UTTARA UNIVERSITY

Project Report

On

"The Effect of Employee Participation on Organizational Performance"

SUBMITTED TO

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SUBMITTED BY

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Letter of Transmittal

December 22, 2021

Farhana Mitu

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Subject: The Effect of Employee Participation on Organizational Performance

Dear Sir,

It is an immense pleasure for me to submit your project report titled **“The Effect of Employee Participation on Organizational Performance”**

I have successfully completed my project program in The Effect of Employee Participation on Organizational Performance. Working on this report was a great learning experience for me as I got to learn theoretical work. I have tried my level best to fulfill all my requirements for this course and tried to follow my supervisor’s instructions while preparing this report. I hope you will find the report to be objective, systematic and reliable. Lastly, I would be thankful once again if you please give your judicious advice on the effort.

Thanking you

Sincerely yours.

Iren Akter Piya

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Student's Declaration

I am Iren Akter Piya. I am a student of Master of Business Administration at Uttara University. I hereby declare that the project work tittled "The Effect of Employee Participation on Organizational Performance'' submitted to the Uttara University, is a record of an original work done by me under the guidance of Farhana Mitu.

I further declare that the work reported is this project has not been submitted and will not be submitted, either in part or in full, for the award of any other degree or diploma in this institute

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Acknowledgement

At The beginning of preparing this report, I would like to convey gratitude to the Almighty Allah for this blessing in completing this report. This project report is an accrual from my honorable teacher Farhana Mitu madam, efforts. For this, I am obliged to a number of people who helped me to organize this report, I appreciate their kind opinions, suggestions, instructions and supports. I have received endless supports and guidance in preparation of this report from numerous source. I would like to take this opportunity to thank them all.

I would also like to thanks my friend Arafat Imran that has solved a lot of problems for me in project work.

Supervisor's Declaration

This is to certify that the project on **"The Effect of Employee Participation on Organizational Performance"** in the bona fide record at the report is done by Iren Akter Piya as a partial fulfillment of Masters of Business administration degree from Uttara University

The report has been prepared under my guidance and is a record of the bona fide work carried out successfully.

………………………………

Farhana Mitu

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Abstract

The participation of workers in decision making plays an important role in businesses as it influences quality and competitiveness. The engagement of workers is part of a corporate activation mechanism. Participation in group settings is the emotionally and physically participation of individuals who inspire employees to volunteer and accept responsibility for collective purposes. When workers are quickly engaged in decision-making, providing a healthy work place, growing their dedication to decision-making and happiness and also increasing the customer's morality, as they feel acknowledged, are a part of its Organization. Community, and the immediate outcome of all that quality of personnel. The paper suggested that workers be provided with the requisite expertise and sufficient preparation to encourage ingenuity and advancement in decisions and behaviors in order to increase the competitiveness of their company. This research aimed at assessing the effects of employee engagement on corporate success as well as the regulating influence of corporate engagement on corporate social responsibility and corporate productivity.

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

A contemporary future-oriented organization should not leave the crucial decisions which impact its workers in the dark. They trust them and they take part in all aspects of decision-making.

