



St. Mary's university

SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF EMPLOYEE PARTICIPATION IN THE DECISION MAKING
PROCESS OF AN ORGANIZATION:THE CASE OFCBE**

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**A THESIS SUBMITTED FOR THE PARTIALFULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

ADVISOR:TESFAYE T.(PHD)

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ADDIS ABABA

ETHIOPIA

**“Assessment of employee participation in the decision making
process of an organization the: case of CBE”**

By

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the Degree of Master of Business Administration**

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Declaration

I hereby declare that this thesis entitled "Assessment of Employee Participation in the Decision-Making Process of an Organization: The Case of CBE" is entirely my own work. This thesis has not been previously submitted for any degree or diploma, and all sources of information have been duly acknowledged. This work is being submitted to the Department of MBA as part of the Master of Arts program, conducted under the supervision of Instructor Tesfaye T (PhD).

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Certificate

This is to certify that the thesis prepared by Amsalu Solomon entitled" Assessment of employee participation in the decision making process of an organization: the case of CBE "has been written and submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in St Mary's University with the regulations of the University and meets the accepted standards of originality and quality.

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Contents

Declaration.....	i
Certificate	ii
Acknowledgments.....	i
List of Tables and Figures.....	iv
List of Table	iv
List of figures	vii
Acronyms	ix
Abstract.....	1
Chapter One: Introduction	2
1.1 Background of the Study	2
1.2 Background of the Organization.....	2
1.3 Statement of the Problem.....	2
1.4 Objectives of the Study.....	3
1.4.1 General Objective	3
1.4.2 Specific Objectives	3
1.5 Research Questions.....	3
1.6 Significance of the Study.....	3
1.7 Scope/Delimitation of the Study.....	4
1.8 Limitations of the Study	4
1.9 Organization of the Study.....	4
Chapter Two:	6
Review of Related Literature	6
2.1 Theoretical Review	6
2.1.1Maslow’s Hierarchy of Needs:	6
2.1.2Social Exchange Theory:	6
2.1.3Organizational Justice Theory-	7
2.2 Empirical Review	7
2.2.1Organizations that have successfully implemented EPDM	7

2.2.3Challenges to Implementation of PDM	9
2.2.4. Recommendations for Practice	9
2.3.conceptual review	10
2.3.1Key themes	10
2.3.2Gaps in the Literature:	12
Chapter Three:	14
Research Design and Methodology	14
3.1 Research Design	14
3.2 Research Approach.....	14
3.3 Data to be collected	14
3.4. Population, Sample Size, and Sampling Techniques.....	16
3.5. Sampling techniques:.....	18
3.6 Data Collection methods.....	20
3.7. Data Analysis.....	22
3.8. Validity and Reliability.....	23
3.8.1. Validity	23
3.8.2. Reliability	24
3.8.3. Model Specification.....	24
3.9 Ethical Considerations.....	25
CHAPTER FOUR:.....	26
Data Analysis and Interpretation	26
4.1. Characteristics of the Respondents.....	26
Table1: characteristics of respondent.....	26
4.2Analysis of the Findings of the study	30
4.3Answers to the questionnaires distributed to the employees.	31
4.4Answers to interviews.....	43
Chapter Five:.....	48
Main Findings Conclusions and Recommendation	48
The main findings of this thesis paper is presented as follows.....	48
5.1 Conclusions	48

5.2 Recommendations	49
References	51
Appendices	59
Appendix A	59
ST MARY’S UNIVERSITY COLLEGE	59
BUSINESS FACULTY DEPARTMENT OF BUSINESS ADMINISTRATION	59
Appendix B	69
1. Personal biography	69

List of Tables and Figures

List of Table

Table1: population size.....	25
Table2: Characteristics of respondents.....	29
Table3: Respondents place of assignment and length of service years.....	29
Table4: Returned and unreturned questionnaire.....	30
Table5: How often are you involved in the decision-making processes in your department?	30
Table6: In your opinion, how important is employee participation in decision-making for the success of CBE.....	31
Table7: What methods are used for employee participation in decision-making at CBE? _(Select all that apply)_	32
Table8: How do employees feel voicing your opinions in decision-making discussions?.....	33
Table 9: Do you feel your contributions are valued during the decision-making process at CBE?.....	34
Table10: How comfortable do you feel voicing your opinions in decision-making discussions?.....	35
Table11: How does employee participation in decision-making affect job satisfaction.....	35
Table 12: Do you believe that your input leads to better decisions?.....	36
Table13: To what extent do you think employee participation impacts overall organizational performance.....	37

Table14: When you do participate in decision-making, how satisfied are you with the influence you have?.....	37
Table15: I believe that employee participation positively influences organizational performance.....	37
Table16: Employee participation leads to improved job satisfaction in my role.....	38
Table17: Employee involvement in the decision-making process decreases turnover intentions.	40
Table18: How employees feel their suggestions are valued by management during the decision-making process.....	40
Table19: What do you perceive as the main barriers to employee participation in decision-making?.....	40
Table20: How would you rate the communication between employees and management regarding decision-making?.....	41
Table21: How often do employees have the opportunity to participate in decision-making discussions in your department?.....	41

List of figures

Fig 1: Recommended discussion issue in CBE decision making meetings that involve employees at all levels.....	8
Figure 2: Conceptual framework of employee participation.....	9
Figure3: Demographic barchart of age and experience of CBE employees.....	26
Figure 4: Bar graph of respondents place of assignment and length of service years.....	28

Acronyms

- TM: Trust in Management
- EE: Employee Engagement
- LS: Leadership Style
- PO: Performance Outcome
- JS: Job Satisfaction
- OC: Organizational Commitment
- EPLE: Employee Participation Level
- CV: Content Validity
- CRV: Criterion Related Validity
- EPDMAF: Employee Participation in Decision Making in Architectural Firms
- IJHRM: International Journal of Human Resource Management
- EP: Effects on Performance
- OSCBE: Organizational Structure of the Commercial Bank of Ethiopia (CBE)
- PDMT: Participatory Decision Making Theory
- OJT: Organizational Justice Theory
- SET: Social Exchange Theory
- GDMM: Group Decision Making Models

Abstract

This thesis proposal aims to assess the impact of employee participation on decision-making processes within the Commercial Bank of Ethiopia (CBE). Recognizing the critical role that employee engagement plays in enhancing organizational effectiveness, this study seeks to explore how inclusive decision-making influences employee morale, productivity, and overall organizational performance. Utilizing a mixed-methods approach, the research will combine surveys and qualitative interviews to gather comprehensive data from a diverse range of employees across various departments and branches within CBE.

The objectives of this study include identifying the current level of employee participation in decision-making at CBE, understanding the perceptions of employees regarding their involvement, and evaluating the outcomes of such participation on organizational performance metrics. By analyzing the relationship between employee engagement and decision-making efficacy, the research aims to provide actionable insights that can inform management practices and enhance the bank's operational strategies.

Ultimately, this study aspires to contribute to the existing literature on organizational behavior and provide a framework for fostering a more participatory culture within CBE, thereby promoting a sustainable competitive advantage in the banking sector.

Chapter One: Introduction

This research investigates the effects of employee participation on the decision-making processes within the Commercial Bank of Ethiopia (CBE). It is essential to understand the significance of employee participation in decision-making, especially in the banking sector, where employee participation is crucial for organizational effectiveness. This study aims to highlight the importance of employee engagement in enhancing decision quality, job satisfaction, and overall organizational performance.

1.1 Background of the Study

Employee participation in decision-making is crucial for achieving organizational goals. It involves engaging employees at all levels—top, middle, and lower—in the managerial functions necessary for organizational success. Previous research indicates that employee participation is gaining focus as a vital tool for achieving organizational objectives, particularly within CBE, it plays a key role in overall success.

1.2 Background of the Organization

The Commercial Bank of Ethiopia (CBE) has a rich history dating back to the establishment of the State Bank of Ethiopia in 1942. As a legally established share company in 1963, CBE has significantly contributed to the country's development. Currently, CBE serves over 40 million account holders through more than 1,940 branches, with a growing number of digital banking users.

Mission and Vision: The bank aims to provide comprehensive banking services while contributing to Ethiopia's economic development. Its vision is to be a leading bank in Africa and beyond. (1)
Reference1.Commercial bank of Ethiopia-Commercial bank of Ethiopia about page

1.3 Statement of the Problem

The lack of employee commitment towards decisions made by top management has serious repercussions on organizational goal achievement. Despite the importance of employee participation,

many managers perceive decision-making as their sole privilege employee participation on commitment and to identify the challenges faced in implementing effective participatory practices.

1.4 Objectives of the Study

1.4.1 General Objective

To investigate the employee participation in decision-making on organizational performance, employee satisfaction, and overall effectiveness at CBE.

