

UNIVERSITY OF KWAZULU-NATAL

**PARTICIPATORY MANAGEMENT BY POLITICAL DEPLOYEES IN STATE
OWNED COMPANIES: A CASE STUDY OF REGIDESO, BURUNDI.**

By

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DECLARATION

I, Renovat Subirako declare that:

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ABSTRACT

The main purpose of this study was to determine the extent to which political deployees employed participatory management in state owned companies in the Republic of Burundi. The identified state owned company was REGIDESO, a water and electricity supply utility in Burundi. The study examined the extent to which REGIDESO employees participate in the decision-making within their organization bodies and to find out whether employees were willing to participate in their organization if they were given an opportunity to do so. Obstacles to employee participation in decision-making within REGIDESO were researched. The premise from which this study was undertaken was that participative management is touted as the best style for managing in contemporary organizations and has often been promoted as the quick cure for poor morale, low performance and productivity.

To answer these questions, a structured questionnaire to test REGIDESO employee participation in decision-making was administered to a sample of 62 employees. Only 60 questionnaires were filled and returned.

The survey findings revealed that the extent to which REGIDESO employees participate in decision-making was too low because the majority of the respondents said they did not have access to participation and said that senior managers were the ones who make decisions in the company. On willingness to participate, more than 95% of respondents were willing to participate in decision-making processes. Educational qualifications played a big role on the extent of willingness to participate where higher educated employees showed more eagerness. The main barriers to participation identified were that employees did not get feedback when they submitted their suggestions to superiors. The fact that managers in REGIDESO wanted full control of the organization and do not want to support employee involvement was also seen by workers as an obstacle to participation. The third obstacle mentioned by employees was that the organizational structure of the company did not allow employee participation.

From the foregoing findings, some recommendations were made that would benefit both management and workers of REGIDESO. The law makers of Burundi were also given some advice. It also seemed necessary that researchers should examine other variables such as financial participation, labour turnover and absenteeism.

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LIST OF ACRONYMS

CEO:	Chief Executive Officer
DRC:	Democratic Republic of Congo
INSS:	Institut National de Sécurité Sociale
REGIDESO:	Regie National de Distribution D'eau et d'électricité
SPSS:	Statistical Package of Social Science
UKZN:	University of KwaZulu Natal
USA:	United of States of America

CHAPTER ONE

INTRODUCTION

1.1. Preamble

In the past both public and private organizations designed structures to ensure that the people within them acted in ways that the leadership believed were right and necessary. They tried to protect these structures so that their employees could not destabilize them. In the past 50 years however, with the advent of mass communication as well as the spread of human rights ideals, a new orientation has emerged. People are not only demanding a say but are also demonstrating their capability of managing their lives as well as participating in the decision-making and developmental processes of their nations and companies. Employees are showing their desire to be directly involved in decision-making or to be represented in their company's decision-making bodies. More importantly, workers want to show their ability to make a difference to their organization's growth and development (Vogt and Murrel, 1990).

Smith (2000) explains that since growth and development are the primary objectives for most business organizations, an organization's activities are centred on increasing profitability. In order to achieve this goal, organizations must be able to constantly improve their levels of productivity. Productivity levels, in turn, can be improved or maintained only if all the factors of production are utilized optimally. Smith (2000) adds that the optimal use of human capital at all levels of an organization, be it shop floor employees or the upper echelons of management, is central to productivity and profitability. To achieve this objective, organizations need, at best, to involve workers directly, or, at the very least, indirectly, in decision-making. Companies also need to empower workers to enable them to participate.

An empirical study conducted by Kotter and Heskett (1992) and cited in MacLagan and Nel (1995, p. 41) found that when organizations involve employees at all levels, they outperform their competitors by wide margins.

The research was conducted among 207 companies in 22 industries in the USA. It revealed that organizations that practice participative management have produced better results for the past 11 years, in terms of revenue, employment growth, stock price growth, and net income growth than organizations adopting an authoritarian management style (McLagan and Nel, 1995).

The authoritarian management style has been critiqued by Kotter and Heskett (1992) and Williams and Egglund (2005, p. 94), who describe it as a fragile and old-fashioned model that yields less fruits than a participative management style. According to these researchers, organizations that practise an authoritarian style of management require each employee to report directly to a superior. This superior tells employees what clothes to wear and when they should take breaks. The employees receive instructions from the superior all the time. Workers have to refer all questions to them and are not allowed to sort out their work-related problems themselves. The boss rarely, if ever, asks advice from workers. The boss is the only one who is in charge of the entire business and the relationship between the boss and the employees is that of a leader with a group of followers. The authoritarian management style allows employees little freedom to think, plan and make decisions. However, there are employees who feel that it is good for them to work under authoritarian managers because they want to avoid the difficult tasks of planning and making decisions themselves. According to Williams *et al* (2005, p.95) employees who need great deal of direction in order to be effective would get along well with an authoritarian employer.

Fisher, Miller, Katz, and Thatcher (2003) note that the participative management style, also known as employee involvement includes exchanging knowledge and information with workers and encourage to participate in taking decisions. Workers are motivated to perform their tasks, run their day-to-day jobs in their departments and take the role in making policies and processes in their companies. According to Fisher *et al* (2003) participative management style includes rewards fixing, goal setting and job design. Participatory management style has always been seen as the fastest and appropriate solution for low morale and low profits. However, it is not appropriate in every organization and at every level. Training and development are needed to improve employee skills and their ability to participate. Employees need to have the correct

technical background, communication skills and the intelligence to make the right decisions and communicate those decisions effectively.

Kotter and Heskett (1992), MacLagan and Nel (1995, p. 41), Smith (2000), and Fisher *et al* (2003) concur that employee involvement is a kind of style of management whereby responsibilities within an organization is handed by all members. Those individuals or members are in general unequal in terms of hierarchy. The authors believe that a participatory management style has to balance the role of superiors and workers in tasks such as information processing and the role of making some decisions, as well as in problem solving. A successful participative management style involves building teams and networks of relationships. It develops and motivates employees. Contemporary management theory emphasises a participative management style.

1.2. Background of the Study

The participatory management concept has been researched in developed countries with mature democracies and diverse cultures. However, this kind of research is lacking in the Republic of Burundi, which is a developing country, whose democracy is in its infancy and that has a different culture from developed countries.

The Republic of Burundi attained political independence in 1962. Like many African countries, it took a long time to achieve democratic governance. In 1993, after 30 years of successive military governments, the country elected its first democratic government in free and fair elections. Millions of unemployed and under-employed citizens looked to the new government to create new jobs and promote their economic empowerment. Unfortunately, in 1994, the country experienced a prolonged civil conflict within its communities and amongst political parties. The civil war made life difficult for citizens and weakened the young democracy. After a long period of political negotiation, the conflict ended in 2004, with a power sharing agreement between the rebels and the government. In 2005, the Republic of Burundi elected a new democratic government following free and fair elections.

The new democratic government identified the public sector and state owned companies as the best way to address the economic challenges facing the small country of eight million people. It looked to these enterprises to create wealth for Burundian citizens, particularly unemployed young people. The public organizations and state owned companies did well for a while. However, many of the organizations changed leadership after the political power sharing agreement, which ended the civil war. Most of the new managers were appointed on the basis of political patronage. Internal promotion was no longer used to recruit new managers. A large number of the current managers are political deployees (Report of General Inspection Department of the State, 2009, p. 2).

According to the report cited above, public organizations and state owned companies are not doing well in terms of growth and development. In the post-conflict period, Burundian citizens are observing a new phenomenon in public organizations and companies owned by the state. Many are closing down, while others are struggling and heading towards failure. It is this situation that generated renewed interest amongst researchers (www.arib.info). This study focuses specifically on Burundian public and state owned companies, particularly regarding services delivery.

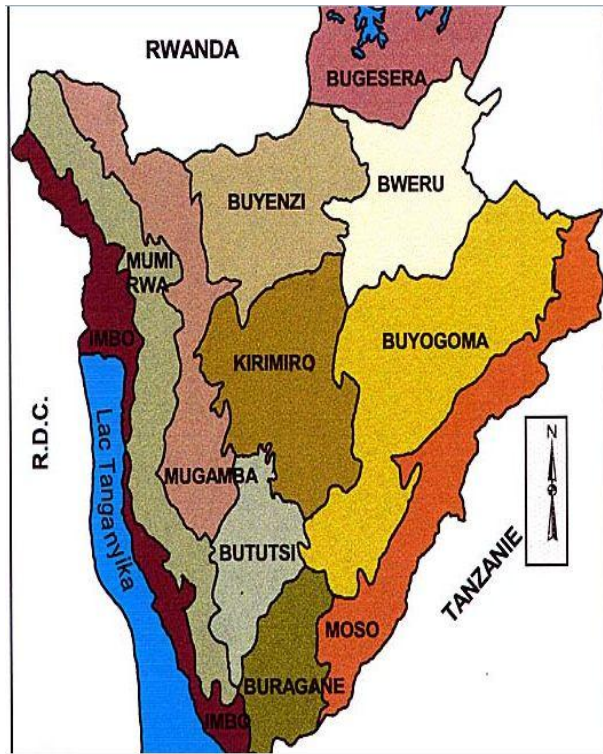
The Republic of Burundi is one of the smallest African countries. It extends over an exiguous territory of 27.834 Km² with almost eight million inhabitants (Department of Home Affairs Burundi, December 2010).

The country is located in the Great Lakes Region of Africa, between the central and eastern parts of the continent and shares common political borders with the following countries:

- Republic of Rwanda in the north;
- Democratic Republic of Congo (DRC) in the west; and
- Republic of Tanzania in the east and south.

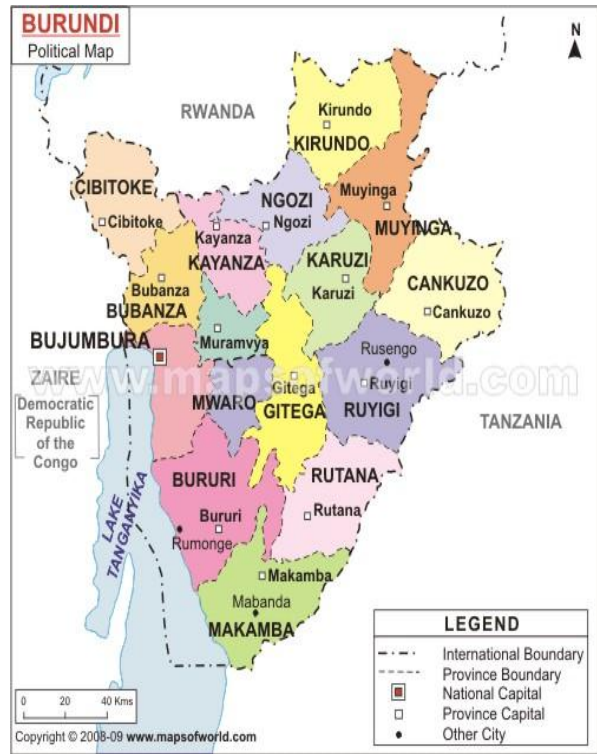
The maps below provide further information about Burundi. The company under study is situated in the region of IMBO in the west of Burundi in the capital city of Bujumbura, close to Lake Tanganyika.

Natural Regions of Burundi



Source: www.arib.info

Administrative Provinces of Burundi



Source: www.mapsofworld.com

The company “Société de Production et de Distribution d’Eau et d’Electricité (herein after referred to as REGIDESO)” is a state owned company, based in Bujumbura City. The company produces and distributes water and electricity for Burundian cities. REGIDESO is one of the biggest companies owned by the state in terms its capital assets and the number of employees. It was created in the late 1970s with the main objective of producing and distributing water and electricity for cities, creating jobs for young citizens and boosting the economy.

REGIDESO is a labour-intensive organization. The workforce is not only the largest single item of expenditure for the organization, but is also the living force of the company because they accomplish myriad tasks and responsibilities. REGIDESO employees are therefore critical to the success or failure of the organization. Employees, who believe in REGIDESO Burundi, are

willing to make sacrifices to help ensure its success, whereas employees that are not committed will put in minimal effort (www.burundinews.org).

If workers are to continue to make sacrifices for and commit to REGIDESO, they need to be encouraged and motivated. The best way to do so is to employ participative management strategies, as postulated by Huselid and Backer (1995), Bendix (1996), Anstey (1997), Finnemore (1998) and others. These authors share the belief that participative management is a powerful tool for employee satisfaction and commitment, and has substantial, positive effects on performance and productivity. The particular circumstances prevailing in Burundi after the power sharing agreement between the rebels and the government and the appointment of many managers on the basis of patronage created specific challenges. Is employee participation the best way to manage organizations in general in Burundi, and REGIDESO in particular?

1.3. The Value of the Research

The study will establish the current situation in organizations in Burundi in terms of employee participation. Based on the findings of the analysis of employee participation practices within the company, it will be possible to make recommendations to help REGIDESO management to review and improve participative management for the profits of the employees and the organization. If it is found that management is practicing participative management, the findings could contribute to improving areas where participation is lacking. Depending on the results found, this study will make recommendations that could be implemented by management or by policy makers.

1.4. Objectives of the Study

The main purpose of this study is to examine the extent to which participatory management is employed by the politically-appointed managers in REGIDESO. Accordingly, the objectives of this study are:

- i. To establish the extent to which the new, politically-appointed managers utilize participative management.
- ii. To determine the extent to which REGIDESO workers are willing to participate within the company.
- iii. To identify the obstacles to participation in REGIDESO, if any.

1.5. Hypotheses

The hypotheses guiding this study are:

Hypothesis one: The workers participate in decision-making bodies within REGIDESO.

Hypothesis two: REGIDESO employees wish to be involved in their organization's
decision-making bodies.

Hypothesis Three: Obstacles to employee participation exist within REGIDESO.

1.6. Problem Statement

Kempe (1984, p. 80) states that the management of public enterprises and state owned companies in developing countries should be based on business principles. This will enhance management capacity and allow participation of employees in the operations of the organization. Research studies have been conducted in developed countries to promote effective management of businesses over the years. These studies have made useful suggestions to improve employee participation.

Monge and Miller (1988) found that employee participation is practiced in developed countries such as the USA and China and Japan. They found that representative participation is prevalent in the USA and China, whereas in Japan direct participation is the norm. In the absence of any research on employee participation in Burundi, there is a need to conduct similar studies in the country. It is important to note that the Republic of Burundi is a developing country with a young

democracy. Many citizens still do not understand in concrete terms how democracy works. Both managers and employees do not understand that the democratic principles that guide the choice of government must also be transferred to policies and practices in organizations. These policies must be premised on participative management.

A particular focus of this study is to establish the extent to which the politically-appointed managers embrace participative management. The essence of research question is that participative management is professed to be the best method for managing contemporary organizations. The citizens of Burundi now participate in electing their leaders, from the bottom to the President of the Republic. To what extent is this democratic spirit filtering through to other institutions, like REGIDESO, Burundi?

This thought leads to the following research questions being made:

1.7. Research Questions

The research questions guiding this study are:

- 1.7.1. Are employees in REGIDESO involved in their company's decision-making bodies?
- 1.7.2. Are REGIDESO employees willing to be involved in decision-making in their organization?
- 1.7.3. What are the main obstacles to employee participation in REGIDESO, if any?

1.8. Structure of the Study

This study is organised in five chapters as follows:

Chapter one provides an overview and background information. It introduces and clarifies the problem statement. The objectives of the study are outlined, as well as the value of the study, the research questions, the hypotheses and the structure of the study.

Chapter two reviews the relevant literature that provides the theoretical framework of the study and generates discussion on the theory of employee participation and participatory management in organizations. The chapter also highlights the determinants of employee participation in decision-making, and its advantages, as well as its outcomes. The forms and obstacles to employee participation in decision-making within organizations are highlighted.

Chapter three explains, in detail, the research design and the methodology applied in this study as well as the limitations of the study.

Chapter four presents the results and interprets in detail the findings of the survey directed at management and workers of REGIDESO. The interpretation of the results is presented, based on both the descriptive and inferential statistical analysis provided by SPSS18.

Chapter five presents conclusions drawn from the analysis and interpretation of the data and outlines recommendations arising from the study. The critical issues of the study are highlighted. Suggestions made to REGIDESO management are presented, as well as suggestions made to employees and to lawmakers. The possibilities for further research are discussed at the end of this chapter.

1.9. Concluding Summary

This chapter has introduced the study and outlined its objectives. The problem to be studied has been explained and the guiding research questions provided. A background to the subject of the enquiry, Burundi, has been sketched for ease of reference.

The next chapter reviews the literature on employee participation and participatory management.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

In the 1970's, organizations started to focus on changing their operational structures. In many parts of the world, traditional structures, which were highly controlled, were replaced by new organisational structures characterized by high levels of commitment, involvement and self-management. The main objective of the restructuring was to allow for effective employee participation (Jaffe and Scott, 1991).

The traditional organizational structure resembles a pyramid. It is vertical and rigid. One person placed at the top of the pyramid relays commands and the large number of people at the bottom carry out orders. Information and instructions flow from the top to the bottom of the pyramid. This organizational model can be compared to a traditional military camp, where a high-ranking officer issues orders to low-ranking soldiers and the execution of the orders is immediate. The pyramid structure is a bureaucratic management style and is dictatorial in nature. The vertical nature and rigidity of the traditional organizational structure has been criticized because it limits the achievement of employee involvement objectives. Authors such as Walton (1985) and Green and Hatch (1990) among others, have suggested that a top-down hierarchy of managers and staff specialists could limit, if not prevent, workers from gaining the necessary autonomy and support from superiors for effective participation in decision-making (Jaffe and Scott, 1991).

The new organizational structure can be conceptualized as a circle or network. It is a series of coordinating groups or teams, linked by a centre (Jaffe and Scott, 1991). There is a connection between groups or teams. Information flows easily between the parts of the structure. Locke, Schweiger, and Latham (1986) cited in Bruning and Liverpool (1993) suggest that employee involvement is an important aspect of the work environment to enhance satisfaction and commitment. The psychological effects of employee involvement strategies can be outweighed by different factors that may influence the outcomes in the same directions with employee

participation. Employee involvement is one of the strategies that is appropriate in situations within which workers are considered as possessing a part of expertise to solve problems.

Bruning and Liverpool (1993) state that participative management schemes have become important solutions of improving the productivity of businesses in North America. Involvement schemes are adopted because those who make business plans realized that employees who are close to the origination of a service or a product detain a lot of experience and important ideas which could improve the product and the service offered by the company. Furthermore, as workers become more included in organization's bodies that taking decisions, their commitment to the quality of business and to the company should increase.

Maclan and Nel (1995, p. 29) state that participative management appears to be a logical response to today's business conditions and challenges. It has an innate moral and ethical rightness. Participation makes economic sense because organizations perform better when people are involved than when they are not. Of course, participation takes time. It sometimes encourages conflict and must therefore also address conflict. Participation requires meetings and discussions between employees and their superiors and creates a great demand for information and communication between different departments of the organization.

Definitions and a discussion of the participatory management concept are provided in the section that follows.

2.2. The participative management concept

Fisher, Miller, Katz and Thatcher (2003) state that participatory management style has always been seen as an important solution and the fastest cure for poor employee morale and low levels of performance and productivity. There is no precise, universal definition of participatory management, which is also known as employee involvement or employee participation.

2.2.1. Definition of participation

Salomon (1987, p. 296) defines employee participation as “a philosophy or style of organizational management which recognizes both the need and the right of employees, individually or collectively, to be involved with management in areas of the company’s decision-making beyond those generally covered by collective bargaining”.

The above definition emphasizes only the decision-making variants of employee participation. It ignores financial participation variants, which are commonly considered a completely separate sub-section of employee involvement or employee participation.

Marchington, Goodman, Wilkinson & Ackers (1992) critique this definition. They suggest that participation should incorporate other forms of employee involvement, such as direct participation, indirect participation, or financial participation. The authors add that participation should include the degree to which the employee is involved and the level of the management hierarchy at which involvement takes place. They argue that there are three types of definitions of employee participation:

The first set of definitions refers to employees taking part or having a say in decision-making within their organization, but do not demonstrate the impact this process has. A second set of definitions are concerned with the degree of employee influence on managerial actions. Finally, the third set links participation and control over decision-making.