"Commander" isn't an appropriate model any more. The skills of all workers should be included in a more open and inclusive environment. Staff members can be engaged in innovative and better approaches if they want to recognize its need for innovation and devote themselves to improving their job behavior. The engagement of employees in decision-making tends to build a sense of workforce membership, as well as a cozy atmosphere in which leaders and managers are willing to impart to a stable industrial relationship. Managers ought to allow a high engagement level in determining employee interaction and contextualize their workplaces with the goal of enhancing job results and civic responsibility. The role of workers in strategic planning was therefore seen as a means to inspire players to retain decent jobs and quality expectations of jobs.(Noah, 2009). Empowerment entails also later abolishing power within the union of singular representatives. A main feature of the reinforcing procedure is the group work. Expenditure leader in a number of forms may be needed. Invite staff in a proposal package, for example, to remove suggestions for answers to obstacles. Suggestion should be reviewed and appeared to be analyzed every quarter. The government should give the delegates, whose ideas are revised, a reward. Help by staff will be in some way a response to the enhancement within associations. Singular members are advised to be responsible for the standard of interventions that serve the needs of their customers. The consumer in the interior is anyone inside organisation who obtains the 'product of implementation.' Any of the patterns of help are possible. Initially, the model whereby the workers make up a part of the management team or a disciplinary council, all is mentioned. Secondly, a pattern in which members have been assigned to by a separate agency. If one of the concepts of collaboration illustrated in the Recommendation is chosen, the House Of representatives could not prefer an agreement for a SE. Employee participation is perceived to be a crucial element in effectively introducing advanced management techniques and a significant determinant in evaluating the degree of accountability. In essence, this strengthens the individual employee dedication and inspiration. In addition, Higgins (1982) suggests that engagement is a cognitive and emotional replication to achieve organizational goals and objectives, importance in the business context. For example, argue that a chance to engage in decision-making tends to build trust and to deliver inherent incentives towards staff and supervisors. Employees' interest in judgment was a crucial prerequisite in the administration of human resources (HRM) and is considered to be an integral part of each staff's ideology. Few studies show that employees are able to look after clients, the construction industry and products. Marchington saw interest of workers in the administration of soft instead of difficult human capital (HRM). Marching ton considers that the "number-driven" cost-cutting attitude decreases the presence of a single-way contact channel. It compares with organizations who genuinely engage in everyone "best significant quality" as employees in which a concerted event occurs to share thoughts and perspectives to establish an environment which meets business requirements. (Bennett, 2010) describes job satisfaction as a form of talking campaign that information technology (HR) professionals & organized labor perceive differently.

1.2. Background to the study

Employee participation in decision making has been recognized as a managerial tool for improving organizational performance by striving for the shared goals of employees and managers. This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become 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 (UK Essays,2013). Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance, and organizational growth Gollan and Wilkinson, .However , many studies also have conflicting views on whether or not an increase in employee participation directly affects organizational performance. Some critics, such as Sashkin feel that participation is not only effective, but that its use by management is an ethical imperative. Locke and Schweiger believe that worker participation is merely a managerial technique that can be used effectively in certain situations. In Nigeria, the institutionalization of worker participation within the nation's industrial relations system was championed by several scholars such as Adewumi,, Fashoyin, and Imaga, who suggested that worker participation in management decision making will reduce industrial conflict, raise workers' productivity, ensure rapid grievance procedure and motivate workers. However is of the view that participative decision making can be possible in a certain sector of the economy and not in all government owned enterprises and private enterprises. More so, in today's turbulent environment and intense competition, firms are forced to seek ways to be more flexible, adaptive and competitive as they are faced with competitive pressures and rapidly changing markets . Above all, firms are discovering that people really are the most important asset .Success depends on involving the workforce's entire capacity to generate new ideas and ways of working to outsmart the competitors. Employees must be involved if they are to understand the need for creativity and employees must be involved if they are to be committed to changing their behaviors in work, in new and improved ways.

Employee participation is one of the important aspect of organizational life to achieved increased organizational effectiveness and positive employee perceptions. Through participatory decision making, productivity is expected to increase since commitment by employees towards implementation of decisions to achieve enhanced productivity and overall organizational goals will be high and help reduce agitations, misconceptions and lack of commitment on the part of employees. Bevandam posits that opportunity, adequate authority and leadership are among a myriad of factors that influence employee satisfaction and commitment. The importance of Employee participation in decision making in an organization can never be over emphasis . Managers are encouraged to allow a high degree of employee participation and autonomy, which are intended to increase workforce commitment and to humanize the workplace with the intention of improving work performance and good citizenship behavior (Cohen, Chang & Ledford, 1997). Decision making in many organizations are done by top management team without considering the input of the employees at the other managerial levels. In these organizations the decisions taken by top management is however implemented by the lower level of employees. Because lower management do not take part in the decision making, it sometimes becomes difficult for some of the decisions taken by top management to be implemented especially when the decisions seem not to be favourable. Somech argues that flatter management and decentralized authority structures carry the potential for achieving outcomes unattainable by the traditional top-down bureaucratic structures. Some researchers think involving employees in decision making is a risk on the organization. To some, with ideas coming from many people, it will be time consuming, inefficient, indecisiveness and incompetence. Evidence shows that when employees are involved in decision making, staff absenteeism is reduced; there is greater organizational commitment, improved performance, reduced turnover and greater job satisfaction ' Employees feel as being part of the organization and this raise their degree of worth importance within the organization. To the end, the study is aimed at examining the effect of employee participation in decision making on organizational performance.