1.4.2 Specific Objectives

- 1. To assess the extent of employee involvement in decision-making processes at CBE.**
2. To evaluate employee participation and job satisfaction among CBE employees.
3. To analyze the participatory decision-making on organizational performance at CBE.
4. To identify barriers to effective employee participation in decision-making within the bank.

1.5 Research Questions

1. What methods of employee participation are currently used by CBE?
2. How effective are these strategies in enhancing employee engagement?
3. What are the strengths and weaknesses of each method employed?

1.6 Significance of the Study

This study will significantly contribute to the understanding of employee participation in decision-making, particularly in the banking industry. It aims to fill the research gap in this area and provide valuable insights for organizations operating in similar environments.

1.7 Scope/Delimitation of the Study

This study focus exclusively on CBE, analyzing various branches to understand how employee participation varies across. It will examine recent changes in policies and practices over the past five years.

1. Geographical Scope: The study will focus exclusively on the Commercial Bank of Ethiopia, analyzing its various branches across the country to understand how employee participation varies within different contexts.
2. Temporal Scope: The research will examine the effects of employee participation in decision-making over the past five years, considering recent changes in policies and practices at CBE.
3. Population: The study will target employees at different levels within CBE, including management, middle management, and staff, to capture a comprehensive view of participation across the organizational hierarchy.
4. Decision-Making Areas: The research will focus on specific decision-making areas such as strategic planning, operational processes, and employee welfare initiatives to evaluate the impact of participation in these contexts.

These elements will help clarify the boundaries of this research, making it easier to focus on the specific impacts of employee participation in decision-making at CBE.

1.8 Limitations of the Study

Potential limitations include the lack of existing research on Ethiopian banking sector, time constraints, and the availability of resources for conducting the study.

1.9 Organization of the Study

The thesis will be organized into five chapters, including an introduction, literature review, research methodology, data presentation and analysis, and conclusions with recommendations.

In chapter 1 the context of the study introduced along with the research objectives, and limitations of the study have also been discussed.

In chapter 2 The existing literature reviewed to identify key skills development approaches and strategies within the context of commercial bank of Ethiopia.

In chapter 3 the research design and methodology presented, the adoption of qualitative inductive, research design will be justified and the broader research design will be discussed .

In Chapter 4: Data Presentation and Analysis which includes Overview of Collected Data Analysis of Employee Participation at CBE, Relationship Between Participation and Job Satisfaction, impact on Organizational Performance Metrics, Discussion of Findings

In Chapter 5: Conclusions and Recommendations will have included in this chapter along with Summary of Key Findings Conclusions Drawn from the Study that is Recommendations for CBE Management and Suggestions for Future research.

In chapter 6: References chapter will include Comprehensive list of all sources cited in the study.

7.Appendices chapter include Copies of survey instruments, Interview guides, Additional data or information relevant to the study.

This organization of the study provides a clear framework for the research, guiding readers through the objectives, methodology, findings, and conclusions.

Chapter Two:

Review of Related Literature

This chapter explore existing theories and frameworks regarding employee participation in decision-making, examining its impact on organizational performance.

2.1 Theoretical Review

Participatory Decision-Making Theory emphasizes the importance of employee involvement in decision-making processes. Key aspects include empowerment and collaboration, which foster a culture of trust and cooperation.⁰

2.1.1 Maslow's Hierarchy of Needs:

Maslow's theory posits that individuals are motivated by a hierarchy of needs, from basic physiological needs to self-actualization. Employee participation can fulfill higher-level needs, such as

-Esteem Needs: Participation enhances employees' self-esteem and recognition within the organization.

Self-Actualization: Involvement in decision-making allows employees to express their creativity and contribute meaningfully to the organization. (2)

2.1.2 Social Exchange Theory:

This theory posits that relationships are based on the mutual exchange of benefits. (2)

-Reciprocity: When employees are involved in decision-making, they are likely to reciprocate with increased loyalty and commitment.

- Trust: Participation builds trust between employees and management, fostering a more collaborative organizational culture. (2)

2.1.3 Organizational Justice Theory-

Organizational justice focuses on fairness and equity within the workplace. Employee participation can enhance:(2)

- Procedural Justice: Involvement in decision-making processes leads employees to view outcomes as fair, promoting acceptance and support for decisions.
- Interactional Justice: Open communication during participation fosters respectful treatment, enhancing overall job satisfaction.

2.2 Empirical Review

Research indicates a positive correlation between employee participation and organizational performance, highlighting the benefits of inclusive decision-making in enhancing employee morale, productivity, and job satisfaction.

Examples: Here are some highlights of organizations that have successfully implemented employee participation in decision-making:

2.2.1 Organizations that have successfully implemented EPDM

1. Google-Open Communication: Google encourages a culture of open dialogue where employees can voice their opinions and contribute to decisions.

- Project Management: Employees are involved in various projects, allowing for diverse input and innovation, which enhances creativity and productivity.

2. W.L. Gore & Associate-Lattice Structure: This company operates without traditional hierarchy, promoting a flat organizational structure that encourages collaborative decision-making.

- Empowerment: Employees have significant autonomy and are encouraged to take initiative, leading to high job satisfaction and innovation.

3. Southwest Airline--Employee Empowerment: Southwest empowers its employees to make decisions that enhance customer service, leading to high levels of employee satisfaction and low turnover.

- Feedback Mechanisms: Regular feedback sessions allow employees to contribute to company policies and practices.

4. Spotify- -Agile Teams: Spotify uses a squad model, where small, cross-functional teams make decisions about their work, enhancing flexibility and innovation.

- Employee Input: Employees are encouraged to share ideas and feedback, fostering a culture of continuous improvement.

5. Zippos--Holacracy: Zippos has adopted a Holaractic structure that distributes authority, allowing employees to participate in governance and decision-making.

- Customer Focus: Employees are empowered to make decisions that enhance customer satisfaction, leading to high engagement and loyalty.

- Diversity and Inclusion: The company actively seeks input from diverse employee groups, enhancing decision-making quality and innovation.

7. SEMCO Partners- Radical Democracy: SEMCO practices a form of workplace democracy where employees have a say in key decisions, including salary negotiations and job roles.

- High Trust Environment: This approach has resulted in high employee loyalty and productivity.

Organizations that successfully implement employee participation in decision-making experience enhanced innovation, employee satisfaction, and overall performance. By fostering a culture of collaboration and inclusion, these companies create environments where employees feel valued and engaged.

2.2.3 Challenges to Implementation of PDM

-Cultural Barriers: Traditional hierarchical structures may hinder effective participation, particularly in organizations with a strong top-down management style.

-Training and Resources: Adequate training is necessary to empower employees, and organizations may require additional resources to facilitate participation.

-Management Resistance: A significant barrier to effective employee participation is the reluctance of some managers to share decision-making authority. Many managers view decision-making as their exclusive domain, which can lead to disengagement among employees and a lack of commitment to organizational objectives.

-Lack of Understanding: There is often a lack of understanding regarding the role and impact of employee participation on commitment and organizational success. This misunderstanding can result in missed opportunities for enhancing employee engagement and productivity .

2.2.4. Recommendations for Practice

Encouraging Participation: Organizations, including CBE, should actively encourage employee involvement in decision-making processes. This can be achieved through structured programs that facilitate employee input and feedback on relevant issues.

Training for Managers: Providing training for managers on the benefits of participative decision-making can help shift perspectives and promote a culture of collaboration and shared responsibility.

Creating Open Communication Channels: Establishing clear communication channels between management and employees can enhance trust and facilitate a more inclusive decision-making process. This can lead to improved relationships and a more cohesive organizational culture.

The empirical evidence suggests that employee participation in decision-making positively impacts job satisfaction, organizational performance, and innovation at the Commercial Bank of Ethiopia. However, challenges such as cultural barriers and the need for adequate training must be addressed to

fully realize these benefits. Future research should explore long-term impacts and the effectiveness of specific participatory practices within the banking sector.



Fig 1Recommended discussion issue in CBE

decision making meetings that involve employees at all levels

2.3.conceptual review

conceptual framework will outline the relationship between employee participation, organizational commitment, and performance metrics, providing a comprehensive understanding of these dynamics within CBE.

2.3.1Key themes

These are the key themes for a conceptual review on the assessment of employee participation in decision-making within an organization, particularly focusing on the case of the Commercial Bank of Ethiopia (CBE), the following key themes and references can be:

-Employee participation in decision-making is crucial for enhancing organizational effectiveness and employee commitment. It allows employees to invest emotionally and mentally in their work, which can lead to improved performance and satisfaction.