Bendix’s (1989: p. 115) definition of participation is “the involvement of the employee within the organization and planning of the work process, in the establishment of procedures and future processes, in the decision-making function at various levels and in the management and policy-making bodies of the undertaking”. This omits any reference to financial participation.

Williams (1995: p. 13) proposes the following definition: “The sharing by all employees of an organization in both decision-making relating to their own work, and in the financial performance of the firm”. This definition is intentionally broad in its scope. It includes both financial participation and decision-making. The present study is focused on decision-making, rather than financial participation.

Fisher *et al* (2003) propose that participatory management includes sharing information with workers and involving them in processes of making decisions within their organization. Workers are encouraged and motivated by the management of the organization to organize their day-to-day work and tasks within their departments and participate in making important decisions relating to organization policies and processes. Various incentives are put in place to motivate employees to participate. These include reward fixing, goal-setting, and job design as well as employee empowerment. However, employees need certain skills and abilities in order to participate. These will include certain technical knowledge, and the capability to make decisions and communicate those decisions effectively to employees.

Fisher *et al* (2003) explain that this management style influence participation of stakeholders at different levels of a company in the tasks of analysing problems, in developing strategies as well as in task of implementing solutions. Employee participation can take place in different forms. Individual workers may be allowed to shape business decisions directly or this may be done through employee representatives who may or may not be trade unionists.

2.2.2. Forms of participation

Employee participation is a process that involves workers to share information with their superiors in order to make good decisions. The inclusion of workers or their representatives in the decision-making can take two different forms, depending on who participates (Wagner, 1994).

2.2.2.1. Direct participation

Wagner (1994) differentiates different forms of employee participation in decision-making, consisting of permanent programmes in which workers have formally a direct role when it is time to make decisions about job-related issues. The most popular direct methods used by organizations are newsletters, employee surveys, self-managed teams and team briefings, suggestion programs, and offering rewards for cost saving. Wagner (1994) proposes three different forms of direct participation. These are consultative participation, delegate participation and employee ownership.

a) Consultative participation

Consultative participation refers to practices where managers at different levels of the company encourage subordinates to share their information and opinions with their superiors regarding job-related issues, but management retains the right to make all final decisions. This form of participation includes regular meetings with supervisors, attitude surveys and employee suggestion plans (Geary and Sisson (1994) and Wagner, 1994, p. 314).

b) Delegate participation

This form of participation gives workers increased responsibility and autonomy to organize and perform their jobs. Employees participate directly in work decisions (Cotton, Vollrath, Froggatt, Lengnick-Hall and Jennings, 1988) in the form of delegate participation, which generally includes scheduling of work, improving work processes, and attendance and absence control. Direct participation can be in the form of short-term participation that involves brief but formal exercises in participatory decision-making about work-related issues. It can be also in the form of informal participation, where management seeks employees' opinions in an informal way. Superiors and subordinates engage in informal influence sharing despite the absence of a formal organizational programme.

c) Employee ownership

This form of direct participation involves employees owning part of their company and having the right as stockholders to strongly influence management's direction. The term "employee ownership" has different meanings for different people. It can mean a couple of executives owning stock in their organization. It could also involve the ownership of an organization by a part or all of the employees. In such a case, employees can purchase shares directly from the organization. According to Rosen, Case and Staubus (2005), employee ownership aims to increase production and profitability. Ownership encourages dedication on the part of employees. A key variable to make that happen is a high degree of employee involvement in workplace decisions. However, the authors argue that employee ownership does not always

work in a positive way; if the company does not do well, employees are exposed to financial risk (Rosen, Case and Staubus (2005).

Direct employee involvement increases the flow of information at every level of an organization. Even workers who seem to perform unimportant small jobs have the right to access to important information and managers at high levels are more likely to gain access to this information through employee involvement practices (Lawler, 1986; Lawler, Mohrman and Ledford, 1995).

2.2.2.2. Indirect participation

Indirect participation takes place when workers take a formal role indirectly in decision-making processes. Workers have the right to contribute through a range of consultative bodies. Indirect or representative participation gives the rights to employees to be represented by a group of members who participate in the processes. The goal of representative participation is to share the power within the organization between the superiors and the subordinates. Employees' interests become as important as those of management and other stakeholders. According to Robbins (2002), the two most popular forms of representative participation are works councils and board representatives.

a) Works councils

These are groups of workers chosen by their co-workers to represent them. They have to be consulted by management before taking any decision. A works council is made up of representatives of all departments within an organization. The role of the works councils is to discuss the long-term objectives of the company with management and to suggest appropriate strategies to be implemented in order to improve its future prospects. However, works councils have been criticized for being no more than “talk shops”. They do not offer coherent solutions and are seen by many as simply an internal public relations exercise. They can only be effective if they are used to appoint worker directors to the board of the organization (Robbins, 2002).

b) Board representatives

In this form of indirect participation, employees sit on the board of directors and represent labour's interests. The workers are elected by the works councils. This provides all employees with an opportunity to set the long-term objectives of the business. This should ensure that employees would be more committed to making the company work. The criticism leveled against this form of participation is that the employee representatives on the board are often indecisive. They prefer to refer back to those that elected them before making any important decisions. This slows down the decision-making process.

Questions of confidentiality also arise. In theory, worker directors have first-hand access to information that may have negative effects (e.g. redundancies), on those that have elected them to the board. In a case like this, it becomes difficult to know where their loyalties lie. To the organization, or to employees? In the past, trade unions have perceived board representatives as selling out, or as confusing the issue. It is difficult for the unions to fight against decisions taken by the firm when these decisions may have been approved by their own members sitting on the Board of Directors. Stephen (2002) explains that representative participation seems to be a weak choice to improve employee performance and morale because it has been suggested that the overall influence of employee representatives is quite small. The group of representatives who are sitting on the board to represent the peers receive more advantages than those they represent. In an effective participative company, workers are encouraged to share with their superiors in the decision-making processes of the company by participating in the organization's main tasks such as setting goals, fixing work programs or job design, in fixing reward systems, empowerment and making other suggestions.

2.2.3. Participation in an organization's main activities

Regardless of their job, employees in a fully participative organization are involved in different type of activities. Individuals will always want to have a major say in what their work will involve. This includes determining the products and services that the organization will provide, the reward fixing systems, goal-setting and flexible work schedules or job design. The

collaboration of employees and management in programming these tasks is the main key to enhance employees' desire to do things well at all times (MacLagan, 1998).

a) Participation in a rewards fixing system

Fisher *et al* (2003, p. 92) note that the use of rewards is the most common strategy used by organizations to improve work motivation and encourage employees to work as hard as they can. Employees contribute to the organization in exchange for the rewards it offers them. Steers and Porter (1991) argue that the use of rewards is part of an organizational and employee exchange whereby organizations reward employees in exchange for their membership of the organization, attendance or performance. For a rewards fixing system to have an impact on worker motivation, it needs to be agreed between employer and employee. If employees are not involved in the process of fixing rewards, they will suspect that their employer is cheating them. This can lead to employee demotivation (Steers and Porter, 1991)

b) Participation in goal setting

Pinder (1998, p.382) suggests that worker participation in setting short-term and long-term goals is one of the best ways to maximise their motivation. The goals can be individual or organizational. Employee participation in goal setting is at first glance an extremely simple strategy for improving worker motivation. It has however, become the most dominant, valid and useful modern theory of work motivation. According to Pinder (1998), a goal is a specific objective for the employee to attain and it should have two characteristics: being challengeable but attainable. This means that the employees should not only to be allowed to participate in goal setting processes but that, in the eyes of workers, the goals have to be, firstly, challengeable, and secondly, attainable. This is because employees don't have the same ability, experience and strength as management. Fisher *et al* (2003, p. 93) suggest that employees and managers have to set goals together because workers are different in terms of ability and experience. They list seven inputs that can be used to determine the goals to be set for a particular individual in a particular situation. These are individual ability; individual self-confidence; time and motion studies; standards based on average past performance; joint goals set by the supervisor and employee; external constraints; and organizational goals. In order to secure high levels of

commitment, the employees must perceive their goals to be fair and reasonable. The role of supervisors or managers is to facilitate the achievement of goals, and not to use them as a threat. The employees need the support of their superiors and they must be given sufficient resources to reach their fixed goals. The most important thing they need is feedback on their performance so that they can assess their progress towards the achievements of their goals and can take corrective action.

c) Participation in job design

Fisher *et al* (2003, p.95) describe job design or a work schedule as “an umbrella term for a number of motivational techniques aimed at designing or redesigning jobs with the explicit intention of improving motivation and productivity”. According to the authors the job has to be meaningful, implying that individuals must perceive their work as worthwhile or important. Workers have to feel responsible, meaning that employees should believe that they are accountable for the outcomes of their efforts. Workers need also to know the results of their work, so they need to be able to determine whether or not their work outcomes are satisfactory. When all these conditions are satisfied, employees will experience positive feelings, which in turn will inspire them to continue to do things well. If one or more of these psychological feelings is absent, the desire to do well will decrease. A positive outcome will be achieved if employees participate alongside supervisors in fixing flexible work schedules (Fisher *et al*, 2003).

d) Participation and employee empowerment

Laschinger, Finnegan, Shamian, Wilk (2004) explain that the notions of employee empowerment and employee participation come from the same background. The notion of empowerment stems from theories of participative management and employee involvement. Employee empowerment and participative management approaches have the same outcomes. Employee participation and employee empowerment approaches aim to enhance employee responsibility, increasing his/her authority, and making jobs challenging and interesting, based on employees’ abilities and the needs of the organization. The return or outcomes on such nominal investments will come in the form of higher levels of employee motivation, creativity, productivity, and job commitment. The

empowerment process is a strategy that managers employ to share power with workers. Empowerment programs give employees control over how they achieve their work objectives and how they do their jobs. Employee empowerment practices enable employees to think about how to behave, and how to take action. They should also enable workers to control work and decision-making autonomously without management direction. Empowered employees do not need to refer up the hierarchy in a department or organization for permission or authority to act. They are able to think and find their own solutions to problems related to their jobs. Empowerment increases employee contribution, and the input of ideas. Employees experience greater levels of work satisfaction, which leads to lower absenteeism and improved productivity. Empowerment improves communication throughout the workplace, and in turn results in less conflict with the administration and managers. Fewer middle management positions are required, leading to cost savings. Through empowerment, employee education and training are increased, thus increasing the capability and flexibility of the workforce. To summarize, the relationship between employee empowerment and participation is that empowerment enables employees to be fit to participate. For example, with employee empowerment, there is no risk of unqualified workers making the wrong business decisions (Laschinger *et al*, 2004).

Managers, union leaders, and scholars like Jackson, Banks and Warr (1983); Hoerr (1989); Peterson and Hillkirk (1991); Bluestone and Bluestone (1992); Bemstein (1993), Brewer, Selden, and Facer (2000), Fisher *et al* (2003), Laschinger *et al* (2004) support the argument that empowerment involves raising employees' skills levels and offering development opportunities that allow them to apply new skills to make effective decisions regarding the organization as a whole. The practices that are considered important in relation to empowerment include allowing individuals to make their own decisions in relation to their work, encouraging employees to take risks and learn from their mistakes, and trusting and giving employees responsibilities. In other words, empowerment makes employee participation happen.

2.2.4. Advantages of participative management

The literature points to various advantages of implementing participative management practices within organizations.

Lawler (1990) asserts that an expected outcome of a participative management style within an organization is improved innovation, and efficient work methods and procedures. It creates good lines of communication between superiors and subordinates across departments and work units. A company that practices participative management attracts and retains employees because they are satisfied with their work. According to Lawler, this style of management reduces employee tardiness, and decreases employee turnover and absenteeism. Lawler (1990) adds that participative management practices increase the quality of service and productivity because higher levels of motivation and better work methods enhance quality. Participative management enhances productivity and output, reduces the need for staff support and supervision, and develops skills like problem-solving and technical skills. Employee morale is improved; there are higher levels of job satisfaction and the ability to take better decisions is enhanced.

Bendix (1996, p. 551-552) explains that the participative management style enhances the participation of the workers in organizing and designing work schedules, increases employee commitment, and increases motivation and productivity.

Anstey (1997, p. 15) notes that participative management creates greater competitiveness through an improved product and service quality and improves productivity. It enhances communication and coordination within the company. It leads to more effective company design and encourages consultation and power sharing between managers and workers. Employees are given the opportunity to develop as individual and conflict management improves.

Finnemore (1998, p.165) on the other hand, shows that the participative management style provides a worker with a voice in managerial decision-making. Productivity and profitability increase and problem solving is facilitated.

Recently, Kirsten and Nel (2000, p.46) explain that the participative management style, if it is well implemented within an organization, allows employees to feel that they are empowered to

influence service delivery to customers. In order to make employees feel more empowered and benefit from this empowerment, the management of an organization needs to involve them in different activities and responsibilities, such as fixing a rewards system; goal setting; job design; work schedules and empowerment programmes such as training and development.

Despite the large number of studies conducted to examine the forms of employee participation, and its outcomes and its advantages for both employees and organizations, managers are still uncertain which factors determine the level of employee participation within an organization.

2.2.5. Determinants of Employee Participation

Many of the studies on the outcomes and determinants of employee participation aimed to summarize participation's effect on outcomes such as employee satisfaction, performance, productivity, and the staff turnover and absenteeism rate. Despite the number of studies conducted, organizations are still unsure which method to adopt, because little is known as to which factors determine the level of employee participation within organizations.

According to Hofstede (1980), Child (1981), Hofstede (1991), Boyacigiller and Adler (1991), Pavett and Morris (1995), the level of worker involvement may be influenced by a good number of factors. The important ones are postulated as the most important.

a) The national culture: power distance culture and uncertainty avoidance

The national culture in which the company is operating its business may influence the amount of participation within the organization. For example, it may depend whether there is a high power distance culture or a small power distance culture. The level of uncertainty avoidance may negatively influence participation. Hofstede (1980), Child (1981) and Boyacigiller and Adler (1991) found that national cultures are a powerful force in explaining organizational behaviour. They argue that 50 percent of the differences in the attitudes of employees and their behaviours can be explained by their country's culture.

Pavett and Morris (1995) conducted a research in five plants to determine the influence of cultural dimensions on participation levels. The plants belonged to the same multinational

organization. The results of the study indicated that the plants located in the USA and Britain utilized significantly more participation than those in South American countries like Mexico and in Spain and Italy. According to the authors, there are two specific dimensions of national culture that may explain differences in the use of employee involvement. Firstly, there is power distance and uncertainty avoidance. Power distance is the degree to which the members of a society, a country or region believe and accept that power is distributed unequally. For example, in high power distance countries, employees show a great deal of respect for their superiors or those in authority. They are afraid to disagree with their superiors or managers and tend to prefer that their bosses use autocratic decision-making styles. On the other hand, in small power distance countries or regions, subordinates have limited dependence on their managers and therefore prefer consultation (Hofstede, 1991).

According to Hofstede (1991), uncertainty avoidance is the degree to which members of a society, a country or region feel threatened by uncertain or unknown situations. The author states that “In high uncertainty avoidance areas employees tend to feel more stressed at work, they prefer rules and regulations that help reduce ambiguity, and they demonstrate low job mobility. Employees or individuals in a high uncertainty avoidance country feel comfortable in highly structured environments and tend to want to avoid conflict” (Hofstede, 1991). Heller, Pusic, Strauss and Wilpert (1998: p. 46) point out that “participation leads to ever-increasing demands to cope with uncertainties and the potential of manifest conflict”.

b) Characteristics of the business environment: level of competition

The characteristics of the business environment, especially the level of competition may influence the extent to which employees participate within an organization. The degree of competition faced by a company may influence employee participation positively. The increasingly competitive environment faced by organizations has caused them to rethink their old structures and their employee relations. This has been a major reason for the introduction of participative management (Hyman and Mason, 1995). Lawler, Mohrman, and Ledford (1995) also found that foreign competition in a business environment, rapidly growing markets and very high performance pressures are major motivators for the implementation of employee participation practices within companies. Companies that operate in highly competitive

environments have to maximize their productivity by involving their workers. Recent meta-analysis has established the existence of a positive relationship between employee involvement and productivity within companies (Miller and Monge, 1986; Doucouliagos, 1995).

c) Percentage level of workers that belong to a trade union within an organization

The percentage of employees that belong to trade union within a company may affect the level of employee involvement. The level of unionization may negatively influence employee participation. In the past, trade unions have been suspicious of participative management practices. They suspected that employee involvement would take employees away from the unions and therefore weaken their power to act against management. Many unionists labelled participative management a negative initiative because they viewed it as a ploy to get employees to take on more responsibility and work for the same salary (Heller *et al* (1998) and Hyman and Mason (1995) cited by Cabrera and Ortega (January, 2001). In recent times, however, the competitive environment has pushed unions to become more tolerant of employee involvement. Nowadays participative management is included in union rhetoric (Heller *et al*, 1998).

The results of a longitudinal survey of companies in the USA revealed that a large number of unionized organizations were less likely to adopt most types of employee involvement practices (Lawler *et al*, 1995). This is not surprising, since strong unionization is always seen as sign of poor employee relations (Heller *et al*, 1998, p. 114).

d) Sector in which the organization is operating

Hyman and Mason (1995: p. 44)'s study revealed that managers in the service sector, in contrast to the manufacturing sector, must "gain more than mere compliance from their subordinates". They found that the motivational impact of employee participation is more important for success in the service sector than in the manufacturing sector. This implies that the service sector needs to implement participative management more than manufacturing sector in order to deliver. Heller *et al* (1998) support this notion and suggest that the level of participation will be greater in the service sector than in the manufacturing sector. They argue that: "service employees' attitudes, unlike those of manufacturing employees, are an essential part of the product they provide" (Heller *et al*, 1998: p. 12). Theories on employee participation frequently link

participation with satisfaction; one would expect a higher degree of participation to lead to better quality service. Modern management has discovered that a positive relationship exists between employee satisfaction and customer satisfaction (Yeung and Berman, 1997).

e) The Organization's size

Hofstede (1980), Child (1981), Hofstede (1991), Boyacigiller and Adler (1991), Pavett and Morris (1995), Heller *et al* (1998) explain that there is a positive relationship between organizational size and the level of employee participation. The results from their studies revealed that larger organizations adopt more participative management practices than do smaller organizations. Lawler *et al*, (1995) conducted a longitudinal survey of employee involvement and found that a significant positive relationship exists between organizational size and employee participation practices. The larger the company, the higher the level of participative management. The aggregate result of surveys conducted in the UK between 1985 and 1991 showed a positive linear relationship between organizational size and the number of employee involvement initiatives (Hyman and Mason, 1995). Hyman and Mason explain that this may be due to the fact that bigger companies are more likely to encourage innovation; they therefore utilize innovative practices. Large companies often face problems of a greater magnitude; and they try to resolve these through participative management practices.

f) Organizational strategy

Doty, Glick and Huber (1993), and Delery and Doty (1996) explain that an organizational strategy represents an organization's ultimate goal. It also determines its objectives. These authors argue that the effectiveness of the organizational structures and practices that an organization adopts depend on its business strategy because this strategy is the pilot of the organization. An organization's business strategy may influence employee participation positively or negatively. The two main organizational strategies are the cost leadership strategy and the differentiation strategy. Porter (1980) found that companies that apply a cost leadership strategy emphasize cost control and efficiency in order to be able to offer lower prices to their customers. Their objective is to minimize labour costs. Employees are seen as a cost for the organization. The workers are treated as a factor of production like capital. Management

monitors them and they are given little discretion in performing their jobs (Hyman and Mason, 1995). If employees were to be involved in sharing information or asked for their opinions, this would be considered as a cost to the organization. It is seen as time lost or consumed. The pursuit of a cost leadership strategy influences participation negatively.