1.3. Review of Literature:

Employee involvement in judgment is an applied fairly mechanism in the working world, also known as community involvement reviews (PDM) . The ‘logical decision’ in Lockeand Schweiger is described .According to Noah , the centrality will decide about how to adjust the communication gap between some of the administrator and staff more control and versatility. A specific type of membership is the group. It represents the level of engagement of workers in strategy implementation operations of a company [1]. Employee engagement is now a crucial factor in the effective adoption of modern methodologies and is essential in assessing the individual employee contribution and morale in terms of work happiness. The presence of workers is undoubtedly good for the organization [4]. Employee involvement consists of two evaluative and ongoing systems. Doucouliagos (1995)’s strategic practice has stirred severely stressed in topics pertaining to workforce engagement. This is because of the indications that employee participation enhances involvement, thus improving performance and competitiveness, reducing the expense of monitoring employees, and generating more engagement [5]. The position of staff in strategic planning is a collective decision making in the work place, often used as communitarian decision (PDM) . It was termed ‘mutual agreement between superiors and subordinates,’ Locke and Schweiger (2007) believe that each group of people takes part in the schedule process, which requires considerable commitment (deep staff cooperation in judgment).In comparison, a low level of engagement (small staff participation in decisions) suggests a fairly limited preparation mechanism affecting only top management. A fundamental engagement of workers in decision-making helps front-line workforce to control the preparation process. This suggests that customer interest in the process of preparing the future developments will promote the identification of incentive within the organization [8]. Employee engagement is a mechanism in which workers engage and motivate themselves to make use of their actions to achieve higher personal and corporate efficiency. Employee involvement is often identified as the employee's greater interactions or contribution in helping a company accomplish its policy document and its key goals by implementing their internal ideas, skills and strategies for critical thinking and decision-making. The role of workers in decision-making has been recognized by the actions of management and employees as the management method to restore organizational efficiency. Which is revised to allow staff to contribute to the implementation of the Sustainability Strategy and to improve policies and practices, salary assessment, advancement and success perseverance. The importance of workers in strategic planning was and still is regarded to be among the core aspects of the field of Rehabilitation.

1.4. Definition of Terms

Organization:

A social unit of people that is structured and managed to meet a need or to pursue collective goals

Participation*:*

Joint consultation in decision making, goal setting, profit sharing, teamwork, and other such measures through which a firm attempts to achieve organization performance

Performance**:**

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

1.5. Scope of the Study

The scope of this study on the effect of employee participation on organizational performance will cover the process of employee involvement in decision making process in an organization carefully describing the benefits that is accrue to it.

1.6. Statement of the Problem

Many organizations have experienced the lack of commitment by employees towards implementation of decisions taken by top management which undoubtedly has serious repercussions on organizational success. It is for this reason many organizations are employing methods for employees to participate in decision making process which has led to setting up of organizations within, such as Industrial and Commercial Workers Union (ICU) as representatives for employees during decision making and other methods.

Much dissatisfaction emanating from decisions taken by management has led to many actions taken by employees including strike actions. For example, the strike action of staff of Barclays Bank occurred as a result of employee dissatisfaction with the decisions of management and the Board of directors involving employees and it was seen as a disadvantage to their welfare, growth and survival of the organization (Ghana News Agency, 2006). Research has shown that when employees are not made to participate in decision making process, it leads to job dissatisfaction, lack of organizational commitment, low labour – management relations which reduce productivity.