- The concept of stakeholders is central to understanding employee participation. Stakeholders including employees, customers, and suppliers, all of whom can influence or be influenced by

organizational decisions. Engaging these stakeholders in decision-making processes can foster a sense of ownership and commitment to organizational goals

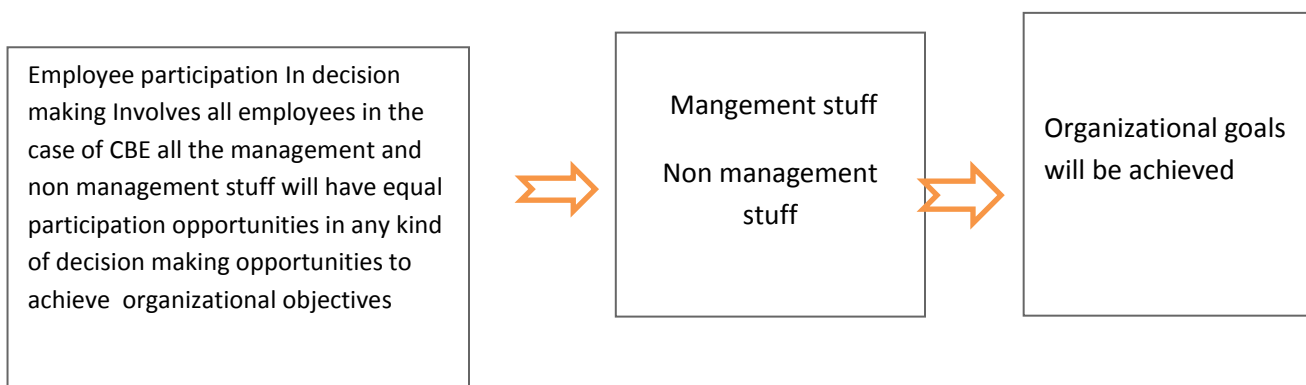


Fig 2conceptual framework of employee participation in decision making the case of CBE

Research indicates that when employees are involved in decision-making, they are more likely to be committed to achieving organizational goals. This participation can lead to increased creativity, better decision outcomes, and enhanced organizational performance.

Despite the recognized benefits, many organizations struggle with implementing participative decision-making. Managers often view decision-making as their exclusive domain, which can hinder employee engagement and commitment .

Studies conducted in various sectors, including banking, have shown a positive correlation between employee participation in decision-making and corporate performance. For instance, research in selected banks in Nigeria highlights how participative practices can enhance corporate performance.

This paper provides insights into how employee involvement in decision-making processes can lead to improved corporate performance, relevant for understanding the banking sector . These themes and

references can serve as a foundation for this thesis, providing a comprehensive overview of the conceptual framework surrounding employee participation in decision-making and its effects on organizational commitment and performance.

For additional understanding of EPDM this study will try to further analyze, interpreted and compare and contrast the following literatures from similar websites for future research and academic purposes.

These existing studies show when employees participate in decision-making, their job satisfaction levels increase. This is linked to a sense of ownership and responsibility. Recent studies also show that organizations that foster employee participation tend to experience higher productivity levels. Employees are more motivated when they feel their input is valued. Some studies also show involving employees in decision-making processes leads to better outcomes because It emphasizes collaboration and shared responsibility.

2.3.2 Gaps in the Literature:

Despite the extensive research on employee participation and decision-making theories, several gaps remain:

Sector-Specific Studies: Much of the existing research is concentrated on specific sectors (e.g., manufacturing, healthcare). There is a need for comparative studies across diverse industries to understand how participation impacts different organizational contexts.

Longitudinal Studies: Many studies are cross-sectional, capturing a snapshot in time. Longitudinal research could provide insights into the long-term effects of employee participation on organizational performance and employee well-being.

Cultural Influences: Most studies do not adequately consider how cultural differences influence employee participation and decision-making. Research exploring how cultural contexts affect these dynamics could provide valuable insights.

Impact of Technology: The rise of remote work and digital collaboration tools has transformed decision-making processes. Investigating how these changes affect employee participation could fill a significant gap in the literature.

Diversity and Inclusion: While some studies touch on diversity, there is a lack of research focusing on how diverse teams influence participative decision-making and the outcomes of such processes.

Psychological Mechanisms: More research is needed to understand the psychological mechanisms at play when employees participate in decision-making. For instance, how do perceptions of fairness and recognition influence motivation and satisfaction.

Addressing these gaps through focused research could significantly enhance our understanding of employee participation and its impacts on organizations. By exploring these uncharted areas, future studies can contribute to more effective management practices and organizational strategies.

Chapter Three:

Research Design and Methodology

This study will focus on understanding decision making in an organization and the effects of employee participation in decision making of an organization .The study will focus mainly on the employee of commercial bank of Ethiopia.

3.1 Research Design

A mixed-methods approach will be adopted, combining quantitative surveys with qualitative interviews to gather comprehensive data.

The study will investigate the impact of employee participation in the decision-making process on organizational effectiveness, job satisfaction, and employee morale at the Commercial Bank of Ethiopia

3.2 Research Approach

The study will explore the extent and impact of employee participation in decision-making at CBE, aiming to provide actionable insights for management.

3.3 Data to be collected

This study employs a combination of primary and secondary data sources for its data collecting. The main methods of gathering data were questionnaires and observation. Conversely, secondary data gathered from reviewing pertinent publications, including books, papers, yearly reports, and the CBE employee participation in decision making Policy. The information pertaining to participation in decision making techniques in CBE was obtained from secondary data sources, which were employed to supplement the main data.

Data will include employee demographics, participation metrics, attitudes, and organizational performance indicators.

For instance ;To conduct this research collecting the following data will be necessary

1- Employee Characteristics Age, gender, job title, department, tenure, and education level.

- Organizational Characteristics: Size of the organization, industry type, and organizational structure.

2. Participation Metrics

- Types of Participation: Methods by which employees are involved (e.g., surveys, meetings, committees).

- Frequency of Participation: How often employees are invited to participate in decision-making processes.

- Level of Participation: The extent of influence employees has on decisions (e.g., advisory, consultative, or decisive roles).

3. Employee Attitudes and Perceptions

Satisfaction with Participation: Employee surveys measuring satisfaction with their involvement in decision-making.

- Perceived Effectiveness: Employees' beliefs about the effectiveness of their contributions to decisions.

- Trust in Management: Levels of trust in management's responsiveness to employee input.

4. Decision-Making Outcomes Quality of Decisions: Assessments of decision quality (e.g., effectiveness, innovation, and alignment with organizational goals).

- Employee Engagement and Morale: Metrics such as job satisfaction and commitment to the organization.

- Retention Rates: Correlation between participation levels and employee turnover.

5. Performance Metrics

- Productivity Measures: data will be gathered on output, efficiency, or performance indicators before and after implementing participatory practices.

- Financial Performance: Changes in profitability, cost savings, or revenue linked to decisions made with employee input.

6. Qualitative Insights

- Interviews and Focus Groups: qualitative data on experiences, opinions, and suggestions regarding participation in decision-making will be gathered.

- Case Studies: in-depth analysis of specific instances of employee participation and their outcomes will be done.

7. Organizational Policies and Practices

- Documentation Review Policies related to employee involvement, decision-making protocols, and communication strategies.

- Training Programs: Information on training provided to enhance employee participation skills.

8. Comparative Analysis

If there is time collect data from peer organizations to identify best practices and performance comparisons. Quantitative data that will provide a comprehensive view of how employee participation affects decision-making within the organization will be collected. The data collection methods will be tailored to align with the specific objectives and context of the research.

3.4. Population, Sample Size, and Sampling Techniques

1. Employees at CBE: This could encompass a range of roles, from entry-level staff to management, to get a comprehensive view.

2. Departments: Including various departments (e.g., operations, customer service, and finance) can provide insights into how participation differs across functions.

3. Geographical Locations: If CBE has branches in different regions, including employees from multiple locations can help understand regional differences in employee participation and its effects.
4. Tenure: Including employees with varying lengths of service can help assess how experience influences participation and perceptions of decision-making.

The study will target employees at all levels within CBE, with a sample size ranging from 100 to 300 employees, using simple random sampling techniques.

Department	Population	Percentage
Human resources	177	29
Compliance	114	19
Marketing and communications	23	4
Branch operations	66	11
Audit	192	31
Treasury	17	3
Branch operations	6	1
Risk management	15	2
Total	610	100

For this study and according to its scope representative samples will be selected from employees. Simple random sampling is applied to give equal chance of being selected for all participants, at a confidence level of 95% Saunders et.al. and Israel (2009) a statistical sample of 240 will be selected from the total population of 610 employees by applying this statistical formula.

$$n = \frac{N}{1 + N(e)^2}$$

n = Sample size

N = Population size.

e = Level of precision, Yamane (1967)

n= 610 /1+610*(0.05)²

n= 243

3.5. Sampling techniques:

The research will employ a quantitative and qualitative approach to assess the level of employee participation in decision-making processes across various departments within the organization (CBE).