Differentiation in the other hand is an alternative strategy to the cost leadership strategy (Porter, 1980). It focuses on the objective of creating a product or service that is unique to the organization meaning a product or service that other companies cannot imitate. There are two typical differentiation strategies. The organization may prioritize product quality and customer service. To improve product quality management may be required to share more information with employees. Employee participation in decision-making is positively related to product reliability and quality (Beatty, 1991; Deming, 1986; Lawler *et al*, 1995). The pursuit of a differentiation strategy based on quality of product and service is therefore positively related to the level of participation (Cabrera and Ortega, 2001). Cabrera and Ortega argue that employee participation is also important for customer service. An increase in information sharing will lead to improved planning and problem solving and thereafter service delivery efficiencies are improved. The authors explain that customer satisfaction is further increased when workers are given the freedom to respond directly to customers' needs. As previously mentioned, a positive relationship has been established between employee satisfaction and customer satisfaction and between participative management and employee satisfaction. There is a positive relationship between a company adopting differentiation strategy and employee participation. In fact the strategy adopted by the company is one of the determinants of the level of employee participation within an organization.

Other determinants of participation exist in an organization. These may impact positively or negatively on the level of participative management that a company practices. This depends on the environment within the company because sometimes the attitudes of management employees themselves can be obstacles to employee participation.

2.2.6. Obstacles to employee participation

Lawler (1986) and Richard J Long (1990) suggest that while management's attitude is sometimes an obstacle to participation, employees themselves can also be an obstacle. They set out a number of possible obstacles to employee participation within an organization. These include attitudes and assumptions on the part of the top executives; a lack of employee confidence; a lack of conviction on the part of employees; and the absence of feedback from management. Furthermore, ambiguity in the form of negative feedback, lack of interest, responsibility and competence, and the absence of a high level of trust between management and employees can also be barriers to employee participation.

a) Attitudes and assumptions of top executives

The greatest barriers to employee participation in organizations are the attitudes and assumptions of the top executives. Many are still threatened by the prospect of worker participation. This attitude is unfortunate, because productive and growing companies are those that involve their workers in decision-making, reward them fairly for their efforts, and provide them with good training and career opportunities. Their employees reciprocate the favour through higher levels of productivity than workers in comparable companies (<http://www.nceo.org>).

b) Employee lack of confidence

Most employees have rarely, if ever, been asked what they think about their jobs or their companies. Now that they are being asked, they are shy to express themselves. Many are afraid to put forward their ideas. They do not feel confident to share the information they might have. They are afraid that they will appear foolish and prefer not to talk at all. The solution is to give workers a great deal of encouragement to help them to overcome this feeling. There is a need to structure opportunities like brainstorming sessions to help employees feel free to speak out (Lawler, 1986).

c) Employee lack of conviction

Long (1990) argues that many employees do not know and are not convinced that they have useful ideas. They do not want to burden others with ideas that may not prove productive. The

best ideas that employees have in their minds are lost in this way. The main objective of participation is to get these ideas from employees by creating conversations with them.

d) No feedback or too much negative feedback

Lawler (1986) and Long (1990) state that employees complain that the reason they don't want to participate is that they don't get feedback on the ideas they submit or on the problems they point out. If employees experience this two or three times, their employers will never hear their ideas again. Feedback is required, preferably in writing and with detailed explanations. According to Lawler (1986) and Long (1990), two elements are necessary. These are employee participation and management's response to this participation. Obviously managers cannot approve bad ideas, but the answer cannot also be "no" all the time.

e) Ambiguity

According to Lawler (1986) and Long (1990), employees experience ambiguity because structures are not set up to create an environment conducive to generating ideas. In the absence of structures, employees do not know when to speak up. They do not know if they can take time out from their job and speak to either a co-worker or superior. Employees do not know when, where, and to whom they can speak. They do not know how much time is reasonable to spend on the issue. In this case, the level of participation is very low if not non-existent.

f) Lack of interest, responsibility and competence

Lawler (1986) suggests four key elements necessary to enhance employee participation. These are power, information, knowledge and rewards. The four elements must occur together. If employees are seen as responsible for results, they must then have the power to make decisions. However, power without knowledge and information leads to incompetent decision-making. The author explains that power without an appropriate reward structure can lead to irresponsibility and abuse. A reward structure that aligns the interests of the individual with those of the organization is needed.

g) Lack of trust between management and employees

According to Levering (2000), trust between management and employees is the most important vehicle of participation. He explains that if there is not a high level of trust between management and employees, attempts to increase employee participation may be seen as a trick to take advantage of employees. Communication and information systems are considered important strategies to restore participation. Levering (2000) conducted research in the USA to find the 100 best companies to work for in America. The author found that establishing trust at work is very important. Employees in these companies believe that managers will do what they promise. On the other hand, managers in such companies believe that workers will take more responsibility.

2.2.7. Theoretical affective models of employee participation

The importance of employee participation as a business strategy was first stressed in the late 1920s and early 1930s. Mayo (1933), and Roethlisberger and Dickson (1939) conducted a series of studies to establish the psychological or affective human determinants of productivity. The authors found that good communication between employees and employers can influence performance and productivity. However, at that time this conclusion lacked strong empirical support.

Between 1960 and 1980 authors like Blake and Mouton (1964) and Likert (1967) among others tried to furnish the empirical support which was lacking in these earlier studies. The results revealed that employee involvement leads to great employee satisfaction. They argued that higher levels of employee satisfaction push employee motivation to high levels. Employees work harder and productivity increases. The models stressed that employee participation affects productivity directly by increasing the flow of information in organizations. The affective models proposed that employee participation in an organization has a direct effect on employee satisfaction, which may in turn increase productivity (Miller and Monge, 1986).

During the 1990s, managers and researchers regained interest in this issue. Doucouliagos (1995) found that employee participation increases the effort of workers because they are committed

and subsequently improves efficiency and productivity. This decreases the costs of monitoring employees and the company benefits financially.

Studies conducted from the late 1980s until the early 1990s revealed that employee participation is worth the price. Kraverz (1988), Lewin (1988), Huselid and Becker (1995) and others provided strong evidence that participatory management delivers. These authors noted that organizations that involved their people constantly and broadly in what used to be managerial work are more productive and financially better off than organizations that do not. Participative practices lead to high levels of performance. The research findings of these studies revealed that participative work practices decrease staff turnover and absenteeism, increase productivity, and improve financial performance.

Anderson, Rungtusanatham, Schroeder (1994) suggest that employee participation presents advantages for both the employer and employees. They argue that employee involvement has made material contributions to employees' work life and to organizations' profitability. There are distinct advantages in people working together and cooperatively towards a common organizational goal. Anderson *et al* (1994: p. 472-509), and Rosemary (1994) state that: "people involvement is seen as a powerful force for employee job satisfaction, productivity gains, and ... competitive success".

Anderson *et al* (1994) explain that employee involvement programmes adopted by companies represent multiple ways of settling the human mind and spirit at the workplace. When an employee is satisfied and feels well at work, his or her mind and his/her spirit become committed to the job. Job commitment represents the degree of agreement between the worker and the fundamental values and objectives of the company, according to the above authors. To the degree that agreement exists between an organization and an employee, the worker feels more motivated to expend energy on the organization. The motivated employee will feel that he/she can perform all the tasks necessary for the organization and provides a high level process and product, and high quality service in order to satisfy the company's customers (Anderson *et al* (1994: p. 472-509).

However, Steers (1977) has suggested a contradictory view. He maintains that job commitment is separate from job satisfaction because job commitment can occur in the absence of job satisfaction. For example an employee may be committed to work situations in which certain tasks are not enjoyed.

2.2.8. Participation in decision-making

Employee participation theory has been developed and tested by researchers and theorists. A general body of theories and propositions related to employee participation have been formulated, built up and tested through empirical studies. The majority of theorists, researchers and commentators overseas as well as in South Africa, who researched employee participation, have concluded that participative management practices have effects on both employers and employees within an organization. These effects depend on a number of factors. Miller and Monge (1986); and Wagner and Gooding, (1987) tried to assess these factors in the form of meta-analysis of prior research. In an attempt to build a general body of theory on the outcomes of employee involvement in decision-making within organizations, theorists, researchers and commentators have suggested that these effects may include for example increased employee commitment, high employee motivation and loyalty. They may include also improved industrial relations, performance and productivity.

The attitudinal and behavioural benefits of employee participation in decision-making appear to have been anticipated by companies in South Africa, as well as overseas. In South Africa Maller (1988)'s study found that employers introduced participative management practices in order to improve their organization's efficiency and worker performance, and to attract and retain staff as long as possible. Unfortunately, this study was restricted to the topic of participation by employees. Other researchers went further and found the existence of positive effects from involving other parties in decision-making processes. For example, Galanter (1980) investigated the recruitment of members into the Unification Church in the USA. He found that the participation system used in recruitment, whereby potential members of the Church were slowly involved in forums with high degrees of influence on decision-making, has been the main reason for the Church's high recruitment rate. O'Reilly (1989) also found that such phenomena were not

limited to workers. He noted that customers responded positively to being asked fill out their own order-forms when buying from direct-sales organizations. The research revealed that the volume of order-cancellations was significantly reduced, compared to when orders were filled in by the organization's own salespeople.

Coch and French (1948) are seen as the pioneers in the study of employee participation in the workplace. These authors were the first to suspect a link between employee involvement and productivity and efficiency. They stated that there is a direct link between employee participation in decision-making and work outcomes such as an increase in job satisfaction and productivity. They also found that employee involvement decreases staff turnover and absenteeism.

During the 1960s, Likert (1961) supported the ideas of Coch and French (1948) when he found that employee participation in decision-making might satisfy self-actualization needs, thereby increasing employee motivation and job performance.

Later studies in the 1980s and 1990s conducted by researchers such as Wagner and Gooding, (1987), and Huang (1997) revealed results that differed from those mentioned above. Their findings revealed that there is no positive relationship between participative management within a company and outcomes like productivity and performance, but that it does increase employee job satisfaction or motivation. The research conducted by Wagner (1994), which was a review study, pointed out that participative management practices have consistent but small effects on job performance and job satisfaction. Ledford and Lawler (1994) critiqued the methodology used by Wagner (1994). They found the methodology problematic because it excluded a lot of important dimensions of employee participation and for that reason led to a biased and incomplete picture of the effectiveness of participative management practices.

More recently, research conducted by Kimberly (2004), revealed that participative management practices determine productivity and job satisfaction. Sagie and Aycan, (2003) state that participative management practices such as quality control circles, total quality management and small group activity for example, positively influence outcomes like organizational commitment, job performance, job satisfaction, and employee motivation. Employee stock-ownership plans had strongly negative effects on employees' intentions to leave a company.

2.2.9. Participation and employee work-related attitudes and motivation

From the 1950s to the early 1980s, the psychological or affective approaches were researched and commented on by theorists who suggested a direct relationship between decision-making participation and employee attitudes. Among those authors are Coch and French (1948), who suggested that employee participation would lead to a greater understanding and acceptance of decisions made by managers on the part of employees.

Long (1978a, 1978b and 1982) and Vroom (1959 and 1960) put forward similar propositions when they stated that employee participation in decision-making improves workers' attitudes. This psychological or affective approach arising from decision-making schemes was supported by Locke and Schweiger (1979) who suggested that employee participation in decision-making would lead to greater fulfilment of employees' psychological needs, and would thus enhance employee motivation and job satisfaction.

Researchers like Miller and Monge (1986) suggested the existence of a positive relationship between participative management practices and outcomes such as organizational commitment, job satisfaction, employee motivation and readiness to accept change.

O'Reilly (1989) identified participation practices as being one the primary factors that are critical in developing or changing an organization's culture. The author suggested that such practices would encourage employees to be strongly involved and would send strong signals to employees that they are valued by management. From a psychological perspective, this encourages employees to develop a sense of responsibility for their work-related actions. This in turn would lead to a greater sense of employee commitment.

A negative attitudinal consequence of employee participation in decision-making was suggested by Drago and Wooden (1991). This has important implications for companies considering employee participation schemes, because workers may perceive that the degree or the nature of their involvement does not meet their aspirations, and employee demotivation may result. In such situations, the implementation of participatory management practices may be counter-productive.

In Africa, there have been few studies on the effects of participative management processes on the attitudes and motivation of employees. Much of the research cited here has been conducted in the USA, Europe and in countries like China, Japan and Hong Kong. However, some studies have been conducted in South Africa, where commentators have noted the potential psychologically motivating effects of involving employees in decision-making within their organizations. For example, Moi (1988, p. 20) proposed that: “Even at the lowest levels, meaning unskilled jobs, workers can be given a sense of pride and achievement... if they can be allowed to solve their own work problems, even though they may be relatively simple problems.” Nel (1984) has also pointed out the positive aspects of employee participation on workers attitudes in South African companies. These include increased status, and improved efforts to reach fixed work-targets. Employee involvement also creates a more co-operative attitude between workers and employers. Nel argued that this has a positive effect on teamwork. However, he (1984, p. 15) also noted some negative effects of employee involvement in work-related decision-making, when he suggested that an undesirable disposition by employees towards participation might occur if employers failed to take action, especially if workers had been consulted and had decided on a course of action together with the employer. Participation does not only affect employees’ attitudes and motivation. It also has the potential to improve employee, and therefore organizational productivity and performance. The following section highlights the effects of employee participation on performance and productivity.

2.2.10. Participation and performance and productivity

Studies conducted in the past suggested the value of participative management programmes in terms of individual or group performance. Among those theorists are Coch and French (1948) and Fleishman (1965) who are seen as pioneers in this field. Later, other researchers extended their studies to the organizational level, for example Long (1978a and 1978b). This section presents reported empirical research into the effects of employee participation in decision-making on employees’ levels of performance and productivity.

In the 1980s, many researchers conducted studies in order to establish a probable relationship between employee participation in decision-making and employee performance and productivity. Miller and Monge (1986, p. 723-753) conducted a meta-analysis into the effects of employee

participation in decision-making. Their research included a review of 47 studies that had been conducted previously, with the objective of measuring the effects of employee participation in decision-making on productivity. From the total of 47 studies included in their meta-analysis, the results revealed 25 significant correlations between employee participation and productivity. The authors found that the mean correlation was only in the order of ($r = 0.15$). The research conducted previously revealed a mean correlation of ($r = 0.34$) between employee participation and job satisfaction. These results have been compared and reveal that the relationship between employee participation and productivity was less remarkable than that between participation and job satisfaction. However, the researchers noted that a small relationship exists between participation and productivity, but statistically significant with conditions.

In order to examine if a positive relationship exists between variables such as employee participation in decision-making and performance/or productivity, Cotton *et al* (1988) reviewed 15 prior studies of the effects of decision-making participation on performance/productivity. The research revealed that 11 of the 15 studies were found to show significant increases in performance and/or productivity. Based on the results revealed in this study that were consistent and the range of situations and methodologies applied the researchers concluded that there was a strong probability that performance and/or productivity was enhanced by employee participation programmes.

However, not all reported research has revealed a significant positive relationship between employee participation and performance/productivity. For example Locke *et al* (1980) analyzed a collection of field studies to test associations between participation and improved productivity. The researchers found that the introduction of employee participation practices within companies resulted in a negligible change in productivity.

2.2.11. Participation and absenteeism and staff turnover

Employee absenteeism and staff turnover in many companies in the USA were researched in the 1970s to establish whether there is a relationship between the two variables and employee participation in decision-making programmes. The speculation was that employee absenteeism and staff turnover would be reduced by employee participation practices (Hirschman, 1970). Furthermore, it has been suggested that employee participation would also provide an additional element of job security for employees, due to their involvement in the organization's decision-making processes. Among others, Shearer and Steger (1975) supported the hypothesised role of employee participation in decision-making in providing additional job security for workers. They reported that a high degree of organizational participation was a major contributor to low absenteeism among USA companies.

In UK companies, Stewart (1987) also established that voluntary resignations were lower amongst unionized employees than was the case for non-unionized workers. The extent of employee involvement provided by trade union membership and the inclusion of staff in collective bargaining processes was reported by Stewart (1987) to have remarkably reduced employee turnover. This has been supported by the research results of the study conducted by Wilson and Peel (in Jenkins and Poole, 1990), who examined 52 engineering companies situated in the UK. The findings revealed that companies, which have implemented profit sharing and/or employee participation in decision-making, scored significantly lower absenteeism and quit rates. However, Freeman and Medoff (1984) supported a negative relationship between employee participation and the level of absenteeism and staff turnover in collective bargaining systems.

Miller and Monge (1986, p. 723-753) conducted a study to determine the existence of a relationship between participation and performance/productivity, turnover and absenteeism. They considered the existence of moderator variables, and concluded from a chi-square result showing that the variance of 0.0334 differed significantly from zero ($X^2 = 69.47$, $df = 25$, $P < .01$) that such moderators did exist. The following section will expose the potential variable moderators.

2.2.12. Potential moderators of participation

A number of authors provide the potential variable moderators of the effects of employee participation in decision-making.

a) Relevance of the decision

In the 1960s different authors such as French *et al* (1960), identified the relevance of the decisions connected with an employee's work responsibilities as a potential moderator. They explain that individual or group participation would only be effective if participation is relevant to the work concerned. Participation in task-irrelevant issues is thus unlikely to affect work productivity significantly. According to the authors, irrelevant participation might indeed distract group members from critical work issues and possibly even lower their productivity. In other words participation must be relevant to work issues in order to yield fruit.

b) Tenure, level of education, values, religion and biographical details

In the 1970s, authors such as Porter *et al* (1975), and White (1979a) demonstrated that individual employee factors such as tenure, level of education, values, religion and biographical details such as age, marital status and gender would not be consistent moderators across sites of the relationship between participation in decision-making and employee attitudes. The researchers tested whether 73 potential moderators were consistent and significant across 14 research locations chosen as a sample. They found that the moderating effects were inconsistent and small. Based on the results of the study, it could not be generalised across the 14 research locations.

c) Employee personalities and organizations' budgetary control systems

In the 1980s, Miller and Monge (1986) conducted a meta-analysis to examine the moderating effects of employees' personalities and organizations' budgetary systems of control. The researchers were unable to test this. However, Wagner and Gooding (1987) were able to test in a meta-analysis for the moderating effects of different variables. The variables tested were for example firm size, task interdependence, task complexity and performance standards, type of

occupation and kinds of organization on participation-outcome relationships. Wagner and Gooding (1987) found that the factors mentioned above did not significantly moderate the effects of participation in decision-making.

d) Nature of the decision, employee personality and nature of participation practices

Cotton *et al* (1988) examined the eventual moderators associated with the effects of employee participation. They found that the nature of the decision in which a worker participates, his or her personality characteristics, and the nature of the participation practices are potential moderators. The authors identified the three variables to be potential moderators of the effects of decision-making participation on job satisfaction and/or performance and productivity.

e) Forms of participation

In the 1990s, researchers such as Black and Gregersen (1997) were interested to establish if the form of participation is a variable moderator. They were able to demonstrate that the effects of employee participation on satisfaction and performance varied according to the form of participation. To demonstrate this, they used a six-dimensional classification system such as participation in work decisions, consultative participation, short-term participation, informal participation, employee ownership, and representative participation. They found that different forms of participation in decision-making were associated with different outcomes. Therefore Cotton *et al* (1988. p. 18), and Black and Gregersen (1997) concluded that employee participation was a multi-dimensional or multi-form concept.

f) Other variable moderators

Cabrera and Ortega (2001, p. 17-18) in their study on the determinants of employee participation in Europe conducted a survey of over 5 700 companies located in ten countries in the European Union Zone. The final results of that study provided support for the conclusions of Cotton *et al* (1988) and Black and Gregersen (1997) that participation should be studied as a multidimensional or multi-form construct.

2.2.13. Recent studies on participation in Public and State-owned companies

Soonhee (2002) conducted a study on local government agencies. The aim of the study was to establish the existence of a relationship between participative management in the context of strategic planning and employee job satisfaction in these agencies. This study extended the research to find out whether managers' use of a participative management style, employees' participation in strategic planning and supervisory skills in effective communications have an effect on employee job satisfaction. The results from the study demonstrated that an association exists between managers' use of a participative management style and employee satisfaction. The research also found that employees' perceptions of participative strategic planning processes are positively associated with high levels of job satisfaction.