This research therefore seeks to investigate whether allowing employees participate in decision making has an effect on productivity and finding the effect of not allowing employees to participate in decision making process and measures to address them.

1.7. Significance of the Study

This study will help management and administrators of corporate business organization as a guide in implementing an effective employee participation programme to encourage employee involvement in decision making. By doing so, employee will put in their contributions towards improved organizational performance. The findings of this research work will also serve as reference for academic endeavor to lecturers and students and also help the public who would want to know about some advantages and disadvantages (if any) of employee participation and its effect on organizational performance.

Chapter Two

Objectives

2.1. Objectives of the Study

The general objective of this study is to examine the effect of employee participation on organizational performance while the following are the specific objectives:

1. To examine the effect of employee participation on organizational performance.
2. To find out ways/methods of introducing effective employee participation programme in an organization.
3. To determine the challenges that are associated with employee participation.

2.2. Research Questions

1. What are the effects of employee participation on organizational performance?
2. What are the ways/methods of introducing effective employee participation programme in an organization?
3. What are the challenges associated with employee participation in an organization?

2.3. Discussion of Objectives

Mechanisms of Employee Involvement Six Mechanisms of involvement were explained as follows:

1. ***Participation in Work Decision:***

It is the way managers engage in the decision-making process. It includes structured and specific measures whereby workers actively engage in corporate decision-making. White and Robert (1973) analyzed the role of 2775 workers of six manufacturing facility operations in the Midwest in their job decisions. They looked at the role of general staff in judgments on job, task participation, morale and representation in the organization's working group. For the overall sample in the six individual plants, the association between employee satisfaction and management skills has been reliably favorable and relevant. The studies suggest that workers are more involved and more involved, independent of the real consequence. This style of participation has a higher beneficial influence when workers actively engage in decisions .

2. Authority of employees

Ownership of employees is one official method of making employees typically a partner in the strategic owners of the business. Performance management is an inherent and extrinsic incentive as a means of planned interventions. The psychological consequences of employee empowerment occur in three models . The first one is the effective leadership and happiness “inherent performance method,” which has a positive effect on employee performance. The second model is the ‘inclusive satisfaction method’ of existing staff which improves employee productivity and decision-making. The third approach is the “inviolable enjoyment system,” which reveals that corporate leadership encourages jobs and performance.

3.Representative Involvement

Deployment and representation shall be the representation of employers and rivals in the curriculum. Schools of those members. The decision of certain designated superiors is shared by working with democratic involvement [10]. Jobs receive suggestions and concerns proprietary in this process of engagement. It was implicit, too, since the judgment mechanism is not always concerned with staff. By far the most famous member were its Partnerships.

4. Advisory involvement

Consultative engagement is a formal method of engaging managers in judgment. These are typically accomplished by the use of accuracy circles. As described in the continuous improvement, (1987) required to work together instead of participate in the judgment method. This can be regarded as a collective of staff at different stages of the company who also publicly speak about strategies for improving efficiency and coping with technological issues. Discussion has a meaningful influence on the success of an enterprise by competitiveness, engagement, reliability as well as many other businesses.

5. Informal Involvement

Casual engagement occurs through interpersonal connections between top and bottom administration. The level of significance between bosses and subordinates, according to Stringer (2006), has a strong effect on work satisfaction [9]. His study has found that powerful and complex interactions and workplace satisfaction enhance organizational effectiveness. While informal participation is not coordinated professionally, it demonstrates good results and can affect participation efficiently through the confidence among manager and lateral ties.

6. Short Term Involvement

Simple participation will be seen as a casual participation, primarily composed of unusual activities that a participant may take part in. Although simple participation isn't commonly used, Steinheider et al (2006) suggest that it shows good outcomes with happiness that increase efficiency.

2.4. Benefits of Employee Involvement:

Workers' union extends the job and the level of consistency of the workforce. In their representational integration scheme, 37% of organizations view the deployment and enhancement of employees as an imperative goal.

➢ Engagement will improve interaction and collaborative effort; staff communicate to each other rather than require all interchanges by internal channels and thus a saving time for management.