The total population consists of 610 employees distributed among different departments as follows:- Human Resources: 177 (29%)-, Compliance: 114 (19%)-, Marketing and Communications: 23 (4%)-, Branch Operations: 66 (11%), Audit: 192 (31%), Treasury: 17 (3%), Risk Management: 15 (2%).which come from management and non-management staff

- Simple Random Sampling: This method will be applied to ensure that each member of the population has an equal chance of being selected. This helps reduce bias and ensures a representative sample.

Sample Size Determination:

-The research will Use the following formula defined by Yamane (1967) to calculate sample size:

$$n = \frac{N}{1 + N(e)^2}$$

- Where:

- (n) = Sample size

-(N) = Total Population (610)

- (e) = Level of precision (0.05 for 95% confidence level)

- Plugging in the values

$$n = 610 / 1 + 610 \cdot (0.05)^2 = 610 / 1 + 610 \cdot 0.0025 = 610 / 1 + 1.525 = 610 / 2.525$$

approx. value will be 241

- Therefore, the determined sample size for this study is approximately 243 employees.

Proportional Allocation:

- Following the determination of the sample size, a proportional allocation will be applied to ensure that the sample reflects the population distribution across departments:

For each department, the sample size can be calculated as follows:

$$\text{Sample size for department} = (\text{Department Population}) / (\text{Total Population}) \times n$$

The allocation will be as follows:

- Human Resources: $177/610 \times 243 = \text{approx } 70$

- Compliance : $114/610 \times 243 = \text{approx } 43$

- Marketing and Communications: $23/610 \times 243 = \text{approx } 9$

- Branch Operations: $66/610 \times 243 = \text{approx } 27$

- Audit: $192/610 \times 243 = \text{approx } 76$
- Treasury: $17/610 \times 243 = \text{approx } 7$
- Risk Management: $15/610 \times 243 = \text{approx } 6$

3.6 Data Collection methods

- Instrument: A structured questionnaire will be developed to assess employee perceptions and participation in decision-making processes.
- Distribution Method: The questionnaires will be distributed electronically and/or in print to all selected participants.

Data Analysis- Once data is collected, statistical analysis will be performed using software such as SPSS or Excel.

- Descriptive statistics will summarize the findings, while inferential statistics will assess the relationships between participation levels and various demographic factors.

This methodology will provide a systematic approach to assessing employee participation in the decision-making process within the organization, ensuring that the findings are statistically valid and representative of the entire population.

When conducting this research two sampling techniques will be employed.

1. Simple Random Sampling: this sampling technique will be chosen because Every employee has an equal chance of being selected. This technique minimizes bias.

- it will be applied by Using a random number generator to select participants from the list of employees.

2. Convenience Sampling: Participants are chosen based on their availability and willingness to participate. It will be applied by surveying employees who are easily accessible, such as those present at a specific location or event.

The Considerations will be

- Ethical Considerations: to Ensure informed consent and confidentiality of participants.

For example.

1. Surveys and Questionnaires Will be created to gather qualitative data from employees regarding their perceptions of participation, decision-making processes, and organizational outcomes.

It will be advantageous because it's Cost-effective and can reach a large number of respondents, and provides quantifiable data.

2. Interviews will also be conducted to gain in-depth insights from employees into their experiences and perspectives. Thus will be advantageous because it provides qualitative data, allows for follow-up questions, and can reveal deeper insights into employee sentiments.

3. Focus Groups will be organized for discussions with a diverse group of employees to explore their views on participation in decision-making because it Encourages interaction and discussion, which can lead to richer data and insights.

4. Case Studies will be conducted for specific departments or projects within CBE that exemplify employee participation in decision-making. Because it will provide a holistic view and context-specific insights.

5. Document Analysis will be conducted to Review internal documents, reports, and communication related to decision-making processes and employee involvement. Which offers background information and can complement findings from primary data collection?

6. Observations will be carried out on decision-making meetings and processes to understand how employee participation occurs in practice. Because it will: Provides real-time data and insights into the dynamics of participation.

7. Secondary Data Analysis will be conducted to Analyze existing data, such as employee satisfaction surveys or organizational performance metrics, to identify trends related to participation because it will Save time and resources and can provide baseline information.

By combining these methods, the robustness of the research will be enhanced. For instance, by using surveys for the data alongside interviews for qualitative insights, this research will be able to provide a comprehensive understanding of the effects of employee participation in the decision-making process at CBE.

3.7. Data Analysis

Data will be analyzed using descriptive and inferential statistics, with thematic analysis for qualitative insights.

The following steps will be necessary to analyze the data.

Step 1: Familiarization: the analysis process will begin by reading all the interview transcripts or qualitative data multiple times to become deeply familiar with the content. And then I will Jot down any initial thoughts, patterns, or interesting points that stand out.

Step 2: Initial Coding: In this step the study will Start coding the data by identifying segments of text that are relevant to the research questions. Short labels will be used to summarize these segments. There will be Use if Software Tools: like Vivo or Atlas to help organize and code the data.

Step 3: Themes searching-: this step will Review the initial codes and group them into broader themes that capture significant patterns in the data. Visualize how different themes relate to each other and to the research questions.

Step 4: Theme review: And then there will be a systematic Check of the themes against the dataset to ensure they accurately represent the data. To ensure that the themes are distinct and consistently reflect the data segments.

Step 5: Defining Theme: this step will contain a detailed description of each theme, explaining what it captures and why it is significant Choose Informative Names: Each theme will have a concise name that reflects its essence.

Step 6: Analysis writing: will contain each theme in the context of my research questions and it will include direct quotes from participants to illustrate each theme and it will discuss the implications of each theme for understanding employee participation in decision-making. The study

will relate findings back to the existing literature on employee participation and decision-making in CBE. Finally, the study will summarize findings:

Step 7: Conclusion: finally, the research will conclude with a summary of the main themes and their relevance to the objectives and it will discuss the implications of the findings for practice at the Commercial Bank of Ethiopia and for future research. By following these steps, I the researcher will effectively conduct a thematic analysis that provides valuable insights into effects of employee participation in decision-making at CBE.

3.8. Validity and Reliability

Strategies will be implemented to ensure the validity and reliability of the data collected, including pilot testing and triangulation.

3.8.1. Validity

1. Content Validity

The first step will be ensuring that the survey or interview questions comprehensively cover the concept of employee participation in decision-making. This can be achieved by reviewing existing literature on the topic and consulting experts in human resource management or organizational behavior.

2. To construct the validity a pilot study will be conducted in order to test the instruments on a small sample of employees then feedback will be analyzed to refine the questions and ensure they accurately measure the intended constructs related to employee participation and decision-making.

3. Criterion-related Validity

- The findings will be compared with established research or benchmarks in the field. For instance, one can use existing studies on employee participation in similar organization and use those as a reference point to validate the results.

3.8.2. Reliability

To check the reliability of the data in this thesis we will use the following methods:

1. Triangulation the method will be used to check the reliability of the multiple data sources, methods, or researchers to cross-verify findings. This can enhance the credibility of the results. For example, I might combine interviews, focus groups, and document analysis to gather diverse perspectives on employee participation.
2. Member Checking: After analyzing the qualitative data, findings will be shared with participants to confirm that the interpretations align with their experiences.
3. Audit Trail: A thorough records of the research process will be kept including notes on how data is collected and analyzed, which can help others understand and evaluate this study's reliability.
4. Peer debriefing there will be Regular meeting with peers to discuss the analysis and receive feedback, which can help identify biases or assumptions in the interpretations.
5. Consistency in Data Collection: the same interview questions will be used and procedures for all participants to maintain consistency in how data is gathered.
6. Reflexivity: A reflexive journal will be maintained where i will document my thoughts, feelings, and assumptions throughout the research process, which can help me remain aware of potential biases. By implementing these strategies, I can enhance the reliability of my research on my thesis on employee participation in decision-making

3.8.3. Model Specification

A model will be developed to assess the relationship between employee participation and organizational performance.

3.9 Ethical Considerations

Ethical protocols will be followed to ensure participant confidentiality and informed consent. When exploring the effects of employee participation in decision-making within an organization, such as the Commercial Bank of Ethiopia (CBE), several ethical considerations should be addressed. Here are key points that will be considered during this research process .

1. Informed Consent- this research will be conducted in a way that will ensure that all participants involved in the research understand the purpose of the study and consent to participate voluntarily.
2. Confidentiality- The identities and responses of participants will be protected. Any data collected will be anonymized to maintain privacy.
3. Fair Representation- This research will Aim to include a diverse range of employees in decision-making processes to ensure that various perspectives and interests are represented.
4. Power Dynamics - The study will recognize of existing power dynamics within the organization. Participation will not be coerced, and employees will not feel uncomfortable expressing their opinions without fear of repercussions.
5. Transparency- This study will have full Transparency when gathering data in how decisions are made and how employee contributions are valued. This builds trust and encourages genuine participation.
6. Impact on Employees-this research will consider how changes in decision-making processes may impact employees, including their job satisfaction, morale, and overall well-being will be upon conducting the study

CHAPTER FOUR:

Data Analysis and Interpretation

This chapter will include data presentation, analysis and interpretation. The required results were gained by using questionnaires, interviews and document analysis as data tools. Accordingly, relevant data are collected from the sample respondents. Majority of the respondents, i.e. 75% have filled out and returned the questionnaires distributed.