The study conducted by Soonhee (2000) also revealed that effective supervisory communication in the context of the strategic planning process is positively linked with high levels of employee job satisfaction. The study found that a participatory management process that incorporates effective supervisory communication could improve employees' job satisfaction. The researcher suggested that leaders in public and state-owned companies should emphasize the need to change organizational culture from the traditional hierarchical structure to participative management. Berry and Wechsler (1995) quoted in Soonhee (2002) conducted a survey in state-owned agencies and found that participatory processes, such as the inclusion of lower-level staff in a strategic plan development, is one of the trends in the strategic planning evolution of state-owned agencies. This notion is supported by Brewer, Selden, and Facer (2000), cited by Soonhee (2000). They conducted a study on public agencies and suggested that policy makers and public leaders should consider worker participation in decision-making processes as one of the strategies for enhancing public service motivation.

2.3. Concluding Summary

The literature reviewed in this chapter indicates that it would be difficult, if not impossible to jump to the conclusion that employee participation within any organization has predictable positive or negative effects on organizational performance and productivity. A significant part of the problem is that it is extremely difficult to isolate the effects of employee participation in decision-making, because of the broad range of mediating factors. Summers and Hyman (2005) explain that in the absence of adequate knowledge of how and why employee participation is achieving concrete results, studies conducted in this field will continue to provide contradictory findings. However, the combination of financial and work-related participation schemes and collective and individualized participation schemes can produce positively synergistic effects. A major social obstacle to participatory forms within organizations is that they can result in increased work effort and responsibilities, which can be incompatible with family situations or caring responsibilities (White *et al*, 2003).

The research studies reviewed above also indicate that participatory management, whilst it has its detractors, is actually a good business practice. First, it is a practice that is linked to national democratic principles, which dictate that people must be involved in decisions that affect them. Secondly, employee participation has been linked to various positive outcomes for both the organization and the employee. These are increased performance and productivity, as well as decreased staff turnover and absenteeism. The literature related to financial participation, which is a sub-section of participation, was not discussed because this study is limited to employee participation in decision-making.

The following chapter outlines the research methods that were used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter provides an account of how the study was designed and the methodology that was used in the research. It describes the research design, the sampling procedure, the data collection methods and the research instrument used. It also describes in detail the statistical techniques and data analysis processes that were used in the research.

The objective of this study was to determine the extent to which participatory management is employed by managers who were politically appointees at REGIDESO, a state-owned company that produces and distributes water and electricity in the Republic of Burundi. This objective was attained by answering the following research questions:

- i. Are employees in REGIDESO involved in their company's decision-making bodies?
- ii. Are employees of REGIDESO willing to be involved in decision-making in their organization?
- iii. What are the main barriers to employee participation in REGIDESO, if any?

3.2. Research design

This study is quantitative in nature. It is quantitative because data was collected using a structured questionnaire wherein the respondents recorded their experiences. It is also quantitative because the data was analysed using various analytical tools that were quantitative in nature.

3.3. Sampling Procedure

3.3.1. Target Population

The target population for this study was the 1 102 permanent employees, male and female, who were employed by REGIDESO at the time the survey was conducted. The target population was divided into four levels: Directors or Senior Managers; Middle Managers; Supervisors and non-management workers or Agents. Six hundred and twenty-two employees, who were based at the company's main site, formed the sample frame. The remainder, 390 employees, were based in regional areas scattered all over the country. These areas proved difficult to access. The Human Resources Department, which supplied required information relating to employees, was also at the main site.

3.3.2. Selection of the Sample

To select the sample for this study the following procedure was undertaken:

- a) A letter was sent by researcher to the CEO of REGIDESO to ask for permission to conduct a survey in the organization. The CEO agreed.
- b) A copy of the acceptance letter was sent by the CEO of REGIDESO to the Human Resources Manager of the company to help the researcher to access the list of all permanent employees of the organization.
- c) A letter of notification was sent by the CEO of REGIDESO to the researcher, the Supervisor and to the School of Management Studies at the University of KwaZulu-Natal (UKZN) advising that permission to conduct the survey in the company was granted to the researcher.
- d) The Human Resources Department supplied the researcher with a list that contained workers surnames and first names, date of birth, the date they commenced

employment, job titles and job level divided into four strata according to their levels in the organization.

- e) The identified strata were Senior Managers; Middle Managers; Supervisors and non-management workers or Agents.
- f) Systematic random sampling was done, where the 10th employee was selected from each stratum.

3.3.3. Sample size

The sampling procedure described above resulted in a sample size of 62. This was made up of:

- 42 employees from the 422 non-managerial employees;
- 10 employees from 10 supervisors;
- Eight managers from the 80 middle managers; and
- Two managers from the 20 senior managers.

3.3.4. Characteristics of the Sample

The sample was made up of:

- a) Male and female employees.
- b) Employees who were permanently employed at REGIDESO.
- c) Employees who were 20 years old and above.
- d) Senior Managers, Middle Managers, Supervisors and non-management workers or Agents.

3.4. Data Collection Methods

In order to collect enough information about participatory management employed by managers who were political appointees at REGIDESO, a structured questionnaire was used as a research instrument.

3.4.1. The Research Instrument

The research instrument used for this study was a questionnaire, which was adapted from Potwana and Msweli-Mbanga (2005). As the Republic of Burundi is predominantly a French-speaking country, the questionnaire was prepared in English and French. The questionnaire was divided into the following two sections:

Section 1 of the questionnaire focused on the biographical data of the participants, such as age, educational level, gender, marital status, number of years employed by REGIDESO, work position, and race. Each of these aspects was divided into categories and a specific number was allocated to each category. The respondent was asked to make a cross (**X**) in a box next to the aspect that described him or her accurately.

Section 2 of the questionnaire consisted of five statements under part A. The aim of this part of the questionnaire was to examine the extent to which employees have access to participation in decision-making in REGIDESO. The second section consisted of seven statements under part B. The aim of this part of the questionnaire was to examine the extent to which employees are willing to participate in their organization. Part C of section 2 consisted of seven statements where the aim was to investigate possible obstacles to participation in REGIDESO.

In the second section of the questionnaire, the subjects responded on a Likert scale that had five categories ranging from 1= Strongly Disagree to 5= Strongly Agree. The respondents were asked to choose from given different statements. For example in the case of the degree of participation within REGIDESO or employee willingness to participate within the company, the respondent had to choose either “Strongly Disagree” which was coded 1 in the questionnaire or “Disagree” which was coded 2. “Not sure” or “Don’t Know” was allocated code 3, “Agree” was coded 4,

and “Strongly Agree” was coded 5. In part C of the second section, the respondent was asked to show his or her opinion with regard to barriers or obstacles to participation using the same scale.

3.4.2. Administration of the Questionnaire

The questionnaire was personally handed to the Human Resources Manager who distributed it to the 62 employees on the list compiled by the researcher via their managers and supervisors. The respondents were requested to place the completed questionnaires in a marked box at the reception area.

Attached to the questionnaire were the letter from REGIDESO CEO granting permission to conduct the study and the letter of consent explaining to the respondents that completing the questionnaire was to voluntarily and that confidentiality would be respected at all times.

A period of two weeks was allowed for all the employees to complete the questionnaires, after which the researcher collected them from the reception desk.

3.5. Analysis of the Data

Sixty questionnaires were completed. Data was captured on the Statistical Package of Social Science (SPSS18) to prepare it for analysis. Descriptive and inferential statistics were used to analyse the data. Descriptive statistics such as frequencies, percentages, and Cross-Tabulation were used. Measures of central tendency and dispersion such as frequencies, means and standard deviation were also used. Inferential statistics utilised in this study included T-tests and the analysis of variance (ANOVA).

3.6. Limitations of the study

The research was conducted in the Republic of Burundi. The organization that was the subject of the study is a state-owned company based at the Bujumbura industrial site. The research was only conducted in one company and in one specific business sector, service delivery and it is not possible to generalize the findings to similar industries. The study could, however, serve as the basis for a larger study across a larger sample of the industry.

The Republic of Burundi is a poor country and the level of research is very low. The concept of participatory management has not received much attention from researchers. As a consequence, the literature review related to the level of employee participation in Burundi is limited in terms of empirical studies.

3.7. Concluding summary

This chapter outlined the procedures and methods that were used in the research design and methodology of the study. It sketched the research procedure, how the sample was accessed and the way in which the research instrument was organized to capture all the items needed to analyse the responses. This chapter also outlined the statistical tools used to analyse the data.

The findings and results of this study are presented in tabular and graphic form and are discussed in the next chapter.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.1. Introduction

In this chapter, the results from the research are presented and analyzed using descriptive and inferential statistics. All results presented in this chapter were obtained after capturing the data on Statistical Package of Social Science (SPSS18). Descriptive statistics permitted to have frequencies, percentages and cross-tabulation. Inferential statistics helped to analyze the data focussing on various aspects pertaining to the key variables of the study. The results are presented in terms of the different parts of the questionnaire, starting with section A.

The results presented here aim to answer the research questions guiding this study which were:

- i. Are employees in REGIDESO involved in their company's decision-making bodies?
- ii. Are REGIDESO employees willing to be involved in decision-making in their organisation?
- iii. What are the main obstacles to employee participation in REGIDESO, if any?

The presentation of the results is done in accordance with the organization of the questionnaire.

4.2. Biographical Data

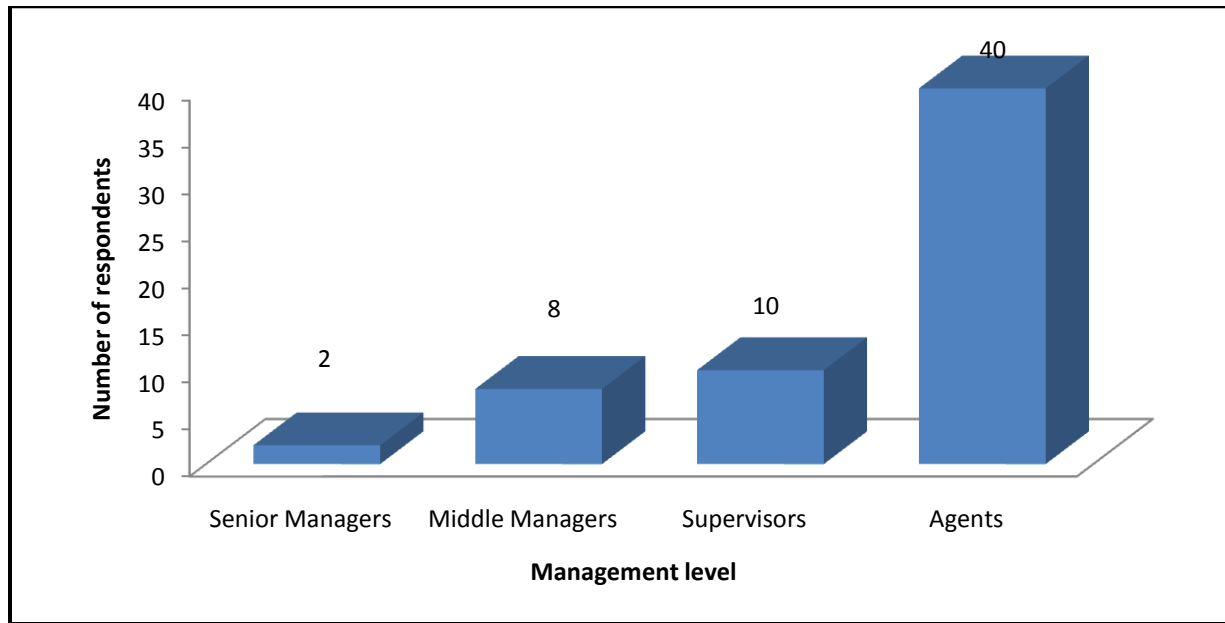
4.2.1. Response Rate of Respondents

Table 4.1 below presents the response rate and Figure 4.1 presents the graphical distribution thereof.

Table 4.1. Response rate of Respondents

Name of Stratum	Questionnaires administrated (N)	Questionnaires returned (N)	Response rate (%)
Senior Managers	2	2	100%
Middle Managers	8	8	100%
Supervisors	10	10	100%
Agents	42	40	95.24%
Total	62	60	96.77%

Figure 4.1. Response rate



The above presentations show that 60 respondents in the sample completed and returned the questionnaires.

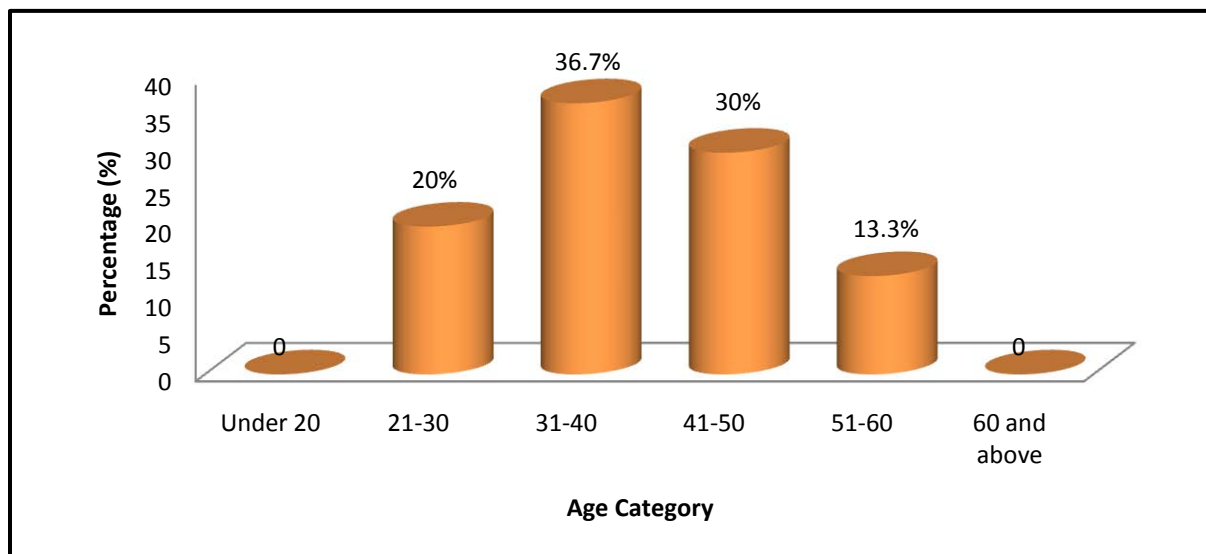
4.2.2. Biographical Results

Table 4.2 to Table 4.9 together with Figure 4.2 to 4.9 summarize the characteristics of the respondents which are specified in the headings.

Table 4.2. Age of Respondents

Variable	Categories	Frequency	Percentage (%)
Age	Under 20	0	0
	21-30	12	20
	31-40	22	36.7
	41-50	18	30
	51-60	8	13.3
	60 and above	0	0
Total		60	100

Figure 4.2. Age of Respondents



The above Table and Figure indicate that of 60 answered questionnaires, the largest percentage of respondents 36.7% (n=22) are in age group 31- 40 years. The second highest percentage of respondents is 30% (n=18). This group of respondents are between 41 and 50 years old. Only 20% (N=12) respondents are in age group 21-30. Respondents who fall in the group age between 51 and 60 are 13.3% (n=8).Table 4.2 together with Figure 4.2 reveal that there were no respondents under 20 years old and respondents with 60 years and above.

The category of respondents situated between 31 and 40 years is the highest, meaning that the workforce of REGIDESO is still young. This is in line with the country's population statistics published by Department of Home Affairs (January 2010). They revealed that the majority of the Burundian population is young. Furthermore, in Republic of Burundi employees in Public and State Owned Companies retire at the age of 60. This can explain why Respondents in the age of 60 and above scored 0 % (N=0) (Institut National de Sécurité Sociale, January 2010).The category of respondents who are under 20 years scored 0% (n=0) meaning that there were no respondents under 20 years old. This is in line with civil law in Republic of Burundi that fixed the age of majority to 21 years. It is therefore the age qualifies one for work in Public and State Owned Companies as well as the age that qualifies one for marriage contract (Department of Home Affairs, Republic of Burundi, January 2010). The results from Table 4.2 and Figure 4.2 confirm the law of the country that no minors must be employed.

Table 4.3. Race of Respondents

Variable	Race category	frequency	%
Race	African	60	100%
	Other	0	0%
	Total	60	100%

Figure 4.3. Race of Respondents

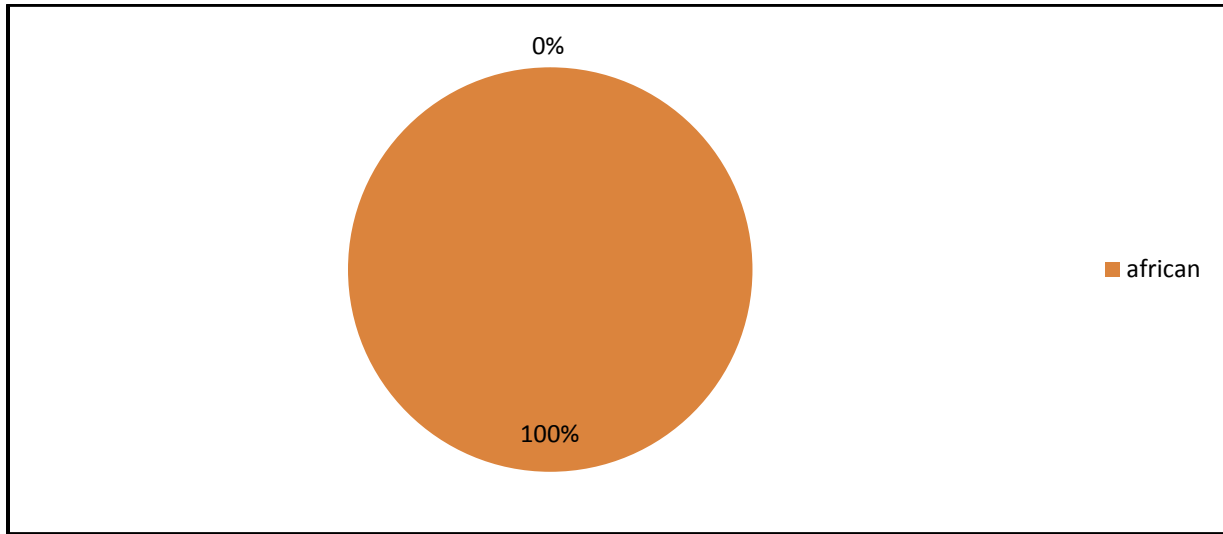


Table 4.3 together with Figure 4.3 indicate that all respondents were African. African category scored 100% (n=60). Other categories such as White, Coloured, Asian, and Others scored 0%. This confirms that there are no other races who are working within REGIDESO, Burundi. Only African employees work for State Own companies in Republic of Burundi. As the population of Burundi is almost 100% African, the other groups of population are almost nonexistent. They are just few immigrants or temporary residents who cannot work for public sector or State Owned Companies according to the laws of the Country.