➢A relaxing and growing state is formed that preserves the best delegate with an emotional commitment.

➢ Participatory professionals are directing them, thereby reducing the need for heads, thus reducing overtime vitality utilization. Collaboration demonstrates new skills and lets pioneers train and understand them.

➢ Lower productivity procedures specifically for HR and crisis management registration.

A real explanation for the creation of a representative organization was that it seemed to extend employee sense of obligation for their associates. Enhanced credibility and operating license.

➢ Employee capacity builds creativity.

➢ Re - emerged the degree of stability and dignity of the individual and thereby decreases this need empowerment to be displayed by combating development and administration.

➢ Employees are interested in decisions and legislative developments that specifically impact their work and are encouraged to be more independent, thereby dramatically improving moral values.

Chapter Three

Methodology

3.1. Research Methodology:

A questionnaire was used to perform qualitative research surveys. The research community is comprised of private workers and administrators. 150 workers were hired by the members of the organization.

3.2. Sample Size and Sample methods:

The sample population related to this study was generated using a random sampling method. A simple random sample is described as a system or circumstance in which each variable within the group is chosen and represented. Taro Yamane formula has been computed for sample sizes indicated below; n = N 1+(e) 2 Where, n: Size of sample, N: Total population: Error rate. The following departments were mentioned in the research study: Department of Human Capital, Legal Service, Ministry of Finances and Accounting, Ministry of Development, Minister of Plant and Public Relations, Ministry of Medicine and Education.

3.3. Technique for Analysis:

The researcher was presented with a five-point Likert scale accompanying the questionnaire; extremely gratified (5) to extremely ungratified (1) in Section 2. Again, respondents were invited to use section 1 questionnaire for bio-data or personal profile.

3.4. Data Collection:

The primary and secondary data were used in this study. Survey gathered the raw data. Private business executives and managers received the survey. Out Of 150 questionnaire distributed, only 130 have been answered in good conscience and only 20 have not been returned. Source: thesis, article, study and history of the archives.

3.5. Organizational Performance

Jones and George (2009) define organizational performance as the measure of how a manager utilizes the resources of the organization efficiently and effectively to accomplish the goals of the organization as well as satisfy its stakeholders. When managers are dedicated and skillful in carrying out specific roles, it helps to make things happen. Managers influence performance by defining objectives, recognizing and minimizing obstacles to the achievement of these objectives, and effectively planning, organizing, leading and controlling all available resources to attain high levels of performance (Duening & Ivancevich, 2003).Moses (2009) outlined some indices of organizational performance. They include: Profit, Performance, Sales and Market Share, Customer Service and Achievement of goals. Most common indexes of organizational performance are return on assets. It is calculated by dividing the annual profit by the average asset over the year. Duening and Ivancevich (2003) define Performance as the relationship between real inputs and real outputs; a measure of how well resources are combined and utilized to produce a result desired by management. Although many indices of workplace Performance disregard the goals of the Organization, Moses (2009) believes it is also very important. This is because in a focal year, an Organization might want to invest in expensive technology that can enhance Performance in the future. The Profit of the particular year might be negligible yet the Organization may have fulfilled its objectives. Organizational Performance comprises the actual output or results of an organization as measured against its intended outputs. Organizational performance encompasses three specific areas of firm outcomes:

