		1.98	High

Source: primary data, 2021

The average index in the preceding table 1.98 indicates that the majority of respondents who completed the questionnaire agreed that they can still produce more if the institutions for which they work training and use employees ' participation.

According to the average range table, the first issue indicates that majority of respondents who completed the questionnaire chose strongly agree 1.35. As a result, this mean range asserts that workers of the selected firms think they can actually create much more others who do not exercise employee participation if the groups for which they work practice employee participation.

The second question reveals that the majority of respondents strongly agreed how they can actually create fit of what is expected of them if this same organizations for which they work practice employee participation, as the mean of this question is 1.79, which is quite high according the

28

mean range table.The third issue indicates that the majority of respondents agreed that involving company policy preparation will assist or assist them to improve productivity because the mean range table shows that this issue has a mean of 1.92, which is high.

The fourth question demonstrates that the majority of respondents who completed the questionnaire agreed that suitable employee participation will boost efficiency so because average of this issue is 2.12, which is significant per the mean scope table..

According the mean range table, the question asked expresses that the majority of respondents believe that having the opportunity to meet and explain with both the leadership team of a organizations for which they work will help them to improve their performance.

According to the average range table, the sixth question recognises that the majority of respondents who completed the questionnaire were unsure whether the supervisors of the organizations for which they work asked them for ideas about how to generate more just because this issue has an average of 2.62, which is impartial or medium.

4.4 Correlation

This is the final section of Chapter 4, and the research teams focused on determining whether or not there is a relationship between employee Participation and job productivity in the some selected Mogadishu telecommunication companies.

To test the hypothesis, the researchers used the Pearson's Linear Correlation Coefficient to correlate the means of employee participation and organizational productivity, as seen in the table below.

The Pearson correlation which the researchers used which is 0.813 indicates that there is a strongly

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

Table 4.4.1: determining if there is a relationship between employee Participation and job productivity

		Employees participation	Organizational productivity
Employees Participation	Pearson Correlation	1	.813[**]
	Sig.(2-tailed)		0.000
	N	98	98
Organizational Productivity	Pearson Correlation	.813[**]	1
	Sig.(2-tailed)	0.000	
	N	98	98

Employee engagement and organizational productivity have a positive relationship in some selected Mogadishu telecommunications companies.

Because the sig. valuation is 0.000, the null hypothesis should be rejected as well as the alternative hypothesis is accepted, indicating that the independent quantities mentioned above are strongly and substantially correlated.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter concentrated on a breakdown of the research results and analyses presented in the previous chapters, as well as the conclusion and suggestions.

5.1 Summary of the major findings

According to the results, there is a clear positive association between employee Participation and organizational productivity at the selected Mogadishu telecommunications enterprises.

Employee engagement is a vital element in all firms, whether small, medium, or big, however the study found that the chosen telecommunications companies do not practice or use employee participation to boost productivity. The key findings of the study, according to the researcher, are that there is no two-way flow of information since the respondents who filled out the questionnaire mainly agreed that the managers of the businesses they work for do not enable the workers to meet and speak with them. Furthermore, these businesses' management teams do not enable employees to take part in decision-making processes. According to the findings of the study, workers of the selected telecommunications firms feel that if they are permitted to participate in choices pertaining to the activities they perform, they would be more productive.

5.2 Conclusion

The findings from the analyzed data suggests that the selected telecom companies do not start practicing employee participation because the line managers of those organizations make choices without which was before and consultation with employees, and they do not start changing decisions when denied by employees. The majority of respondents believed that if their employers use employee engagement, they will create more. Furthermore, the majority of respondents agree that if the management of these firms enable them to meet and speak with them, they would improve their performance.

Due of time and financial restrictions, analyzing all of the telecommunication firms in Mogadishu was challenging, thus the research was confined to just two telecom companies in Mogadishu, Hormuud and Somtel.

5.3 Recommendations

To increase organizational productivity, the following suggestions are given to the following parties:

The organizations' perspective: In general, all telecommunications firms, particularly Hormuud and Somtel, should encourage and exploit employee engagement to increase productivity. To establish a meaningful dialogue between management and employees, they should promote and start a two-way stream of data. Employees should be made to know that their thoughts and ideas matter and that they too are respected as individuals as well as employees. Hormuud and Somtel must develop policies that allow their staff to participate in decision-making. Employees will feel more in charge of their job as a result of this. They will then enhance their performance.

Managers must adhere to a two-way communication flow in order to encourage effective employee engagement in decision-making. They must be truthful, and the amount of latitude they may provide workers in making work-related decisions should not exceed the organization's guidelines. Employee needs and wishes must be monitored in order to effectively achieve the organization's goals and objectives. Managers should aim to encourage employee group talks in order to boost organizational productivity.

Employees must equip themselves with a better background, including a higher educational level, a higher status in the business, and more experience, because the degree to which employees will be able to participate in decision making is determined by their level of education. More production, better work quality, higher job satisfaction, stronger dedication to objectives, better acceptance of changes, less absenteeism, less stress, and higher self-esteem are all advantages of such engagement.

5.4 Areas for further study

1) More telecommunications firms should be used in future research.

2) A follow-up research should be conducted utilizing different methods of data gathering rather than the questionnaire technique.

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Dear sir/madam

I am student of Daffodil International University (DIU) pursuing Master degree of Management Information System. I am carrying out a research study titled "the impact of employee participation on organizational productivity". You have been selected to participate in this study and therefore kindly requested you to answer the questions below. The information given here will be solely for academic purpose and will be treated with utmost confidentiality.

Thanks for your co-operation

Section one: Demographic information

Circle the appropriate response

Gender:

      1) Male   2) Female

Age:

      1) 20-30   2) 31-40   3) 41-50   4) 51 and above

Marital status:

      1) Married   2) Unmarried   3) Widow/widowed 4) divorced

Education level:

      1) Secondary   2) Diploma   3) Bachelor 4) Master 5) PhD

Respondent's Department:

      a) Operation department

      b) Engineering Department

      c) Human resource department

      d) Marketing/sales department

      e) Finance/Accounting department

Experience:

1) Below 1 year   2) 1 – 5 years   3) 6 – 10 years   4) 11 years and above

Section two:-

The following statements relate your feeling about your company, please show the level to which you think that the company should possess the feature described by each statement below. Please tick the appropriate answer

1=strongly agree   2=Agree   3= Neutral   4= Disagree   5=Strongly Disagree

Employees participation					
No	**Questions**	*1*	*2*	*3*	*4*	*5*
1	Management staff make decisions without pre-discussion and consultation with employees					
2	Management change decisions when rejected by employees					
3	If this company decides to practice employees participation, rank in the organization is an important factor it is good to consider before an employee participate in the decision making processes					
4	If this company decides to use employees participation, educational qualification is an important factor it is good to consider before an employee participate in the decision making					
5	If this company decides to practice employees participation, experience is an important factor it is good to consider before an employee participate in the decision making processes					
6	Management staff delegate authority freely to subordinates					

37

Organizational productivity						
No	**Questions**	*1*	*2*	*3*	*4*	*5*
1	If this company practices employees participation, I will produce more than others whom do not practice participation					
2	If this company practices employees participation, I will produce fit of what is expected to me to produce daily					
3	If I involve company policy formulation it will help me to make high productivity					
4	Adequate employees participation will make high productivity					
5	If the employees are allowed to meet and discuss with the management team ,they will increase their performance					
6	The managers of this company do not ask the employees' ideas about how to produce more					