Table 4.4. Gender of Respondents

Variable	Category	frequency	Percentage (%)
Gender	Male	35	58.3
	female	25	41.7
	Total	60	100

Figure 4.4. Gender of Respondents

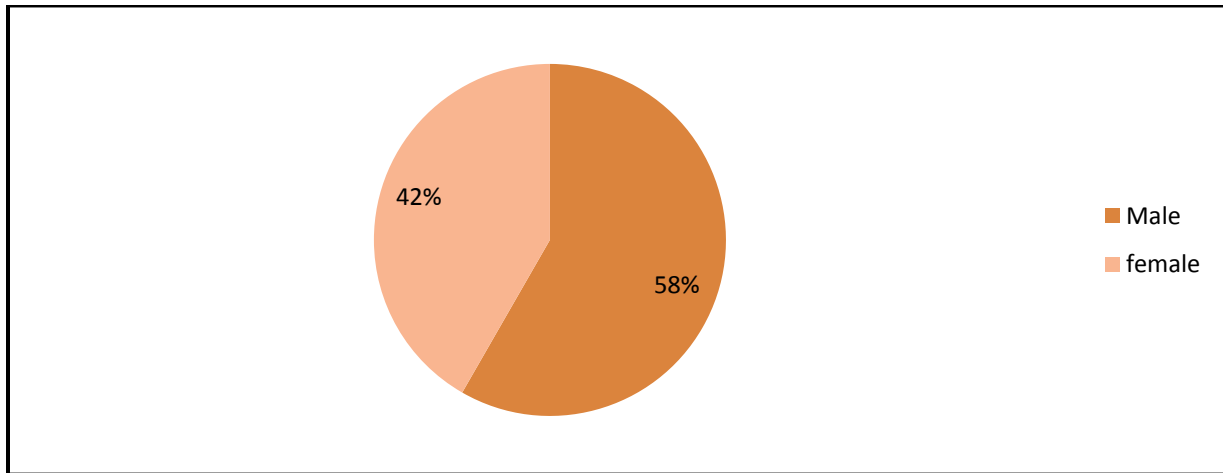


Table 4.4 together with Figure 4.4 reveal that 58.3% of respondents were male, while 41.7% were female. The number of male respondents was 35 and there were 25 females. From the results, the number of male participants was higher than the number of female participants. This difference reflected the reality of gender distribution in REGIDESO and gender distribution in State Owned Companies. This is in line with the statistics in terms of the number of educated male and female in Burundi. The department of education in Burundi showed that male were more educated than female till recently (Department of Education, December 2009).

The distribution of age in this study revealed that most REGIDESO employees were between 31 and 40, followed by the category age of 41 to 50 (see Table 4.2 and Figure 4.2. distribution of age). That can support the slight difference between male and female participants observed within REGIDESO based on above information released by Department of education that indicates that female were less educated that male till recently.

Table 4.5. Respondents' Marital Status

Variable	Categories	Frequency	Percentage (%)
Marital Status	Married	39	65
	single	19	31.7
	widowed	1	1.7
	Other	1	1.7
	Total	60	100

Figure 4.5. Respondents' Marital Status

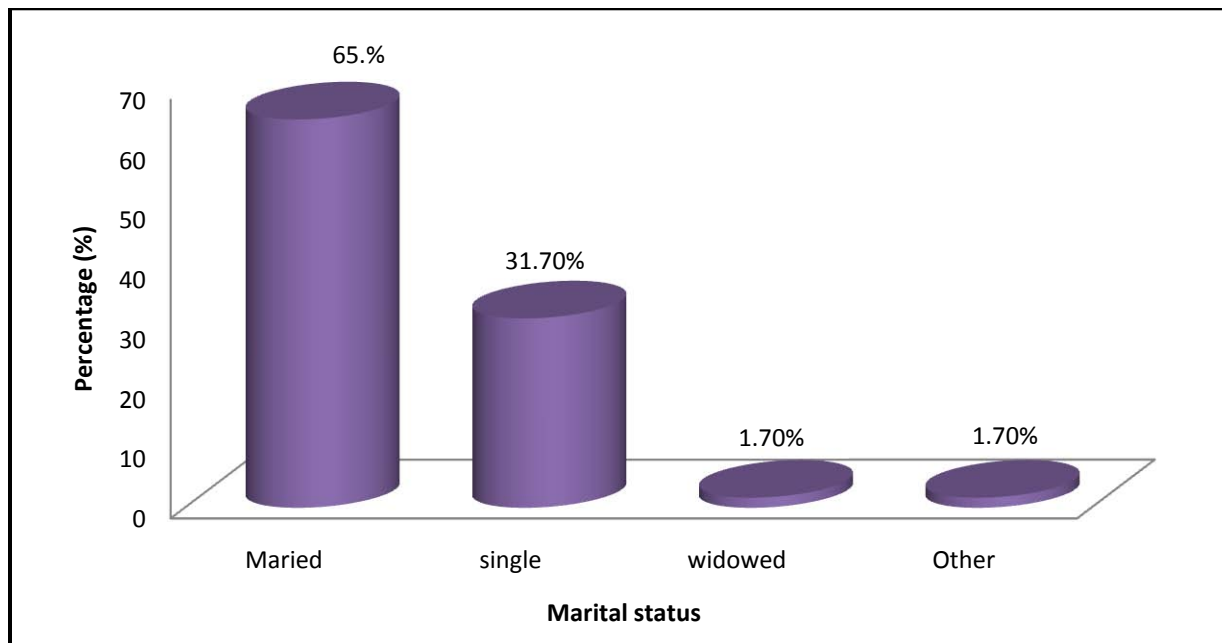


Table 4.5 and Figure 4.5 reflect that most of participants were married. The category of married respondents represents 65% (n=39). This is followed by the category of single respondents who were 31.7% (n=19). Those who are widowed and others represent only 1.7%. The distribution of age of participants revealed that the majority was between 31- 40 years, followed by the category of 41 -50 years. Because the majority of respondents were between 31 -50 years old, this can provide indication why the majority of respondents were married.

Table 4.6. Respondents' Education Level

Variable	Category	Frequency	Percentage (%)
Education Level	High School	4	6.7
	Diploma	31	51.7
	Degree	24	40
	Postgraduate	1	1.7
	Total	60	100

Figure 4.6. Respondents' Education Level

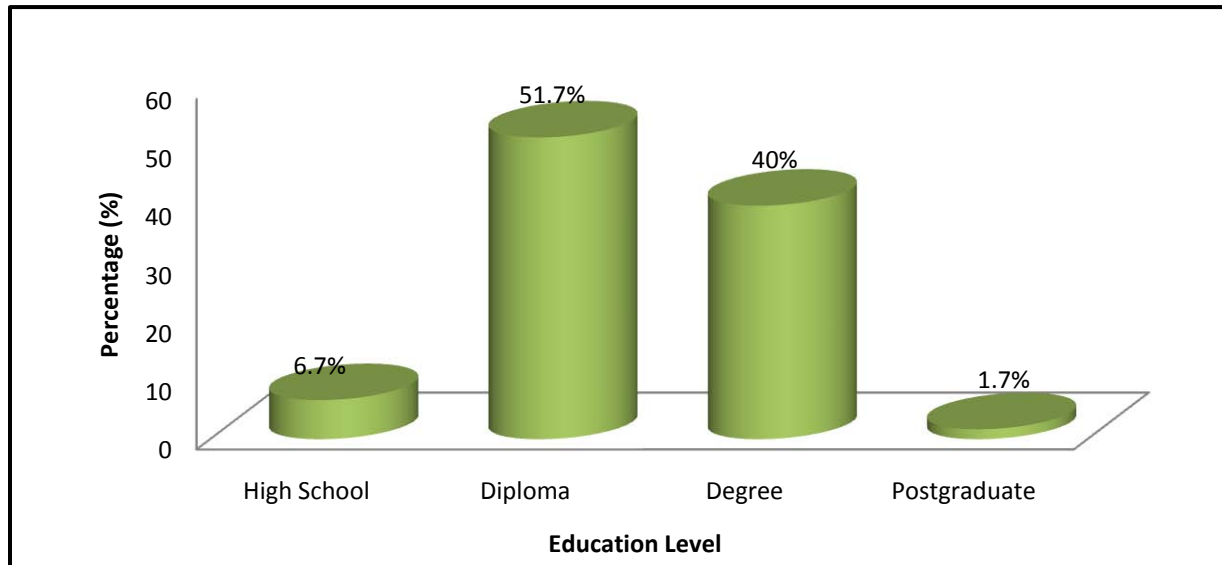


Table 4.6 coupled with Figure 4.6 illustrate that 51.7% (n=31) of participants which is more than half of participants who possess a diploma, followed by 40% (n=24) of respondents who have a degree. The respondents who possess high school education are 6.7% (n=4) and the lowest score of 1.7% (n=1) is for postgraduate participants. This indicates that REGIDESO employ qualified workers in general.

Table 4.7. Respondents' years within REGIDESO

Variable	Category	Frequency	Percentage (%)
Years within REGIDESO	Less than one Year	2	3.3
	1-2 Years	9	15
	3-4 Years	8	13.3
	5-6 years	14	23.3
	7 years and above	27	45
	Total	60	100

Figure 4.7. Respondents' years within REGIDESO

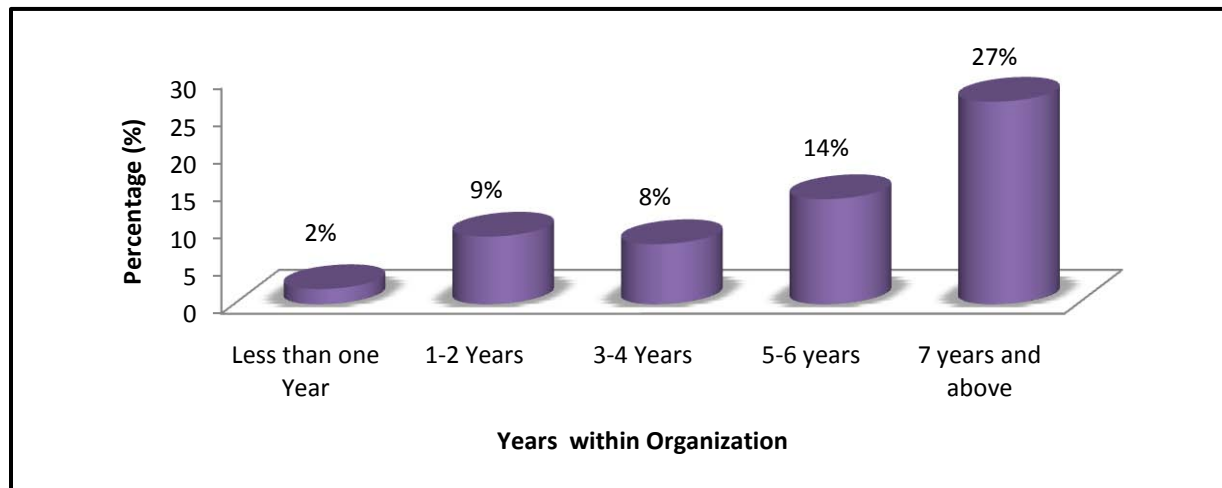


Table 4.7 coupled with Figure 4.7 indicate that the majority of participants have experience of 7 years and above. They represent 45% (n=27) of the total of respondents. This is followed by participants 13.3% (n=8) who have been working between 5 and 6 years. Respondents who worked between 1 year and two are 15% (n=9) and the fourth place is occupied by participants who have been in the organization for a period between 3 and 4 years. The lowest score of 3.3% (n=2) represent respondents who worked just for 1 year. In general, workers from REGIDESO have experience because more than 80% of respondents have been in the company for at least 4 years. This was good for this study because they are well informed about REGIDESO.

Table 4.8. Respondents' Position level within REGIDESO

Variable	Category	Frequency	Percentage (%)
Position within organization	Senior Mangers	2	3.3
	Middle Managers	8	13.3
	Supervisors	10	16.7
	Agents	40	66.7
	Total	60	100

Figure 4.8. Respondents' Position level within REGIDESO

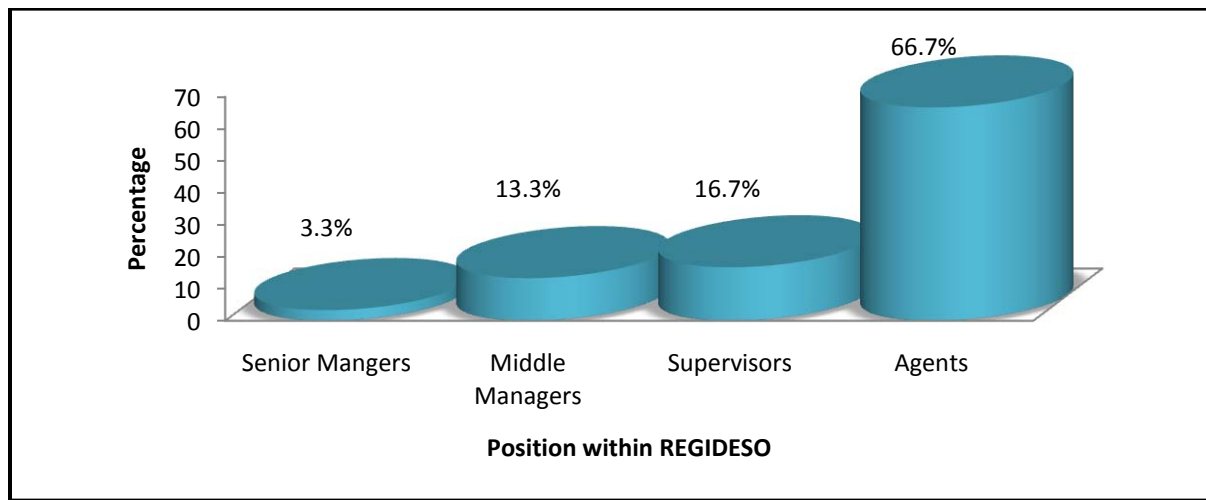


Table 4.8 and Figure 4.8 reveal that most participants were Agents. They constitute 66.7% (n=40) of respondents. The second category were Supervisors who were 16.7% (n=10) followed by the Middle Managers who were 13.3% (n=8). The Senior Managers are few. They represent 3.3% (n=2) of respondents. The Table and Figure above show that the category of Agents together with Supervisors represents more than 80% of all participants. This shows that the researcher will know what is happening about participation because they are the ones who know what is happening in the organization in terms of participation, and the ones who actually wish or do participate.

4.3. Presentation and Discussions of Results of Participatory management

4.3.1. Access to Participation

The response by the sample of REGIDESO employees in relation to 5 statements in Section 2 A of the questionnaire are summarized in the Table 4.9 below. The responses to the five statements will indicate the extent to which the employees of REGIDESO perceive whether their access to participation in decision- making within their organization or not. Each question or statement will be illustrated and analysed separately.

Table 4.9. Degree of opinion to Participation within REGISESO

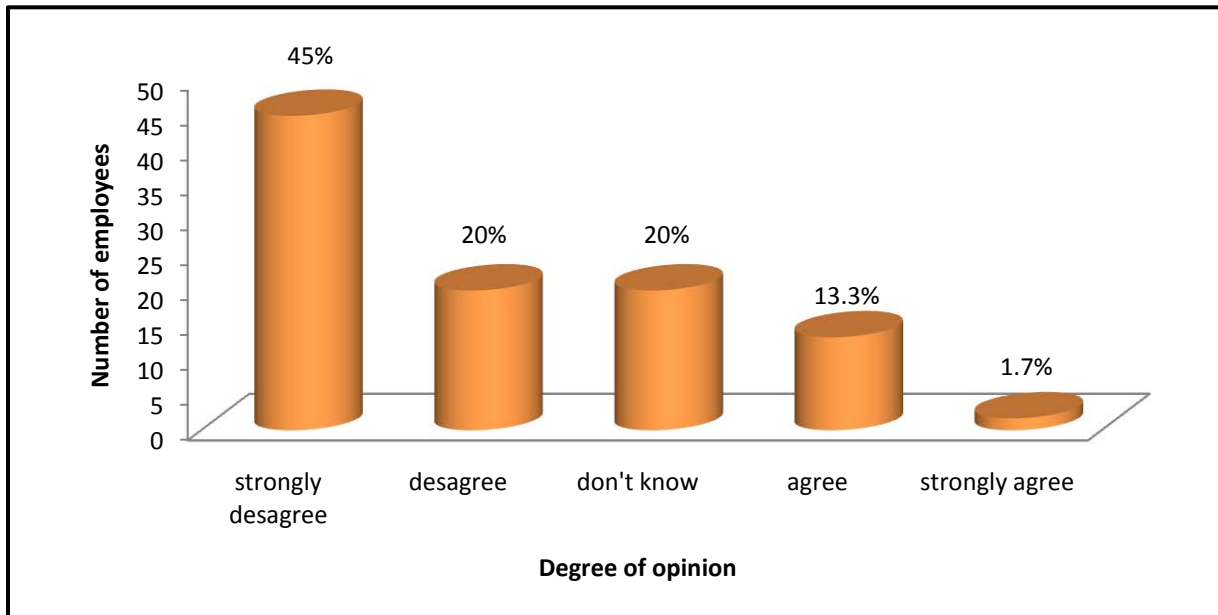
	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
A. Access to Participation												
A1	27	45%	12	20%	12	20%	8	13.5	1	1.75	60	100%
A2	21	35%	13	21.7%	13	21.7%	13	21.7%	0	0.00%	60	100%
A3	26	43.3%	9	15%	9	15%	16	26.7	0	0.00%	60	100%
A4	11	18.3%	7	11.7%	2	3.3%	24	40%	16	27.7%	60	100%
A5	14	23.3%	5	8.3%	4	6.7%	7	11.7%	30	50%	60	100%

StatementA1: In my Or ganisation employees are informed in advance about a decision to be made.

Table 4.10.Degree of opinion to statement A1

Degree of opinion	Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
strongly disagree	27	45.5	45.5	45.0%
disagree	12	20.0	20.0	65.0%
don't know	12	20.0	20.0	85.0%
agree	8	13.3	13.3	98.3%
strongly agree	1	1.7	1.7	100.0
Total	60	100.0	100.0	

Figure 4.9. Degree of opinion to statement A1



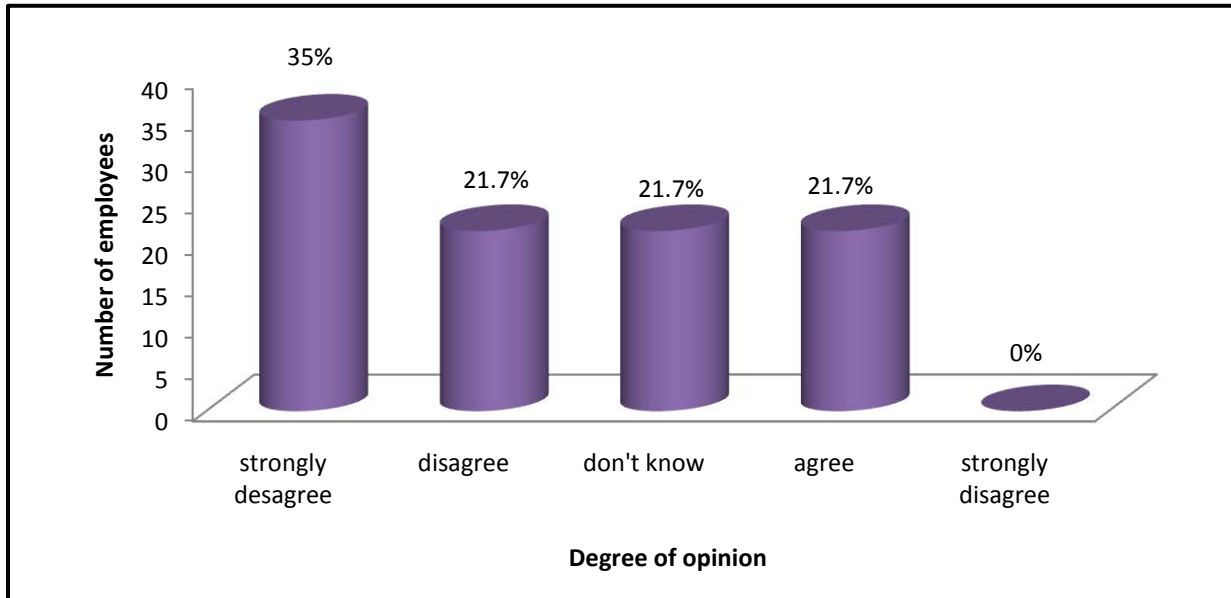
Of the 60 respondents, 45% indicated that they strongly disagree, 20 % disagree which put together constitute 65% of employees who deny the statement, whereas 13.3% are agreed and 1.7% strongly agree. Put together 15% of employees agree with the statement. 65% (45%+20%) of REGIDESO employees perceive that they are not informed in advance about a decision to be made when only 15% (13.3%+1.7%) perceive the opposite. It may be noted that 20% don't perceive anything. The results indicate that the majority of workers are not satisfied with the way the management of REGIDESO do not inform them about the decision to be made.