Financial performance, product market performance and shareholders returns. The notion of organizational performance is affiliated to the endurance and success of an organization. In recent years, many organizations have attempted to manage organizational performance using the balance score card methodology where performance is tracked and measured in multiple dimension such as financial performance (shareholders return, customer service, social responsibility, corporate citizenship etc). In service organization as well as in manufacturing organizations the computation of the organization performance is critical (Brynjolfson, 2003). A balance score card proposed by (Kaplan & Norton, 2012) is used to measure the organization performance. Performance is a comprehensive measure that can include performance, quality, consistency, and so on. On the other side, performance indicators may also involve (criterion-based) results, behaviors and (normative) relative measures, concepts of education and training and instruments, involving management development and leadership training for developing attitudes of performance management and essential skills (Richard, 2002). Balance Scorecard is the one of most critical tool which provides help or frame work to ensure that the strategy is translated into rational set of performance measurement (Kaplan & Norton, 2012).The performance measurement system assist in enhancing organization association to achieve goals and objectives in a successful manner. (Ittner & Larcker, 2008) The strategic planning that is based on development of objectives assist organization to emphasize on non-financial or intangible assets. The quality, performance and services associated with customers have financial features. The financial and non-financial reward management systems are made possible through the measurement and evaluation of performance measurement system (Kaplan & Norton, 2012). According to (Chavan,(2009), and Johnsen, (2001) said that an essential element of the Balance Scorecard technique is the feedback and learning part, where an organization is able to measure ,where organization is building its strategic capability, in the scenario of its current performance, and possible dynamic business situations. This data makes the leadership capable to analyze whether the organization is on right track and if there is need of any change. If there is need of change, the need has to be in the definition of the objectives, the path of the journey, or to rebuild the initiatives developed to enhance the capability.

Chapter Four

Data analysis & Interpretation

4.1. Data Analysis

Data was analyzed using descriptive statistics namely frequency distributions, means, modes, percentages and standard deviations. Data was presented in form of tables, figures, bar graphs and charts.

To test the hypotheses, F-test was used. Multiple regression was applied in order to analyze the effect of employee participation on organizational performance as moderated by organization commitment. The following model was adopted:

$Y = \beta 0 + \beta 1X1 + \beta izXiZ + \varepsilon$

where:

Y = Organizational performance

X1 = Employee participation

Z = Organizational commitment

β0 is a constant which denotes organizational performance that is independent of employee participation and organizational commitment.

ε is a random variable introduced to accommodate the effect of other factors that affect organizational performance within or outside high performance work practices, organization commitment that are not included in the model.

The model was first subjected to correlation to establish whether the variable was significant. F-test was further computed to determine the level of significance in the model. Null hypothesis was accepted or rejected based on the p-value obtained. The test was done at $\alpha = 0.05$ level of significance.

4.2. Age Respondent:

Age	Frq	Percentage (%)
20-30 years	43	33.07
30-40 years	58	44.61
40-50 years	18	13.84
Above 50 years	11	8.46
Total	**130**	**100**

Table1: showing age respondent

The following table 1 notes that 33.07% of the labor force is between 20 and 30 years old, and 44.61% of the workforce is 30 to 40 years and 13.84% of the workforce is between 40 and 50 years, and 8.46% of the workforce is over 50.