The data collected using the tools mentioned above are tabulated, analyzed and interpreted **using**

This chapter will include data presentation, analysis and interpretation. The required results were gained by using questionnaires, interviews and document analysis as data tools. Accordingly, relevant data are collected from the sample respondents. Majority of the respondents, i.e. 75% have filled out and returned the questionnaires distributed.

The data collected using the tools mentioned above are tabulated, analyzed and interpreted using descriptive statistics. The chapter comprises two parts. The first part presents the demographic characteristics of the respondents. The second part presents detailed analysis and discussion of the data collected through the distribution of questionnaires and document analysis.

This study will be able to provide a comprehensive analysis of the effects of employee participation in decision-making at CBE while upholding ethical standards in research by integrating this ethical consideration.

4.1. Characteristics of the Respondents

This section is concerned with the background of the respondents. Thus, the profile of the respondents with regard to gender, age, educational status, place of assignment and length of service years are summarized and presented in the tables below.

Table1: characteristics of respondent

Description of employees	Management		Non-management		Total	
	No		No		No	%
	10	4	23	58	33	54

	11	52	17	42	28	46
Total	21	100	40	100	61	100
A.Age						
Under25	0		0	4	4	7
25-34	12		0	28	40	65
35-44	6		0	15	12	20
45-54	3	14	0	2	4	7
5and above	0	0	0	1	1	1
Total	21		100	100	61	48
PhD	0		0		0	0
Master	1		2	2	3	4
Degree	20		31	77	51	84
Diploma	0		0	0	0	0
High school	0		0	0	0	0
Total	21		40	40	61	100

The above table shows that from the total population of 21 employees of the management staff for which questionnaires were collected with full answers, 10 (48%) are male while 11(52%) are female. Age wise 12(57%) fall under the age group of between 25 and 34years, 6(29%) lie in the

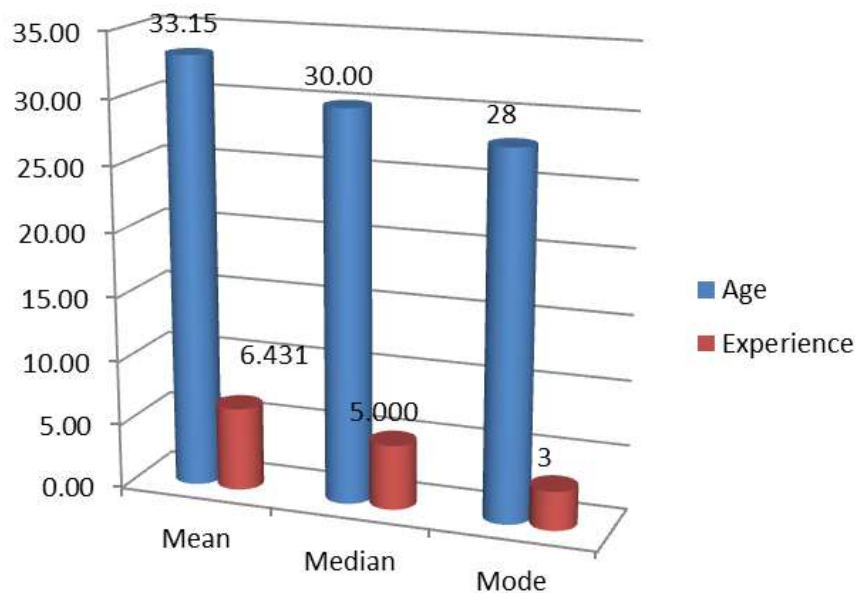


Fig 3:Demographic bar chart of age and experience of CBE employee

age group between 35 to 44 years and the rest i.e. 3(14%) belong to the age group between 45 and 54years.

Fig 3:Demographic bar chart of age and experience of CBE employee

On the other part, from the total number of non-management respondents who have returned the questionnaires duly filled, 23(58%) are male and the remaining 17(42%) are females. The composition of these respondents with regard to age shows that 28(70%) are between the age of 25to 34, while 6(15%) fall under the age group between 35 to 44 and the remaining 4(10%) are under twenty five years age group.

This indicates that the bank has young and potential work force that could be an asset to contribute towards better participation for decision making processes. Thus, this may require the bank to formulate and implement a good training and development program. Academically 20(95%) of the management group of respondents are first degree holders, 2(5%) are Master's degree holders. On the other part 31(77%) of the non-management respondents are first degree holders; 2(5%) holds a

Master's degree and the rest 7(18%) are college diploma holders. This result indicates that the bank maintains a good composition of educated employees that requires a further formulation of an effective PDM program to achieve the required results by enhancing and designing an effective training and development program.

Table 2 :Respondents place of assignment and length of service years

Description	Managers		Non managers		Total	
C.place of	No	%	No	%	No	%
Department	13	62	12	30	25	41
Branch	8	38	70	70	36	59
Total	21	100	40	100	61	100
1-3 years	1	5	7	18	8	13
4-6 years	4	19	11	28	15	25
7-9years	8	38	16	40	24	39
10-12 years	5	24	3	7	8	13
13 years	3	14	3	7		10
Total		100		100		100

The above table shows, 13(62%) of management employees are serving at department level while 8(38%) are assigned in branches located in Addis Ababa area. On the other hand, most of the non-management respondents 28(70%) are from branches while 12(30%) are serving at the department. Thus, the majority of the respondents comprise those who serve in branches located in Addis Ababa. Nevertheless, the participation of respondents from the department is also significant. Composition of the management personnel considered for the study depicts that 8(38%) served for 7 to 9 years; 5(24%) served between 4 to 6 years; 3(14%) have served for more than 13 years; 1(5%) has served between 1 to 3 years.

On the other part, from the non-management group of respondents 7(18%) served for 1to 3 years; 11(28%) served for 4to 6 years; 16(40%) served for 7 to 9 years and the remaining 6(14%) server for more than ten years.

CBE can have a winning employee participation advantage because as the results show most of the respondents have a very long time experience working in the bank and It can be considered as a better bank than any other banks in the country regarding the participation and encouragement of employees the managerial and non-managerial decision making process.

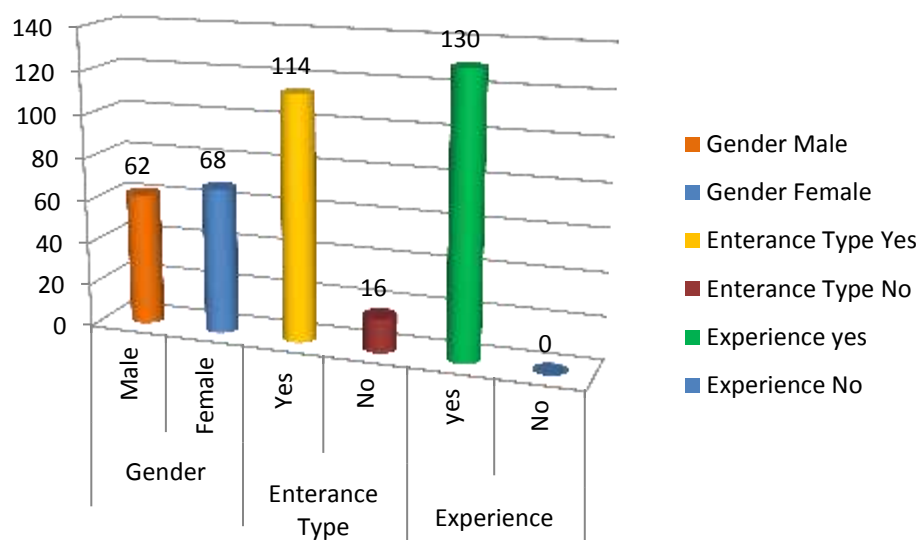


Fig 4 :Respondents place of assignment and length of service years

4.2 Analysis of the Findings of the study

This chapter is concerned with data presentation, analysis and interpretation. In order to get the required results questionnaires and Interviews and document analysis as data tools were used. Accordingly, relevant data are collected from the sample respondents. Majority of the respondents, i.e. 75% have filled out and returned the questionnaires distributed.

In this section of the paper, the data collected using the tools mentioned above are Tabulated, analyzed and interpreted using descriptive statistics. The chapter has two parts. The first part presents the demographic characteristics of the respondents. The second part presents detailed analysis and

discussion of the data collected through the distribution of

This section is devoted to elaborate and discuss the opinions of the survey group regarding different questions forwarded. Accordingly, the tables that follow deal with the analysis and interpretations of the results obtained.