StatementA2: In my organisation employees can give their opinion about the decision to be made.

Table 4.11. Degree of opinions to statement A2

Degree of opinion		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	strongly disagree	21	35.0	35.0	35.0%
	disagree	13	21.7	21.7	56.7%
	don't know	13	21.7	21.7	78.3%
	agree	13	21.7	21.7	100%
	Total	60	100.0	100.0	

Figure 4.10. Degree of opinion to statement A2



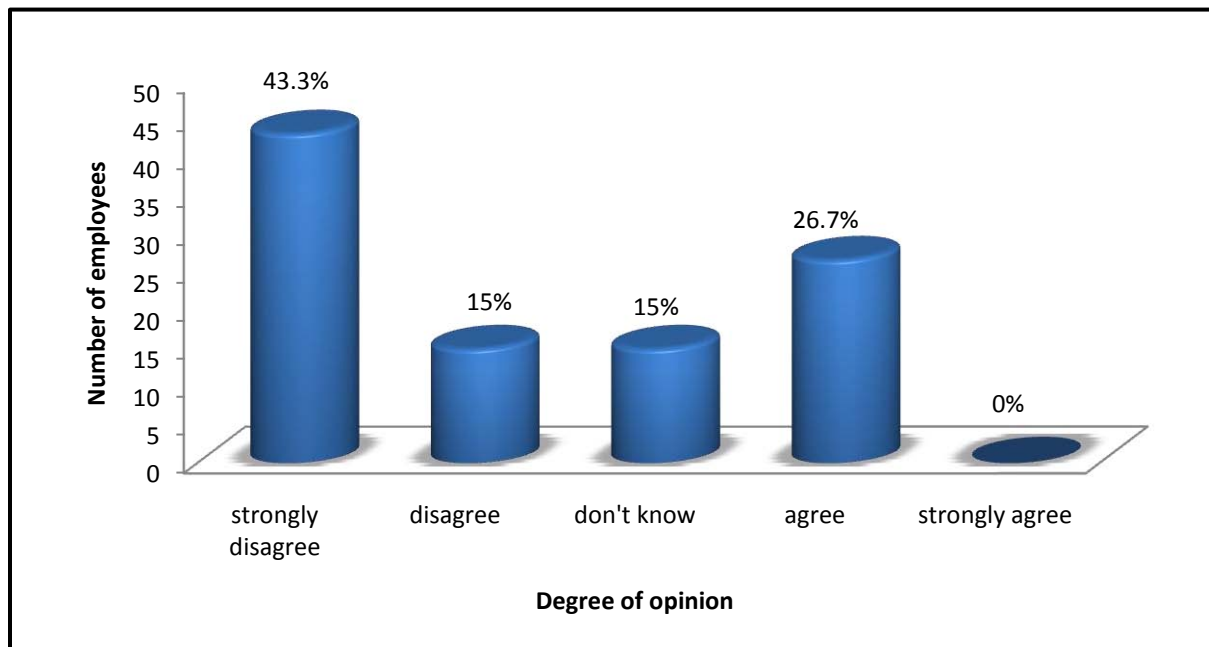
Of the total of 60 participants, 35% strongly disagree, 21.7% disagree. All employees who don't agree with the statement constitute a total of 56.7% (35%+21.7%) and 21.7% don't know what to say whereas only 21.7% agree and no one strongly agreed with the statement. It is therefore understood that the majority of the workers at REGIDESO are not given the opportunity to express their opinions about the decision to be made within their company. The management do not listen to the ideas and suggestions of the majority of employees.

StatementA3: Employee opinions are taken into account in decision making- process.

Table 4.12. Degree of opinion on statement A3

Degree of opinion		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	strongly disagree	26	43.3	43.3	43.3%
	disagree	9	15.0	15.0	58.3%
	don't know	9	15.0	15.0	73.3%
	agree	16	26.7	26.7	100%
	Total	60	100.0	100.0	

Figure 4.11. Degree of opinion to statement A3



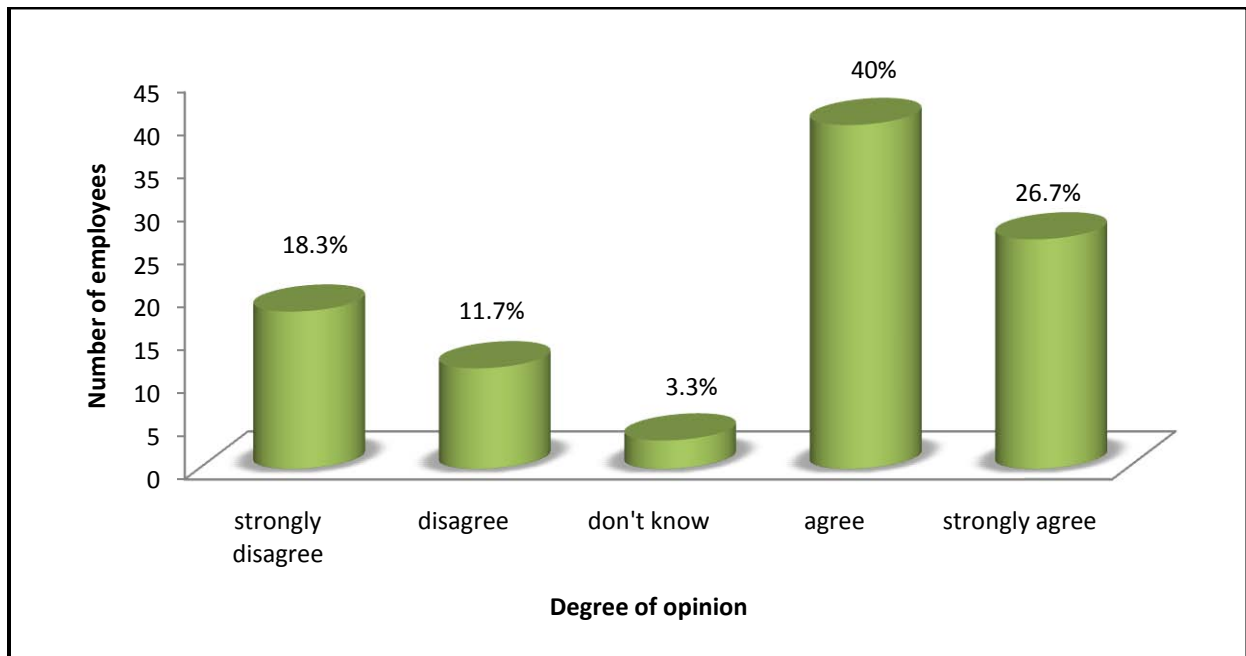
Of the 60 respondents to the statement, 43.3% strongly disagree plus 15% who disagree. They constitute the majority of 58.3% who deny the statement whereas 26.7% only agree with the statement. It can be noted that there is no one who was strongly agrees to the statement. This can give a good postulation that the employee opinions within REGIDESO are not taken into account. Only 21.7% accepted that they can give their opinions about the decision to be made. There is similarity between statement A2 and A3. Both of them do not have respondents who strongly agree with them.

Statement A4: Decisions are completely in the hands of organizations managers with distinction between superiors and subordinates.

Table 4.13. Degree of opinion to statement A4

Degree of opinion	Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
Valid strongly disagree	11	18.3	18.3	18.3%
disagree	7	11.7	11.7	30.0%
don't know	2	3.3	3.3	33.3%
agree	24	40.0	40.0	73.3%
strongly agree	16	26.7	26.7	100%
Total	60	100.0	100.0	

Figure 4.12. Degree of opinion to statement A4



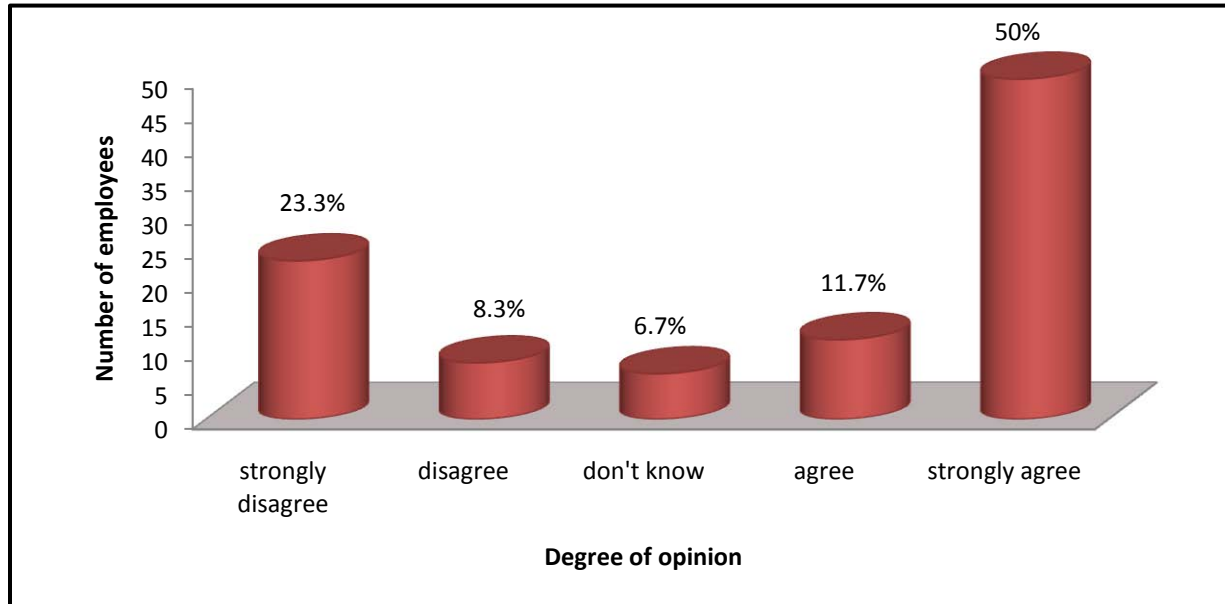
Of the 60 responses to this statement, 18.3% indicated that they strongly disagree to the statement, 11.7% disagree which give a general negative opinion of 30% (18.3%+11.7%), whereas 40.0% agree to the statement and 26.7% strongly agree which constitute 66.7% (40%+26.7%) of respondents who believe that the decisions are made by superiors within the organization and they believe that there is distinction between top management and their subordinates in terms of decisions to be made. Only 3.3% are not sure. The general opinion is that top management is taking decisions within REGIDESO. The following statement will provide the opinion about who is really taking the decision in the company so that the response to this statement can be clearly understood.

Statement A5: Decisions are completely in hands of senior managers.

Table 4.14. Degree of opinion on statement A5

Degree of opinion		Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	14	23.3	23.3	23.3
	disagree	5	8.3	8.3	31.7
	don't know	4	6.7	6.7	38.3
	agree	7	11.7	11.7	50.0
	strongly agree	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

Figure 4.13. Degree of opinion to statement A5



Of the 60 respondents to the statement, 13.3% strongly disagree, 8.3% disagree whereas 11.7% agree and 50% strongly agree. A total of 61.7% agree that decisions are completely in the hands of senior managers, these being the participants who agreed and strongly agreed. It indicated that

the majority of employees of the company REGIDESO perceive that their superiors are the ones who do everything within the company. The statement A5 supports statement A4. The respondents were consistent in their answers. Employee access to participation within REGIDESO is not that significant. Only 21.6% of the respondents disagree to the statement.

4.3.2. Willingness to participate

Table 4.15 below summarizes the response of respondents of the six statements about the willingness to participate within REGIDESO.

Table 4.15. Respondents' willingness to participate.

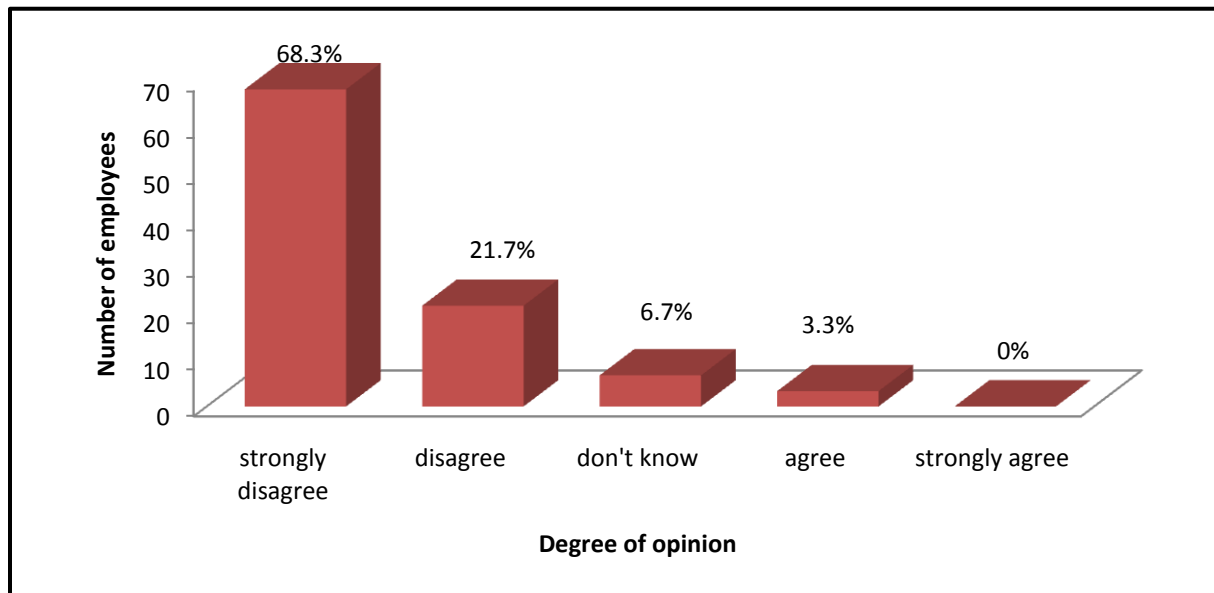
Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
B1	41	68.3%	13	21.7%	4	6.7%	2	3.3%	0	0%	60	100%
B2	36	60.0%	18	30.0%	2	3.3%	3	5.0%	1	1.7%	60	100%
B3	0	0%	2	3.3%	1	1.7%	15	25.0%	42	70%	60	100%
B4	11	18.3%	13	21.7%	1	1.7%	20	33.3%	15	25%	60	100%
B5	32	53.3%	23	38.3%	1	1.7%	3	3.5%	1	1.7%	60	100%
B6	24	40%	20	33.3%	4	6.7%	4	6.7%	8	13.3%	60	100%

Statement B1: I am unwilling to participate in the decision-making because the decisions taken by our superiors do not affect my day-to-day job.

Table 4.16. Degree of opinion to statement B1

Degree of opinion		Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	41	68.3%	68.3%	68.3%
	disagree	13	21.7%	21.7%	90.0%
	don't know	4	6.7%	6.7%	96.7%
	agree	2	3.3%	3.3%	100.0%
	Total	60	100.0%	100.0%	

Figure 4.14. Degree of opinion to statement B1



The aim of statement B1 was to test if REGIDESO employees are unwilling to participate in decision-making within their organization because the decisions taken by their superiors do not affect their day-to-day job. The findings summarized in the Table 4.16 coupled with the information presented in the Figure 4.16 show that the majority of workers disagreed with the

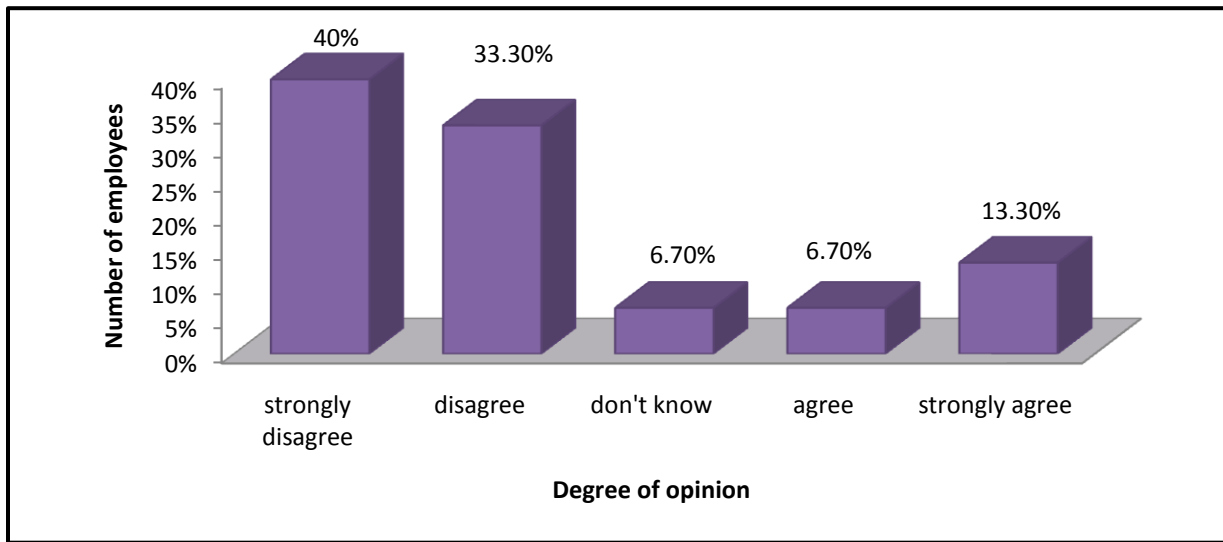
statement. The findings reveal that 68.3% strongly disagree, 21.7% disagree. That means 90% (68.3%+21.7%) of the participants desire to participate in decision-making whereas only 3.3% (N=2) and 0% respectively agree and strongly agree to the statement. The fact that there are only 3.3% (N= 2) employees from the sample of 60 who agree with the statement B1, this means really that the rest of employees, who constitute a large majority of 90%, wish to participate in decision-making within REGIDESO if they are given opportunity to do so.

Statement B2: Participation in decision making is time consuming. You have to attend a number of meetings and I don't have the time.

Table 4.17. Degree of opinion on statement B2

Degree of opinion		Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	36	60.0	60.0	60.0
	disagree	18	30.0	30.0	90.0
	don't know	2	3.3	3.3	93.3
	agree	3	5.0	5.0	98.3
	strongly agree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Figure 4.15. Degree of opinion to statement B2



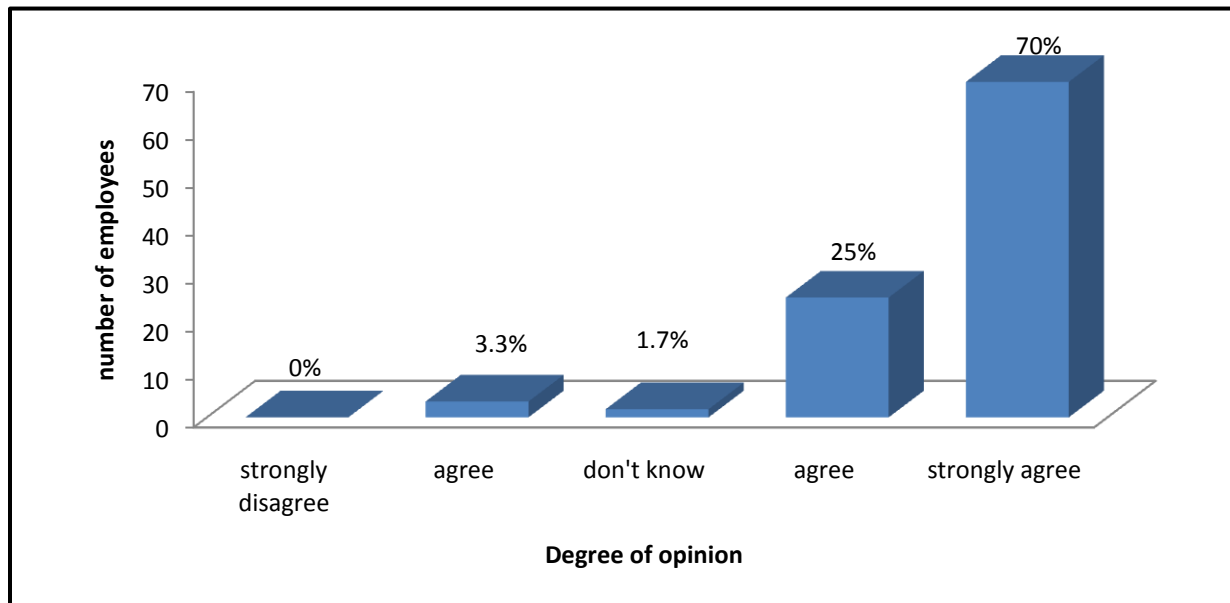
The aim of statement B2 proposed to the participants was to test whether the employees desire to participate in decision-making or not even if participation is time consuming. The statement stressed on time consumption because the employees have to attend a number of meetings while they don't have time for that. The results summarized in Table 4.17 above coupled with Figure 4.15 show clearly that those employees who strongly disagree and disagree with the statement represent 90% (60% + 30%) of all participants whereas only 5% agree and 1.7% strongly agree, meaning that only 4 employees from the total of 60 agree to the statement. The extent to which the employees of REGIDESO wish to participate in decision-making within their company is very high based on 90% of employees who agree to statement B2. Statements B1 and B2 both scored 90%. However statements were presented, the respondents were consistent. They strongly demonstrate their desire to participate.