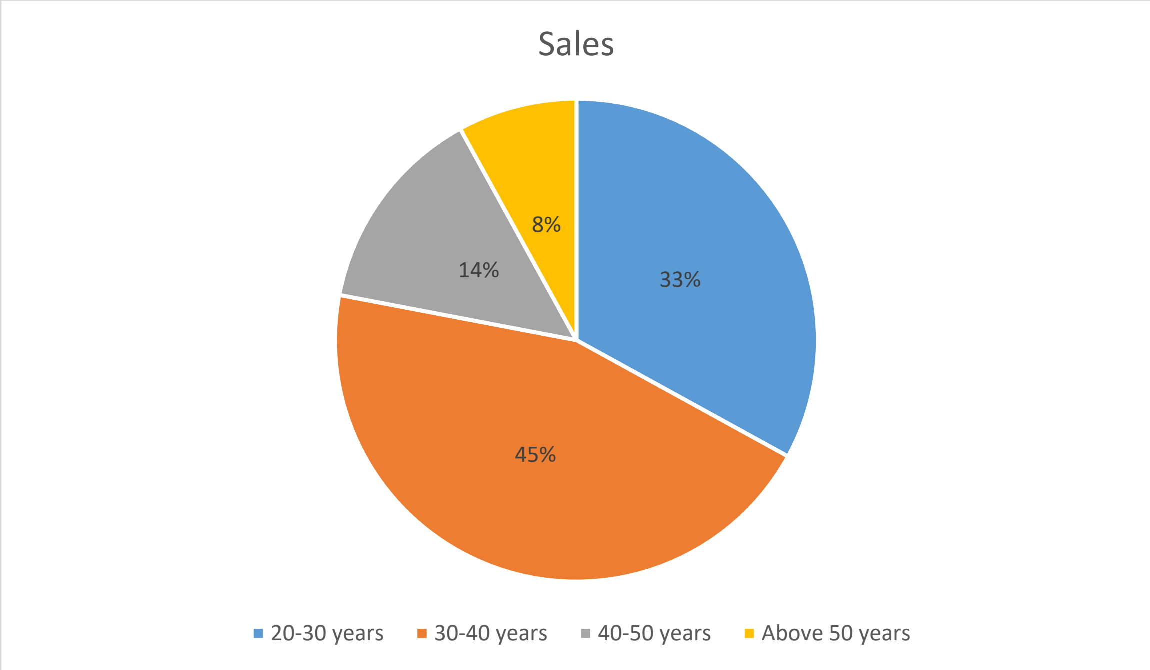

Figure: Showing age respondent

4.3. Marital Status:

status	frequency	Percentage (%)
Married	69	53.07
Unmarried	61	46.92
Total	**130**	**100**

Table 2: showing marital status

The above table 2 shows that 53.07 % of the employees are married; while the remaining 46.92% are Unmarried.

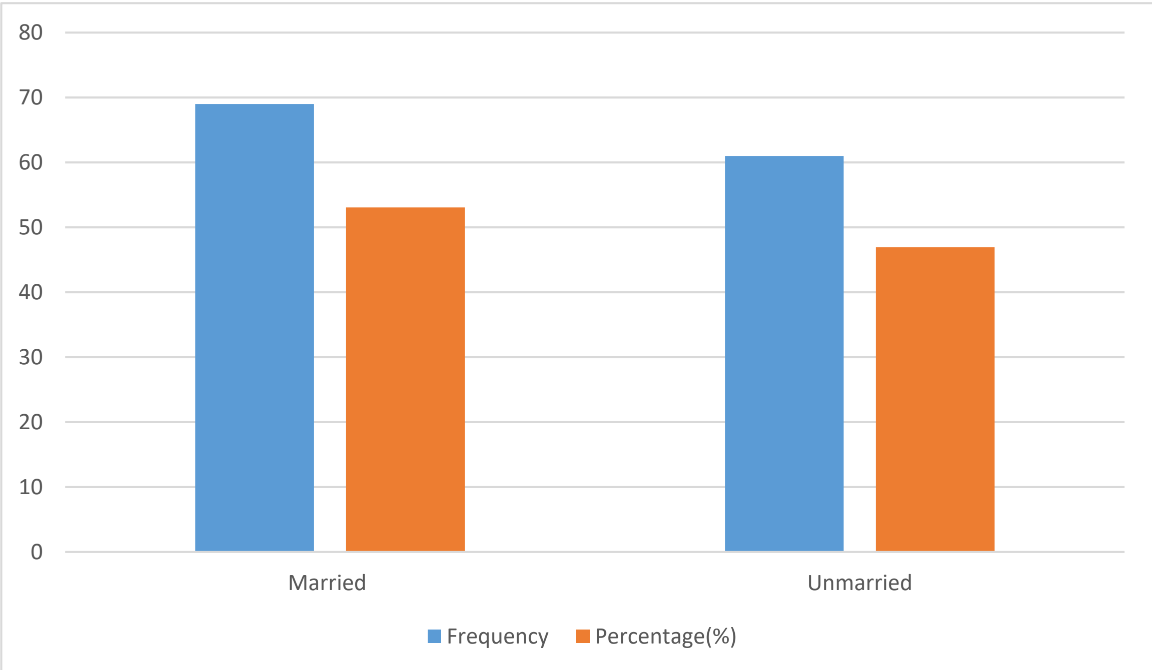

Figure 2: Showing marital status

4.4. Experience:

Experience	Frequency	Percentage (%)
5-10 years	46	35.38
10-15 years	55	42.30
15-20years	19	14.61
Above 20 years	10	7.69
Total	**130**	**100**

Table 3: showing employee's experience

Table 3 above reports that 35,38% of workers are 5-10 years working at the company, 42,30% are employees 10- 15 years old, 14, 61% are employees 15-20 years old and the rest 7,69% are employees over 20 years in the company.