Table3:Returned and unreturned questionnaire

Questionnaire	Management		Non-		Total	
Total	26	100	55	100	81	100
Returned	21	81	40	73	61	75
Unreturned	5	19	15	27	20	25

In table 3 we can see that from total distributed 26 questionnaires to management employees 21 were returned and 5 were not returned and from the total 55 questionnaires distributed to non management stuff 40 were returned 15 were not returned this implies that from 81 % of the questionnaires distributed to managerial stuff of different branches in CBE 19 % were returned and so on.

4.3Answers to the questionnaires distributed to the employees.

While conducting this study the researcher distributed questionnaires to different CBE employees and the employees were willing to answer the questions in the following manner.

Table4:How often employees are involved in the decision making process in departments

Question	Answer	frequency	%
How often are you involved in the decision-making processes in your department?	Never	2	9
	Rarely	1	5
	Sometimes	5	24
	Often	12	57

	Always	1	5
	Total	21	100

The responses in table 4 show that 12(57%) employees are involved often, 5(24%) are sometimes and 1(5%)are rarely involved. This indicates that the organization needs to work further towards improving the frequency of how much the employees are involved in the decision making process.

Table 5: Respondents view about how much CBE values their contributions to the decision making process in the bank.

Question	Answer	Management staff	
		No	%
Do you feel your contributions are valued during the decision-making process at CBE?	Strongly disagree	2	10
	Disagree	7	33
	Neutral	3	14
	Agree	7	33
	Strongly agree	2	10
	it is		
	Total	21	100

As shown table,5 respondents were asked about how much CBE values their contributions to the decision making process in the bank. According to the response, it seems that 7(33%) do not agree that the bank values their contributions to the decision making process. On the other hand, 7(33%) agree that their contributions are valued . On the contrary 2(10%) of the non-management respondents strongly disagree that CBE values their contributions to the decision making process in the bank.

The data indicate that quite considerable numbers of respondents from the non-management staff are confident that their contributions to the decision making process in the bank is valued the same is true for the management staff .Employee participation in the decision making process of an organization if not properly handled it is damaging not only to the individual and organization but also a waste of time.

The survey result implies that the bank is in the right track in the process. However, since this is a crucial issue we should consider it for better success

Table 6: How comfortable employees feel voicing their opinions in decision making discussions.

Question	Response	Management stuff	
How comfortable do you feel voicing your opinions in decision-making discussions?	Not	1	5
	Slightly	5	24
	Moderately	6	29
	Very	7	33
	Extremely	2	9

In table 6 we can see that a total number of 7(33%) of the management group of respondents feel very comfortable when voicing their opinions in decision making process that selection of trainees is not carried out based on a need assessment conducted. On the other hand, 6(29%) confirmed that they are moderately comfortable when they voice their opinions during the decision making discussions. However, assessment is conducted for this issue and 5(24%) of the management stuff respondents were slightly comfortable.

Table 7: Do You believe that your input leads to better decisions.

Question	Answer	Frequency	%
Do you believe that your input leads to better decisions?	Strongly disagree	1	5
	Disagree	5.	4
	Neutral	2	9
	Agree	10	48
	Strongly agree	3	14
	Total	21	100

According to table 7 result most of the respondents i.e. 10(48%) are in the opinion that their department/branch input leads to better decisions On the other hand, some 3(14%) of the respondents believe that their input is less important than the first ones department/branch participates in the designing and implementing employee participating programs for different decisions programs initiated by the bank.

According to the responses indicated above, it seems that there is active and constant participation of the branch/department organ in the process of decision making.

Table 8: How does employee participation in decision making affect job satisfaction

Question	Answer	Management stuff		Non-management stuff	
How does employee participation in decision-making affect job satisfaction?		No	%	No	%
	Negative	16	76	18	45
	Neutral	1	5	6	15
	Positive	4	19	12	30
	Very positive	0	0	12	2
	Total	21	100	40	100

In Table 8 we can clearly see that the opinion of 4(19%) of the management staff respondents and 12(30%) of the non-management staff respondents, the collection of a consistent feedback from participants employee participation positively affects job satisfaction. On the other hand, quite considerable number of the non-management staff, i.e. 16(76%) and 18(18%) seem to have reservation or concern that the participation process of the bank negatively affects employee participation. To this effect the practice at hand as observed by the respondents seems good. This implies that the programs' effectiveness is evaluated and planning for the future is concluded that may lead to the achievements of objectives.

Table9: How does employee participation in decision making affect organizational Commitment

Question	answer	frequency	%
How does employee participation in decision-making affect organizational commitment?	Very negative	0	0
	Negative	0	0
	Neutral	1	5
	Positive	16	76
	Very positive	4	19

Table 9 Shows that employees replied 0(0%)negative to the question of how does employee participation in decision making affect organizational commitment and 16 (76%) replied positive the other 4(19%) replied very positive and the rest are neutral this shows that employee participation mostly affects employee participation in a positive way.

Table10:To what extent do you think employee participation impacts overall organizational performance.

Question	Answer	Management		Non-mamanagement	
To what extent do you think employee participation impacts over all organizational performance?	Not at all	4	19	3	8
	Slightly	16	76	18	45
	Moderately	1	5	6	15
	Very much	0	0	12	30
	Extremely	0	0	1	2
		21	100	40	100

Table 10 indicates that, responses obtained for employee opinions impacts of employee participation on organizational performance, it is presumed slightly by 16(76%) and 18(45%) and for 1(5%) 6(15%) of the respondents impacts of employee participation on overall organizational performance is moderate. Other respondents i.e. 0(0%), however, consider it as Extreme and 12(30%) the non-management are very much. The result of the opinion indicates that the organizations' Employee participation is highly linked to the organizational performance.

Table 11: How often do you have the opportunity to participate in decision-making discussions in your department?

Question	Answer	Management stuff	
How often do you have the opportunity to participate in decision-making discussions in your department?	Never	No	%
	Rarely	5	5
	Sometimes	7	33
	Often	1	5
	Always	12	48

As table 11 show how often employees participate in decision making discussions 5(5%) of the respondents said rarely. 10(48%) said always to the case at hand. According to the information obtained from majority of respondents, About how often employees are involved in decision making discussion majority are always involved.

Table 12: In your opinion, how important is employee participation in decision-making

Question	Answer	Management		Non-	
In your opinion, how important is employee participation in decision-making	Very	No	%	No	%
	Important	10	48	12	57
	Neutral	7	33	4	19
	Unimportant	1	5	12	57
	very	5	5	21	100

According to the answers in table 12 for the success of CBE10(48%) of the management staff think that employee participation program undertaken by the bank is important to the success of the bank and 1(5%) of the management staff believe that employee participation in the decision making is unimportant success of the bank. The result generally shows that most of the employees think that employee participation in the decision making process of an organization is important for the success of an organization.

Table13: when you do participate in decision making, how satisfied are you with the influence you have?

Question	Answer	Frequency	%
16. When you do participate in decision-making, how satisfied are you with the influence you have	Very dissatisfied	5	12
	Dissatisfied	10	25
	Neutral	5	13
	Satisfied	14	35
	Very satisfied	6	15
	Total	40	100

As indicated in the table some of the employees in CBE were not satisfied with the influence they have when they pay participate in the decision making process for some employees 14(35%) are satisfied while others 10(25%) are in the opinion that their participation in decision making process of the organization is dissatisfying. They said CBE gives them equal opportunity for to participate and make influence in decision making program. The result implies that CBE have to create more opportunities to participate in the decision making process and to allow them to be more influential.

Table14 :Do you believe that employee participation positively influences organizational performance?

Question	Answer	Frequency	%
Do you believe that employee participation positively influences organizational performance	Strongly disagree	0	0
	Disagree	5	24
	Neutral	6	28
	Agree	10	48
	Strongly agree	0	0

Table 14 Shows, responses obtained for the statement. Do you believe that employee participation positively influences organizational performance of the company; none of the respondents do not believe that employee participation negatively influences organizational performance. Other respondents i.e. 10(48%), however, believe that employee participation positively influences organizational performance and the other 6(28%) are not sure about it.

For an effective result of employee participation, aligning the requirements from the organizational strategy and business objectives is an important ingredient. The employee participation program should demonstrate how it positively influences the organizations objectives. The result of the opinion indicates that the organizations employee participation program is highly linked to the organizational performance.

Table15: Does employee participation lead to improved job satisfaction

Question	Answer	Frequency	%
Does employee participation lead to improved job satisfaction	Strongly	4	14
	Agree	8	38
	Neutral	6	29
	Disagree	4	19
	Strongly	4	14
	Total	21	100

As we can understand from responses in Table 15 8(38%) of the respondents agree that employee Participation lead to improved job satisfaction while 4(14)%strongly agree on subject in CBE training .However,6(29%) are neutral to the case at hand. According to the information obtained from majority of respondents, they agree that employee participation lead to improved job satisfaction.