Statement B 3: I am willing to participate because I want to have an input in how my organization is being run.

Table 4.18. Degree of opinion to statement B3

Degree of opinion		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	disagree	2	3.3	3.3	3.3
	don't know	1	1.7	1.7	5.0
	agree	15	25.0	25.0	30.0
	strongly agree	42	70.0	70.0	100.0
Total		60	100.0	100.0	

Figure 4.16. Degree of opinion to statement B3



Statement B3 aimed to test whether the employees who do not have an occasion to participate in decisions made in REGIDESO at least wish to take part in the decision-making process.

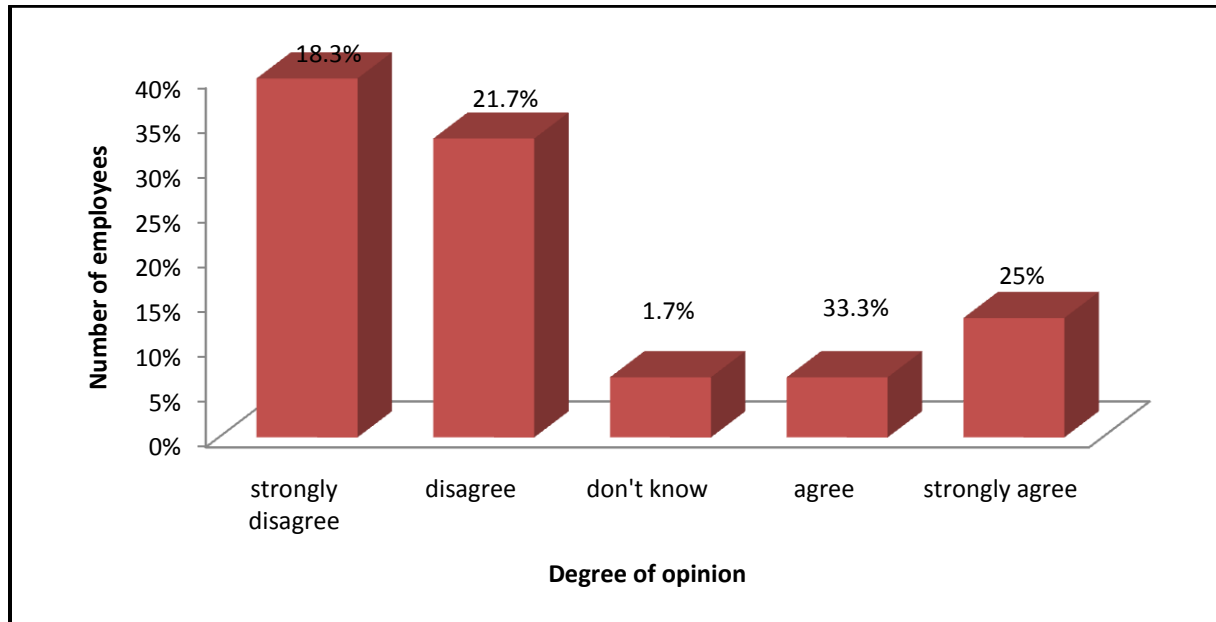
The proposed statement was presented to the respondents to ask them if they are willing to participate and have an input in how their organization is being run. Their opinion is summarized in the Table 4.18 together with Figure 4.18 above. The results reveal that 70% strongly agree, 25% agree with the statement meaning that 95% (70%+25%) of participants desire to participate in their company whereas 0% strongly disagreed and only 3.3% disagree. This indicates that a large majority of employees (95%) who constitute the sample wish to participate in the decisions made in their organization, only 3.3% (N=2) declared that they don't desire. Willingness to participate in decision-making is very high.

Statement B4: I am willing to participate although participation increases my workload.

Table 4.19. Degree of opinion to statement B4

Degree of opinion		Frequency	Percentage	Valid Percentage	Cumulative Percentage (%)
Valid	Strongly disagree	11	18.3	18.3	18.3
	disagree	13	21.7	21.7	40.0
	don't know	1	1.7	1.7	41.7
	agree	20	33.3	33.3	75.0
	strongly agree	15	25.0	25.0	100.0
	Total	60	100.0	100.0	

Figure 4.17. Degree of opinion to the statement B4



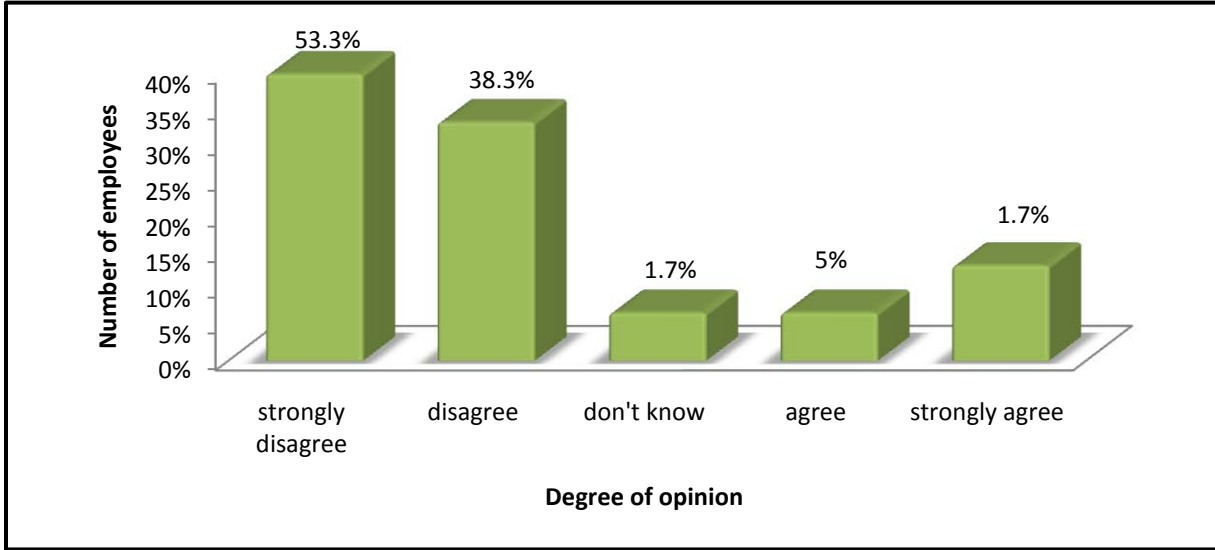
Of 60 participants who responded to this question or statement, 25% strongly agree and 33.3% agree. They constitute 58.3% of respondents who are willing to participate even if participation increases their workload. 18.3% of respondents strongly agree, 21.7% agree to the statement; only 1.7% are not sure. The majority of 58.3% still desire to participate even if the work becomes too much for them in case they participate. This provides a good indication of the degree to which employees of REGIDESO are willing to participate in their organization. Very similar results were found amongst the employees investigated by Holter (1965) cited in Marchington (1980) where the researcher found that majority of the participants were willing to have more say about their job and this desire was revealed by employees of all levels of management.

Statement B5: I am unwilling to participate because participation in decision-making disrupts my relationship with my colleagues.

Table 4.20. Degree of opinion to statement B5

Degree of opinion		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	32	53.3	53.3	53.3
	disagree	23	38.3	38.3	91.7
	don't know	1	1.7	1.7	93.3
	agree	3	5.0	5.0	98.3
	strongly agree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Figure 4.18. Degree of opinion to statement B5



The aim of the statement was to verify if the employees still wish to participate even if their relationship with their colleagues could be disrupted. The feedback by the respondents revealed

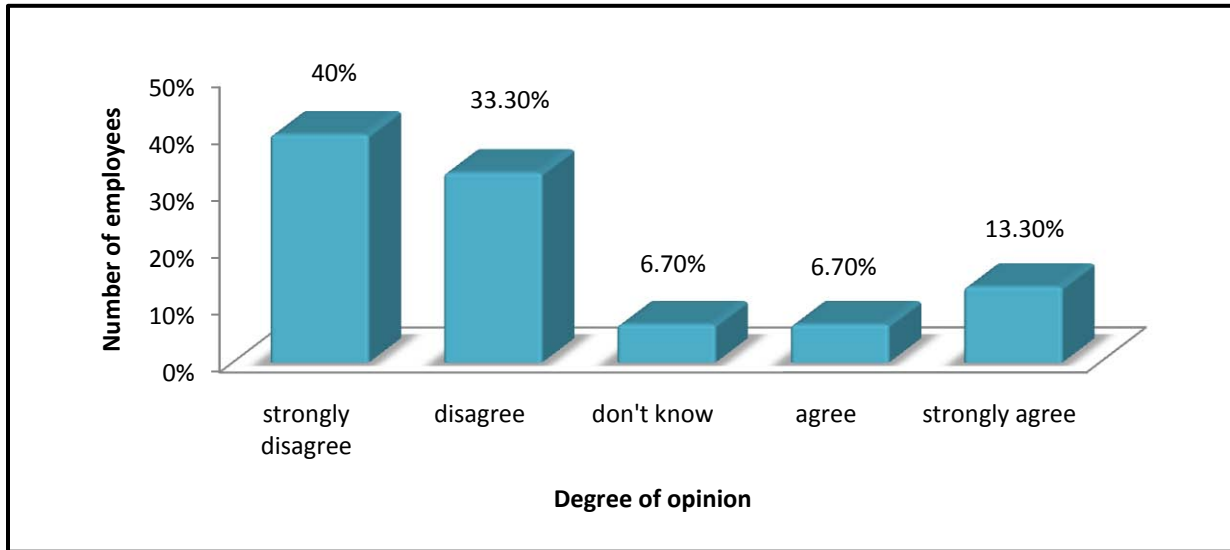
that 53.3% strongly disagree, 38.3% agree. Only 1.7% strongly agree and 5% agree. The results presented in Table 4.20 coupled with Figure 4.18 show that 91.6% (53.3%+38.3%) of the respondents are willing to participate in their company. They do not see any disruptions in their relationship with their colleagues if they participate. Only 1.7% and 5% of respondents fear disruption of relationship with their co-workers if they participate. The findings show again the degree to which REGIDESO employees are willing to participate in decision- making. It is quite evident that the extent to which the employees desire to participate is very high with the score of 91.6%.

Statement B6: I am really not bothered about the decisions made as long as I get my salary at the end of month.

Table 4.21. Degree of opinion to statement B6

Degree of opinion		Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	24	40.0	40.0	40.0
	disagree	20	33.3	33.3	73.3
	don't know	4	6.7	6.7	80.0
	agree	4	6.7	6.7	86.7
	strongly agree	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

Figure 4.19. Degree of opinion to statement B6



The objective of the B6 statement was to verify if the employees are not bothered about the decisions made as long as they get their salaries at the end of month. The results summarized in Table 4.21 coupled with those from Figure 4.19 reveal clearly that 40% strongly disagree, 33.8% disagree. Only 13.3% and 6.7% of respondents strongly agree and agree respectively. The general degree of opinion is that majority of REGIDESO workers 73.8% (40%+33.8%) who strongly agree and agree are willing to participate and that is not linked to payment of salaries.

4.3.3. Obstacles to participation

The responses to seven statements of the Section 2 C of the questionnaire are summarized in the Table 4.22 below. The overall degree of opinion to the seven statements will indicate the extent to which the employees of REGIDESO perceive whether the statements are seen as obstacles to participation in decision- making within their organization or not. Each question or statement will be illustrated and analysed separately to identify respondents' degree of opinion.

Table 4.22. Obstacles to participation within REGIDESO

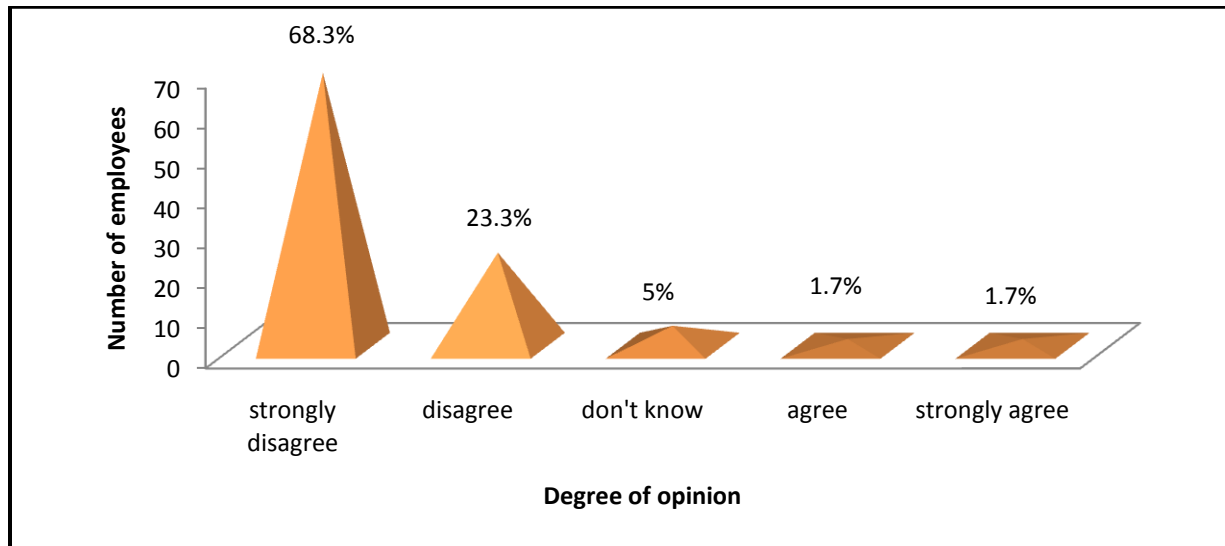
Statement C	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
C1	41	68.3%	14	23.3%	3	5%	1	1.7	1	1.7%	60	100%
C2	39	65%	18	30%	2	3.3%	0	0%	1	1.7%	60	100%
C3	19	31.7%	14	23.3%	4	6.7%	8	13.3	15	25%	60	100%
C4	27	45%	16	26.7%	6	10.0%	7	11.7%	4	6.7%	60	100%
C5	34	56.7	15	25%	9	15%	0	0%	2	3.3%	60	100%
C6	15	25%	10	16.7%	5	8.3%	9	15%	21	35%	60	100%
C7	10	16.7%	10	16.7%	2	3.3	18	30%	20	33.3%	60	100%

Statement C1: I feel I don't have confidence in my ability to express myself.

Table 4.23. Degree of opinion to statement C1

Degree of opinion		Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	41	68.3	68.3	68.3
	disagree	14	23.3	23.3	91.7
	don't know	3	5.0	5.0	96.7
	agree	1	1.7	1.7	98.3
	strongly agree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Figure 4.20. Degree of opinion to statement C1



The results in Table 4.23 coupled with those in Figure 4.20 show that 68.3% strongly disagree, 23.3% disagree, 5% are not sure, and only 1.7% and 1.7% strongly agree and agree respectively. The general opinion shows that 86.6% (68.3%+23.3%) of respondents admit that statement C1 is

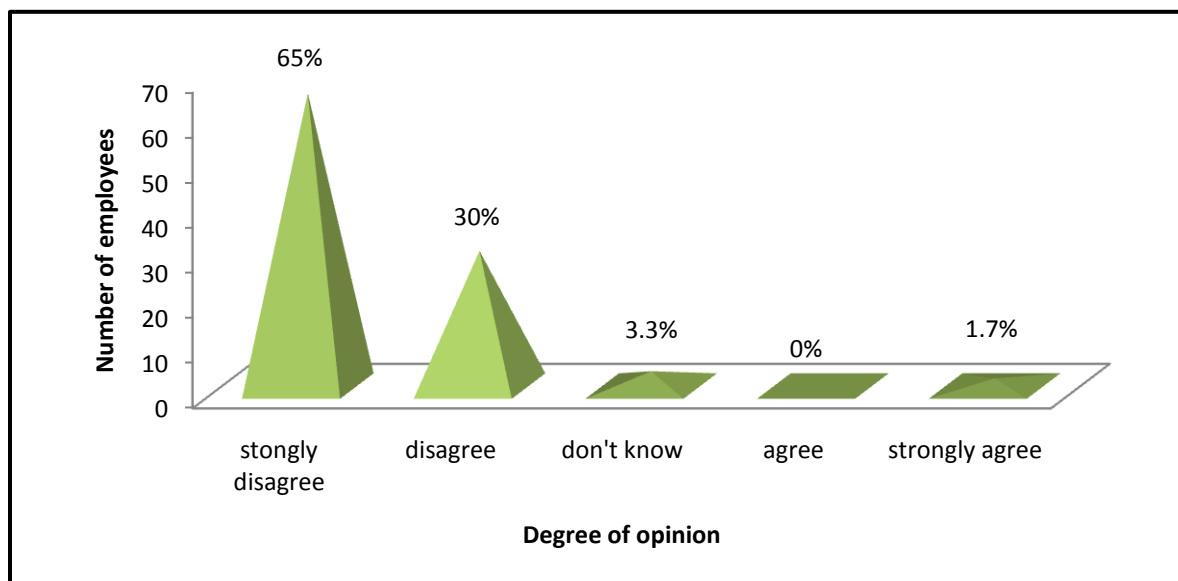
not their obstacle to participation within REGIDESO. They are confident that they have ability to participate.

Statement C2: I feel I don't have enough knowledge to make decisions.