4.5. Test of Hypotheses

The Research Hypothesis of Question 1, 2, 3 Above Were Tested Using study Of Variance (Anova) Techniques.

Test of Hypothesis 1

Ho: The executive advancement and staff fidelity and the managerial preparation of commercial enterprises are not greatly related.

HA: Staff motivation and staff fidelity have a substantial connection with the management of private organizations.

Level of significance: The appropriate level of significance chosen for this study is 5%.

pattern	Sum of S	df	M S	F	p
Regression	4318.793	2	2159.399	17.090	<0.001
Residual	1768.9667	14	126.355		
total	6087.765	16			

Table4: Study of Variance using Anova

Decision Rule: 1

From table 4 below, Tcal (2.733) is greater than Ttab ((+_1.9867), study reject the null hypothesis and accept the alternative hypothesis and conclude that, there is a significant relationship between employee motivation and competitiveness of the organization.

Table 4: Result of Multiple Regression Test of the Individual Explanatory Variables Coefficients

Unstandardized Coefficients		Standardized Coefficients		Sig.
	Std. Error	B eta		
4.373	2.009		2.090	0.000
0.376	0.138	0.254	2.733	0.007
0.047	0.142	-0.031	0.329	0.743
0.503	0.143	-0.326	3.520	0.001

Test of Hypothesis Two

Ho: There is no significant relationship between employee commitment and competitiveness of Government Owned Enterprises.
HA: There is a significant relationship between employee commitment and competitiveness of GovernmentOwned Enterprises.
Level of significance: The appropriate level of significance chosen for this study is 0.05.

Decision Rule: 2

From table 4 above, Tcal (-.329) is less than Ttab (+1.9867), study accept the null hypothesis and reject thealternate hypothesis and conclude that, there is no significant relationship between employee commitment and competitiveness of the organization.

Test of Hypothesis Three

Ho: There is no significant relationship between organizational structure and competitiveness of GovernmentOwned Enterprises.
HA: There is a significant relationship between organizational structure and competitiveness of GovernmentOwned Enterprises.
Level of significance: The appropriate level of significance chosen for this study is 0.05.

Decision Rule 3:

From table 3.1 above, Tcal (-3.520) is greater than Ttab (-1.9867), study reject the null hypothesis and acceptthe alternate hypothesis and conclude that, there is a significant relationship between organizational structure and competitiveness of the organization.

Chapter Five

Recommendation, Conclusion &References

5.1. Recommendation

In this report, proposals were made to improve the value and benefits of performance management and recognition in decision-making.

➢ More attempts should be made by higher authorities to allow their workers to make proposals and helpful decisions to attempt to implement them into the decisions and policies of the company.

➢ Increased involvement of workers in policy making should be undertaken by higher officials, provided that they are the ones who are doing key organizational work and that they are best able to realize what's going on there.

➢ In an attempt to eliminate misunderstanding and confrontation between workers and the superior authority, both organizations must strive to establish a common perception and notion regarding the principle of participatory decision-making.

➢ Given that participatory management is necessary and profitable, particularly in terms of the growth and stabilization of the organization, time and money contributions should be properly and prudently made to prevent regret.

5.2. Conclusion

The study concludes that it represents the overall productivity of the company, as the effect of staff engagement in decision making is enshrined. The degree is a crucial determinant, since it is not necessary to help themselves, but it is important that they contribute in order to enhance efficiency and ensure engagement. Consequently, how workers feel influences their rate of effectiveness. The degree of dedication of an employee directly impact the sustainability and viability of every organization. Participation of workers has had positive repercussions and on the performance of management on employee attitude, dedication and growth. Planning condition should also be regarded as an unavoidable method of both domestic and international entity. A systematic analysis of corporate policies must be reviewed and revised, however, before anything can be achieved or performed.

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