Table16:Employee involvement in the decision-making process decreases turnover intentions.

Question	Answer	Responde	%
Employee involvement in the decision-making process decreases turnover intentions.	Strongly	5	24
	Agree	12	57
	Neutral	4	19
	Disagree	0	0
	Strongly	0	0
	Total	21	100

The importance of employee participation program in CBE is to decrease turnover intention is strongly agreed by 5(24%) of the respondents. However, 4(19%) are neutral to the case at hand. According to the information obtained from majority of respondents, involving employee to decrease turnover intentions was very helpful throughout the year in almost all branches across the country. No of the employees disagree or strongly disagree that involving employees in decision making process is decreases turnover intentions.

Table17: Do you feel that your suggestions are valued by management during the decision-making process.

Questions	Answers	Respondent	%
Do you feel that your suggestions are valued by management during theDMP decision-making process.	Strongly agree	0	0
	Agree	12	57
	Neutral	4	19
	Disagree	5	24
	Strongly disagree	0	0
	Total	21	100

The data in table 17 shows that total number of 12(57%) of the non-management group of respondents feel that their suggestions are value by management during the decision making process. On the other hand, 4(19%) confirmed that they are neutral to the idea. However, Employee participations assessment which is conducted on 5(24%) of the respondents disagree that their suggestions are valued by management during the decision making process. this shows that suggestions made by employees during most of Decision making processes Is somewhat valued at very low level.

Table18: What do you perceive as the main barriers to employee participation in decision-making? (Select all that apply)

Question	Choices	Respondents	%
.What do you perceive as the main barriers to employee participation in decision-making? (Select all that apply)	Lack of management	1	2
	Organizational culture	13	32
	Lack of time	7	18
	Ineffective communication	14	35
	Other	5	13
	Total	40	100

The result of the responses obtained from the above table show that 13(32%) organizational culture is the main barrier to employee participation in decision which they accord their agreement to the statement. Others, 14(35%) ineffective communication.7 (18%) lack of time as the main barriers of employee participation. This indicates that ineffective communication is the main barrier to decision making process of CBE and needs to work further to raise awareness of its impact on decision making and performance.

The answer to how would you rate the communication between employees and management regarding decision-making?

Table19: How would you rate the communication between employees and management regarding decision-making?

Question	Answer	Respondents	%
How would you rate the communication between employees and management regarding decision-making?	Excellent	2	5
	Good	19	48
	Average	10	25
	Not bad	9	22
	Nice	0	0
		38	100

The responses from Table 19 show that 19(48) % of CBE Employees who responded the question above answered good whereas 2(5%) answer excellent and 10(25%) answered average and 9(22%) answered not bad this means CBE have a good communication between its employees during the decision making processes and it should work further to improve this and have better results in the future.

4.4 Answers to interviews

Due to lack of time the researcher was only able to conduct interviews on only a few employees and the answers are arranged and presented in the following manner.

An HR manager in one of the branches of CBE gave the following answers

1. How do you express the employee and management relationship in important decision making?

The relationship between employees and management in decision-making is characterized by collaboration and open communication. We encourage a culture where employees feel comfortable sharing their insights and suggestions. Regular feedback sessions and collaborative meetings help bridge any gaps, ensuring that both management and employees work towards common goals.

2. What do you think about the bank's effort and your department's contribution to creating a common understanding of the results of important decisions?

The bank has made significant strides in fostering transparency and communication regarding decision outcomes. Our HR department plays a crucial role by disseminating information through workshops, newsletters, and meetings. This helps ensure that all employees understand the rationale behind decisions and how they impact the organization, thereby promoting a unified approach.

3. To what extent are the employees actively participating in decision-making meetings?

Employee participation in decision-making meetings has increased over the years. We actively encourage input from various levels of staff, ensuring that diverse perspectives are considered. While participation varies by department, we strive to create an inclusive environment where every voice can be heard.

4. What are the mechanisms that your department is using to build relationships with the public and stakeholders?

Our department employs various strategies to engage with the public and stakeholders, including community outreach programs, feedback surveys, and stakeholder meetings. We aim to maintain open lines of communication, ensuring that we are responsive to their needs and concerns, which strengthens our relationships.

5. How do you see the outcomes of the decision-making process held for different purposes at different times?

The outcomes of our decision-making processes are generally positive. We regularly assess the impact of decisions through performance metrics and employee feedback. This ongoing evaluation

allows us to refine our approaches and ensure that we are meeting both organizational objectives and employee needs effectively.

6. What do you think about your current activities in different decision-making processes being effective enough to achieve organizational objectives?

I believe our current activities are largely effective in achieving organizational objectives. By involving employees in decision-making, we harness a wealth of knowledge and perspectives, which leads to more informed decisions. Continuous training and development initiatives also support this effectiveness.

7. How do you express your department's efforts in encouraging employees to participate in decision-making?

We express our commitment to encouraging employee participation through various initiatives, such as regular town hall meetings, suggestion boxes, and employee forums. We also recognize and celebrate contributions from employees, highlighting successful examples of their input influencing decisions, which foster further engagement.

Another employee who works in one of the branches of CBE answers the interview questions as follows

1. How do you express the employee and management relationship in important decision making?

The relationship between employees and management in decision-making is generally positive. Management is approachable and values our feedback, which fosters a collaborative atmosphere. We often feel that our insights from day-to-day interactions with customers are considered in important decisions.

2. What do you think about the bank's effort and your department's contribution to creating a common understanding of the results of important decisions?

The bank makes a solid effort to communicate the results of important decisions. Our department contributes by sharing updates during team meetings and through internal communications. This

helps ensure that everyone understands how decisions affect our operations and the overall service we provide.

3. To what extent are the employees actively participating in decision-making meetings?

Employee participation in decision-making meetings varies. While some employees actively share their ideas and concerns, others may be less vocal. However, management encourages participation, and we are gradually seeing more employees engage in discussions.

4. What are the mechanisms that your department is using to build relationships with the public and stakeholders?

We use several mechanisms to build relationships, including community engagement events, customer feedback surveys, and regular communication through social media. These efforts help us understand public needs and enhance our service delivery.

5. How do you see the outcomes of the decision-making process held for different purposes at different times?

Outcomes from various decision-making processes have generally been beneficial. We often review decisions based on customer feedback and operational efficiency, allowing us to refine our approaches and better serve our clients.

6. What do you think about your current activities in different decision-making processes being effective enough to achieve organizational objectives?

I believe our activities are effective in achieving organizational objectives. Regular training and opportunities for feedback help us align our efforts with the bank's goals, ensuring that we are all working towards the same outcomes.

7. How do you express your department's efforts in encouraging employees to participate in decision-making?

We express our efforts through regular team meetings where everyone is invited to share their ideas. Management also recognizes contributions, which motivates us to participate more actively. Additionally, initiatives like suggestion boxes allow for anonymous input.

8. How do you see the participation of your department's employees on decisions involving important matters?

Participation in decisions involving important matters is improving. Employees are becoming more comfortable voicing their opinions, especially when they see that their input can lead to tangible changes. This growing involvement is crucial for making informed decisions that benefit both staff and customers.

As mentioned above due to lack of time and willingness of the CBE employees this research paper was only able to include the above answers from a few employees the other employees who were interviewed gave similar answers so there was no need to include their responses.

Document Review In order for organizations to compete successfully in a global and changing economy it is important to participate their employees in decision making whether it is financial or HR related and in recent years CBE is giving priority in this context to achieve its organizational objectives more efficiently The bank's policy statement regarding this matter

Chapter Five:

Main Findings Conclusions and Recommendation

The main findings of this thesis paper is presented as follows

1. Increased Job Satisfaction: Employee involvement in decision-making often leads to higher job satisfaction, as individuals feel valued and heard.
2. Enhanced Organizational Commitment: Participation can foster a sense of belonging and loyalty to the organization, resulting in lower turnover rates.
3. Improved Decision Quality: Diverse input from employees can lead to more informed and effective decisions, enhancing overall organizational performance.
4. Barriers to Participation: The research may identify obstacles to employee participation, such as hierarchical structures, lack of communication, or insufficient training.
5. Impact on Team Dynamics: Increased participation may improve collaboration and teamwork, promoting a more cohesive working environment..

These findings emphasize the importance of inclusive decision-making processes in fostering a positive workplace culture and improving organizational outcomes.

5.1 Conclusions

CBE as a bank have a good number of educated and trained employees with experience: This allows the bank to participate educated employees on important decision making matters to increase productivity of the bank. CBEs employee participation procedure on important decisions involving the future of the bank seems to be well arranged by the management of CBE for easy participation. The practice, however, is not implemented to the expected standards:

Costs incurred for participation programs are large as compared to the result obtained from it. Many respondents from the non-management group are confident on their contributions and positive

impacts during important decision making meetings while a good number of management staff is not actively participating at all.

No matter how important the decision making meetings are CBEs employees are always encouraged it attend these meetings regardless of academic status demographics or other criteria's and this have been helping the bank to maintain a good and transparent working environment for many years.

Branches and departments always encourage all of the employees to attend the meetings to improve communication between employees and management and employees feel that this have indeed improved communication process in a very good way and the effectiveness of the employee participation programs is visible and tangible in terms of Job satisfaction improved productivity and the creation of conducive organizational culture.

The major purpose of employee participation programs is to ensure achievement of overall organizational objectives.

CBE mostly holds important decision making meetings off the job to reduce wastage of work time this allows the participants to have a better concentration on the meetings and actively participate in these meeting and exchange productive ideas and knowledge.

The employee participation methods and results are satisfactory on all inclusive participation program can be a very efficient bringing improvement in the performance of the employees.

5.2 Recommendations

The analysis obtained from the questionnaire and subsequent conclusions arrived at the following recommendations which are forwarded to the organization so that the entire positive as well as the negative aspects is considered for the better.

The organization should use standardized employees participation procedure to improve its potential work force to improve performance and obtain better results.

It has to implement a good communication mechanism and involve the departments/branches in decision making process no matter how wide or small they may be.

Even though employee participation is critical in any decision making process failure in the program is not only damaging to the employee and the organization but a waste of money and time. Therefore selecting the right employee for the right decision making process is an important task the organization should consider this for better results.

Providing a fair treatment to employees and units to participate in any specific decision making process helps to avoid error and dissatisfaction thereby increase motivation and performance in the job. Hence, CBE should consider this point to get the required results.

Balancing the participant's ideas and the management's decisions is vital to get the required results from any kind of decision making processes.

Competency of managers has to be further improved to be effective in the outcome of the decisions made in any decision making program.

CBE as a bank should also consider the level of satisfaction in the overall participation of its employees on important financial and non-financial decision making processes in order to continue as a competent bank with other banks in the country.

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Appendices

Appendix A



**ST MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF BUSINESS ADMINISTRATION**

1. Questionnaire prepared on the assessment of employee participation the case of CBE

Dear respondent

This questionnaire is prepared to assess employee participation in decision making process of an organization in the case of CBE.. This study is aiming mainly at identifying the problems that constrain the employee participations in department's branches and head offices of CBE to achieve organizational.

Your genuine responses will have much use for the student research paper. Please, fill all answers frankly all the information you provide to this study will be kept strictly confidential thanks to you in advance for your cooperation to fill this questionnaire.

Note: don't put your name

Thank You!

Thank you for your participation in this questionnaire. Your responses are crucial for understanding the effects of employee participation

Please put (✓) Mark in the box of your choice given below.

Questionnaire on Employee Participation in Decision-Making

Section 1: Demographic Information

1. What is your gender?

- Male
- Female
- Non-binary
- Prefer not to say

2. What is your age range?

- 18-24
- 25-34
- 35-44
- 45-54
- 55 and above

3. What is your highest level of education?

- High School
- Diploma
- Bachelor's Degree
- Master's Degree
- Doctorate

4. How long have you been employed at CBE?

- Less than a year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

5. What is your current job level?

- Entry-level
- Mid-level
- Senior-level
- Management
- Executive

Section 2: Employee Participation in Decision-Making

6. How often are you involved in the decision-making processes in your department?

- 1 Never
- 2Rarely
- 3Sometimes
- 4Often
- 5Always

7. What methods are used for employee participation in decision-making at CBE? _(Select all that apply)_

- Surveys
- Meetings
- Suggestion boxes
- Focus groups
- Other (please specify): _____

8. Do you feel your contributions are valued during the decision-making process at CBE?

- 1Strongly Disagree
- 2Disagree
- 3Neutral
- 4Agree
- 5 Strongly Agree

9. How comfortable do you feel voicing your opinions in decision-making discussions?

- 1Not Comfortable
- 2Slightly Comfortable
- 3Moderately Comfortable
- 4Very Comfortable
- 5Extremely Comfortable

10. Do you believe that your input leads to better decisions?

- 1Strongly Disagree
- 2 Disagree

- 3Neutral
- 4Agree
- 5Strongly Agree

Section 3: Impact of Employee Participation on Outcomes

11. How does employee participation in decision-making affect job satisfaction?

- 1Very Negative
- 2 Negative
- 3Neutral
- 4 Positive
- 5 Very Positive

12. How does employee participation in decision-making affect organizational commitment?

- 1Very Negative
- 2Negative
- 3Neutral
- 4 Positive
- 5Very Positive

13. To what extent do you think employee participation impacts overall organizational performance?

- 1Not at all
- 2 Slightly
- 3Moderately

- 4Very Much

-5 Extremely

Section 4: Participation in Decision-Making

14. How often do you have the opportunity to participate in decision-making discussions in your department?

- 1Never

- 2Rarely

- 3Sometimes

-4 Often

- 5Always

15. In your opinion, how important is employee participation in decision-making for the success of CBE?

- 1Very Unimportant

- 2Unimportant

- 3Neutral

- 4Important

- 5Very Important

16. When you do participate in decision-making, how satisfied are you with the influence you have?

-1 Very Dissatisfied

- 2Dissatisfied

-3 Neutral

-4 Satisfied

- 5Very Satisfied

Section 5: Effects of Participation

17. I believe that employee participation positively influences organizational performance.

-1 Strongly Disagree

-2 Disagree

- 3Neutral

-4 Agree

- 5Strongly Agree

18. Employee participation leads to improved job satisfaction in my role.**

- 1Strongly Disagree

-2 Disagree

- 3Neutral

- 4Agree

- 5Strongly Agree

19. Employee involvement in the decision-making process decreases turnover intentions.**

- 1Strongly Disagree

-2 Disagree

-3 Neutral

- 4Agree

-5 Strongly Agree

20. I feel that my suggestions are valued by management during the decision-making process.

- 1Strongly Disagree

-2 Disagree

- 3Neutral

- 4Agree

- 5Strongly Agree

Section 6: Barriers to Participation

21. What do you perceive as the main barriers to employee participation in decision-making? _(Select all that apply)_

- Lack of management support

- Organizational culture

- Lack of time

- Ineffective communication

- Other (please specify): _____

22. How would you rate the communication between employees and management regarding decision-making?

- 1Very Poor

- 2Poor

- 3Average

-4 Good

- 5Excellent

23. In your opinion, what are the key benefits of employee participation in decision-making at CBE?

24. What challenges do you perceive in implementing employee participation in decision-making?

Section 7: Suggestions for Improvement

25. What strategies would you recommend to enhance employee participation at CBE?

26. Employee Participation

-1 How frequently do you participate in decision-making?

- 2Never

- 3Occasionally

- 4Frequently

- 5Always

- Please specify the methods of participation you engage in (e.g., team meetings, feedback sessions):

27. Perceived Impact of Participation

- Do you feel that your contributions are taken into account during decision-making? (Yes/No)

- How would you rate the effectiveness of employee input in shaping decisions?

- 1 (Not effective) to 5 (Very effective)

28. Job Satisfaction

- How would you rate your overall job satisfaction?
- 1 (Very dissatisfied) to 5 (Very satisfied)
- Does participating in decision-making processes improve your job satisfaction? (Yes/No)

29. Organizational Culture

- How would you describe the management style in your organization?
- Autocratic
- Democratic
- Laissez-faire
- In your opinion, does the company foster a culture of open communication? (Yes/No)

30. Suggestions for Improvement

- What specific changes would you recommend to improve employee participation?
- _____
- Are there any obstacles you encounter when trying to participate in decision-making?
- _____

31. Any additional comments or feedback?-----

Appendix B

Dear CBE employees ;the following interview questions are prepared basically to solicit information from managers and officers in order to identify problem areas on the public relation practice of Ethiopian airlines enterprise and give possible recommendations after assign the public relation activities and practices.

1. Personal biography

A. How long have you been working in CBE

B. How long have you been working in your current position?

C. Have you ever assumed any other position in the department other than your current position?

D. What is your level of education?

Interview questions

1. How do you express the employee and management relationship in important decision making.

2. What do you think about the banks effort and your department contribution on creating common understanding on the results of important decisions?

3. To what extent are the employees actively participating in decision making meetings

4. What are the mechanisms that your department is using on making relationship with the public and stakeholders?

5. How do you see the outcomes of decision making process held for different purposes on different times?

6. What do you think about your current activities in different decision making processes on being effective enough to achieve organizational objectives?

7. How do you express your department's efforts on encouraging employees to participate in decision making?

8. How do you see the participation of your department's employees on decisions involving important matters?