Table 4.24. Degree of opinion to statement C2

Degree of opinion		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	strongly disagree	39	65.0	65.0	65.0
	disagree	18	30.0	30.0	95.0
	don't know	2	3.3	3.3	98.3
	strongly agree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Figure 4.21. Degree of opinion to statement C2



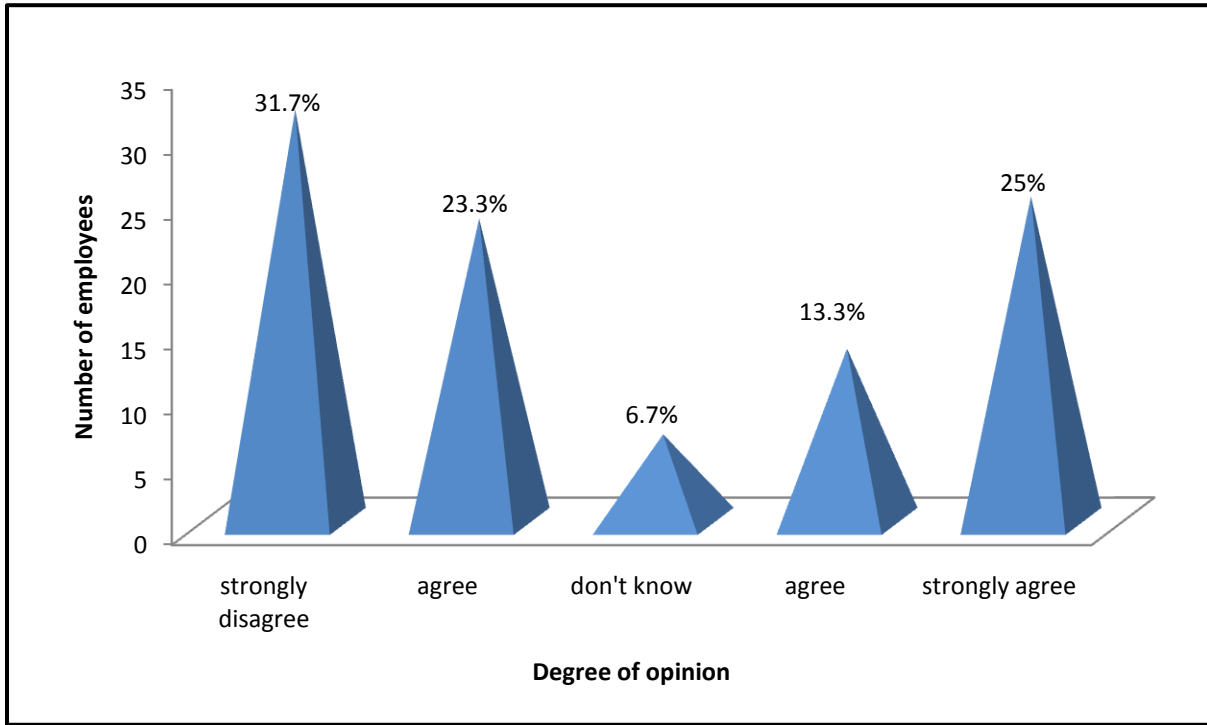
The results observed in Table 4.24 together with those from Figure 4.24 reveal that of 60 respondents, 65% strongly disagree, 30% disagree to the statement C2. Only 1.7% strongly agree and 3.3% don't know. The general degree of opinion is that 95% (65%+30%) admit that knowledge is not really an obstacle to participation for them whereas only 3.3% feel the opposite. They are confident of their knowledge meaning that statement C2 is not an obstacle to them.

Statement C3: We don't have feedback if we submit an idea in our organization.

Table 4.25. Degree of opinion to statement C3

Degree of opinion	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid strongly disagree	19	31.7	31.7	31.7
disagree	14	23.3	23.3	55.0
don't know	4	6.7	6.7	61.7
agree	8	13.3	13.3	75.0
strongly agree	15	25.0	25.0	100.0
Total	60	100.0	100.0	

Figure 4.22. Degree of opinion to statement C3



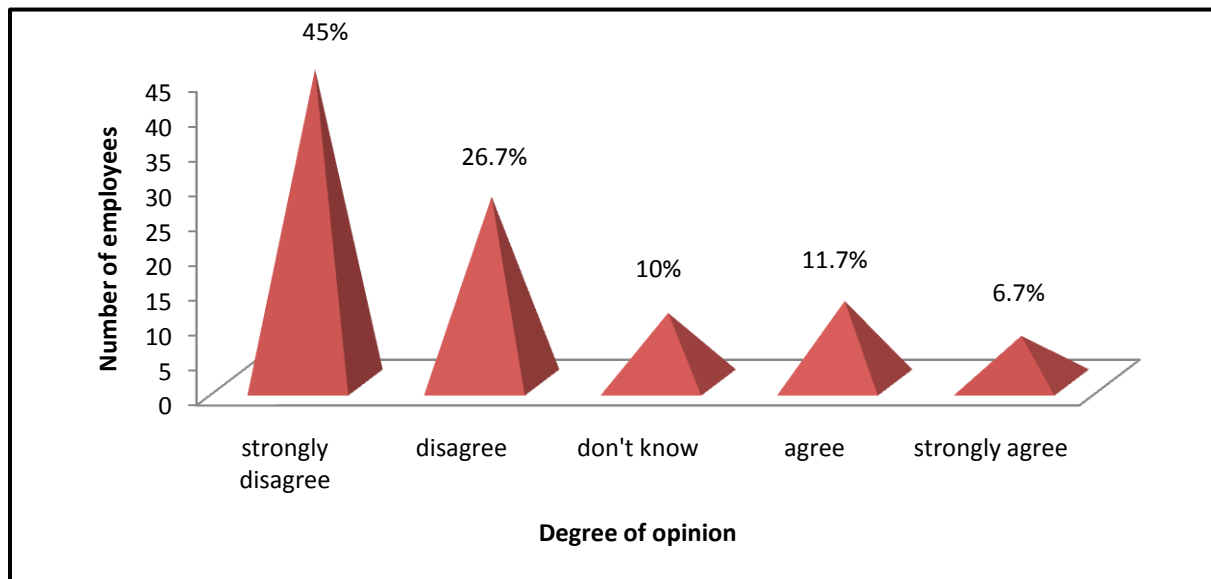
The results in Table 4.25 and Figure 4.22 above show that 31.7% and 23.3% of respondents respectively strongly agree and agree with the statement C3. Only 6.7% are not sure, 13.3% agree and 25% strongly agree with the statement. The general opinion is that those who disagree and strongly disagree constitute the majority of 55% (31.7%+23.3%) asserting that they don't have feedback when they submit their ideas in their organization. This constitutes an obstacle to them to participate. Only 38.3% (13.3%+25%) agree that they get the feedback to the ideas submitted to the management.

Statement C4: I don't want to participate because the recognition of ideas is based on political affiliation, ethnic group, age group etc.

Table 4.26. Degree of opinion on statement C4

Degree of opinion		Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	27	45.0	45.0	45.0
	disagree	16	26.7	26.7	71.7
	don't know	6	10.0	10.0	81.7
	agree	7	11.7	11.7	93.3
	strongly agree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

Figure 4.23. Degree of opinion to statement C4



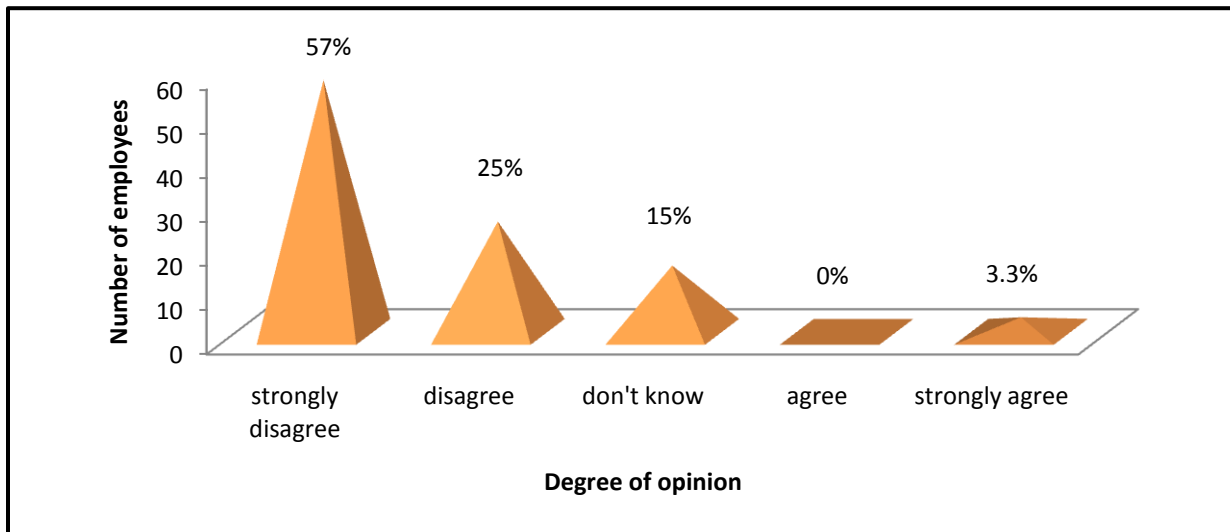
45% of the sample strongly disagree, 26.7% disagree, and 10% are not sure. Only 11.7% and 6.7% agreed and strongly agree respectively. The general degree of opinion is that the majority of respondents which constitute 71.6% (45%+26.7%) admit that in the organization recognition of ideas is not based on political affiliation, ethnic group or age. This means they do not perceive that as a barrier to participation. Only the minority of 18.4% (11.7%+6.7%) feel that it is an obstacle for them to participate.

Statement C5: I am not convinced to participate because I don't understand my role in management of the organization.

Table 4.27. Degree of opinion on statement C5

Degree of opinion		Frequency	Percentage	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	34	56.7	56.7	56.7
	disagree	15	25.0	25.0	81.7
	don't know	9	15.0	15.0	96.7
	strongly agree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Figure 4.24. Degree of opinion to statement C5



57% of the sample strongly disagree, 25% disagree, 15% are not sure whereas only 3.3% strongly agree and no one agree to the statement C5. Those who strongly disagree and disagree to the statement constitute the majority of 82% (57%+25%) whereas only 3.3% agree with the statement. The conclusion is that employees in REGIDESO understand their role in management. They do not see the statement C5 as a barrier to participate in their company.

Statement C6: Managers want full control of the Organization and don't support employee involvement.

Table 4.28. Degree of opinion on statement C6

Degree of opinion		Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	15	25.0	25.0	25.0
	disagree	10	16.7	16.7	41.7
	don't know	5	8.3	8.3	50.0
	agree	9	15.0	15.0	65.0
	strongly agree	21	35.0	35.0	100.0
	Total	60	100.0	100.0	

Figure 4.25. Degree of opinion to statement C6

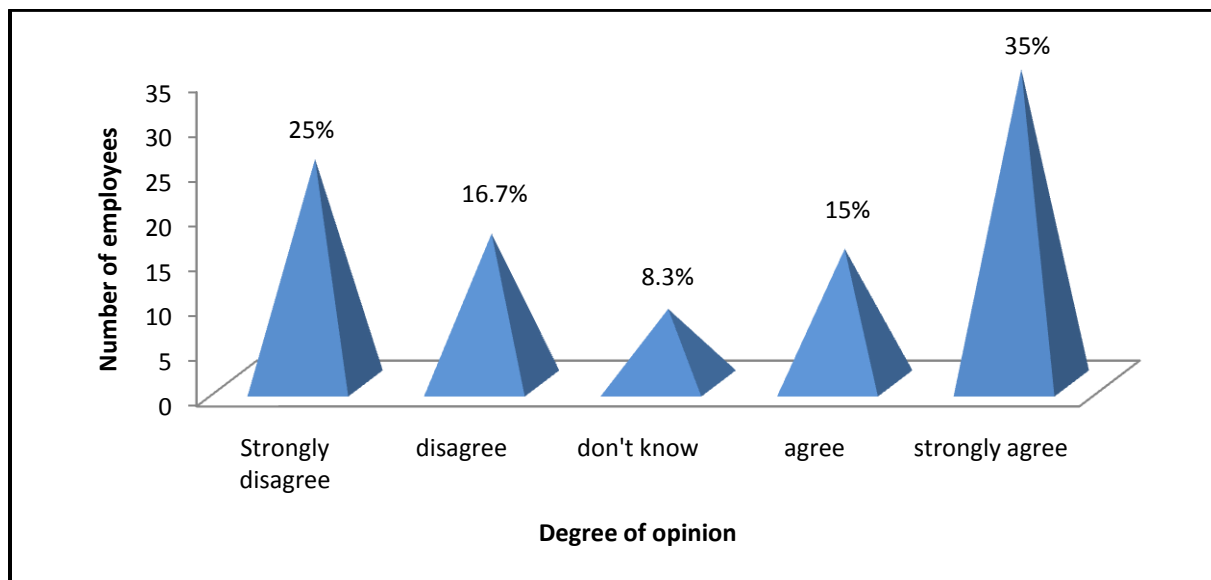


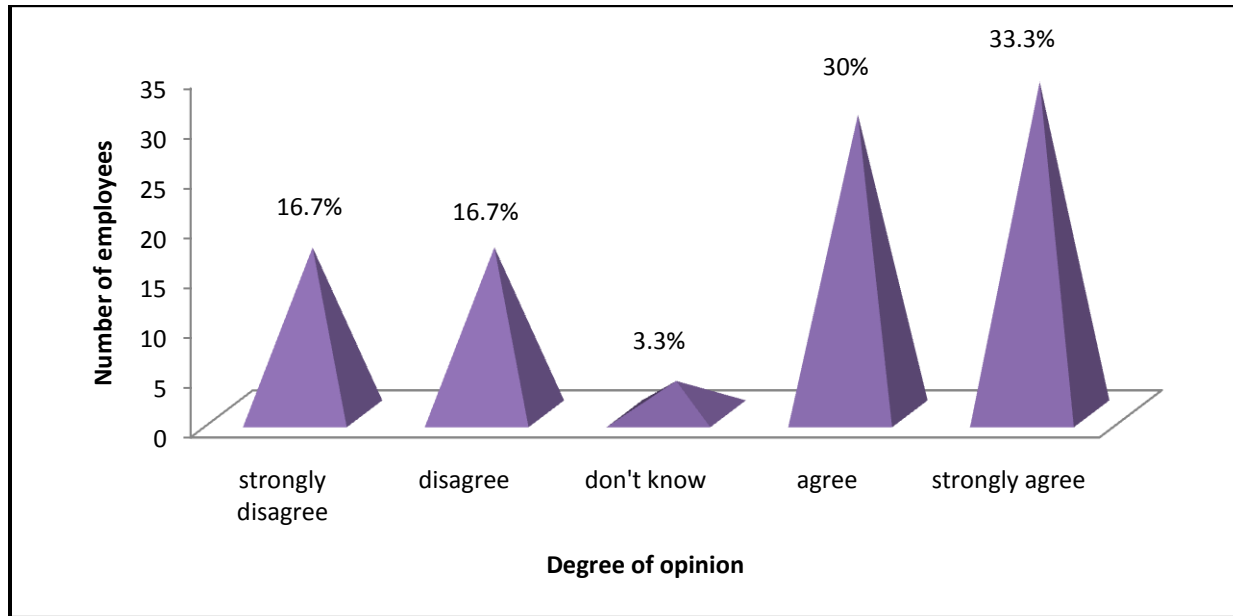
Table 4.28 above and the results from the Figure 4.25 show how many respondents agree or disagree with the statement C6. The results show that 50% (35%+15%) of the sample strongly agree and agree respectively. They see the statement C6 as an obstacle to participation whereas 41.6% (25%+16.7%) of the sample feel that C6 is not the obstacle to participation for them. 8.3% are not sure. The general opinion is that the majority of respondents affirm that C6 constitutes an obstacle to participation within REGIDESO.

Statement C7: The structure of the organization does not allow participation.

Table 4.29. Degree of opinion on statement C7

Degree of opinion		Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Valid	strongly disagree	10	16.7	16.7	16.7
	disagree	10	16.7	16.7	33.3
	don't know	2	3.3	3.3	36.7
	agree	18	30.0	30.0	66.7
	strongly agree	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

Figure 4.26. Degree of opinion to statement C7



The information drawn from the Table 4.29 coupled with that from the Figure 4.26 above reveals that 33.3% of respondents strongly agree, 30% agree and 3.3% are not sure. Only 16.7% and 16.7% strongly disagree and disagree respectively. The majority of the respondents assert that the structure of REGIDESO does not allow them to participate. They constitute the majority of 63.3% (33.3%+30%) of the sample who affirm that whereas only 33.4% (16.7%+16.7%) of the respondents disagree with the statement. The majority of employees see statement C7 as an obstacle to participation.

4.4. Inferential statistics: Analysis of variance (ANOVA and T-test).

In this section, inferential statistics (Correlation, ANOVA, and T-test) were used to present and analyse the data empirically. T-test was used to analyse the significance between willingness and employee gender. Analysis of variance (ANOVA) was used for other biographical variables such as age, position in the company, marital status, education level, and the number of years within the organization. The Analysis of race was not necessary because the results indicated that all respondents were African people. Access to participation was not going to be analysed because there was no significance between Access to participation and the biographical variables.

4.4.1. Analysis of ANOVA Age

Table 4.30. Analysis of ANOVA Age

Willingness to participate

DESCRIPTIVE

Age	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30	12	15.3333	1.49747	.43228	14.3819	16.2848	14.00	19.00
31-40	22	15.3182	3.21287	.68499	13.8937	16.7427	12.00	26.00
41-50	18	14.3889	3.32794	.78440	12.7339	16.0438	10.00	21.00
51-60	8	13.0000	2.26779	.80178	11.1041	14.8959	10.00	15.00
Total	60	14.7333	2.92196	.37722	13.9785	15.4882	10.00	26.00

Willingness to participate

ANOVA

	Sum of Squares	df	Mean Square	F	P= Sig.
Between Groups	38.016	3	12.672	1.524	.218
Within Groups	465.717	56	8.316		
Total	503.733	59			

The table above revealed the significance of **.218** which is greater than **.05**. This means that there is no significant difference that exists between willingness to participate and the age of employees within the organisation. The ANOVA for age at the 5% (0.05) level shows that overall level of willingness was not different for the categories of the age variable within REGIDESO. This means that whatever the age of the employee, willingness to participate is the same.

4.4.2. T-test analysis

Table 4.31. T-Test: Gender.

Group Statistics

Gender of respondent	N	Mean	Std. Deviation	Std. Error Mean
MALE	35	14.4857	2.24095	.37879
female	25	15.0800	3.69594	.73919

Willingness to participate

T- test

	T- Test for Equality of Variances				
	F	Sig.	t	df	P= Sig. (tailed)
secbtot Equal variances assumed	4.280	.043	-.774	58	.442

The table above reveals the significance of $.442 > 0.05$. This means that there is no significant difference that exists between willingness to participate and the gender of employees. The T-test for gender shows that in REGIDESO, at the 5% (0.05) level of significance, overall of willingness to participate does not depend on the gender of the employee. The willingness to participate within REGIDESO is the same regardless of employee gender.

4.4.3. Analysis of Variance (ANOVA): Position in REGIDESO

Table 4.32. ANOVA position in REGIDESO

Willingness to participate

DESCRIPTIVE

Position in REGIDESO	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	max
					Lower Bound	Upper Bound		
Senior Manager	2	11.5000	2.12132	1.50000	-7.5593	30.5593	10.00	13.00
Middle Manager	8	14.3750	1.40789	.49776	13.1980	15.5520	12.00	16.00
Supervisor	10	13.8000	2.52982	.80000	11.9903	15.6097	11.00	18.00
Agents	40	15.2000	3.15578	.49897	14.1907	16.2093	10.00	26.00
Total	60	14.7333	2.92196	.37722	13.9785	15.4882	10.00	26.00

Willingness to participate

ANOVA

	Sum of Squares	df	Mean Square	F	P = Sig.
Between Groups	39.358	3	13.119	1.582	.204
Within Groups	464.375	56	8.292		
Total	503.733	59			

The table above shows the significance of $.204 > 0.05$. This means that there is no significant difference between willingness to participate within REGIDESO and the employee position in management within the company. The ANOVA for position in REGIDESO at 5% level shows that overall willingness to participate was not different at the position level that an employee occupies within REGIDESO. Whether one was a senior manager, middle manager, supervisor or Agent there is no difference in terms of willingness to participate in decision making within the company.

4.4.4. Analysis of Variance (ANOVA): Marital Status

Table 4.33. ANOVA Marital Status

Descriptive								
Willingness to participate								
Marital status	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Married	39	14.8718	3.40417	.54510	13.7683	15.9753	10.00	26.00
Single	19	14.6842	1.63478	.37504	13.8963	15.4722	12.00	19.00
Widowed	1	14.0000	14.00	14.00
Other	1	11.0000	11.00	11.00
Total	60	14.7333	2.92196	.37722	13.9785	15.4882	10.00	26.00

Willingness to participate

ANOVA

	Sum of Squares	df	Mean Square	F	P= Sig.
Between Groups	15.269	3	5.090	.584	.628
Within Groups	488.464	56	8.723		
Total	503.733	59			

The table above shows $P = .628 > 0.05$. This means that there is no significant difference between willingness to participate and the employee marital status within the company. The ANOVA for Marital status in REGIDESO at 5% level of significance shows that overall willingness to participate was unrelated to employee marital status.

4.4.5. Analysis of Variance (ANOVA): Level of Education in REGIDESO

Table 4.34. ANOVA Level of Education in REGIDESO

Willingness to participate

DESCRIPTIVE

Level of Education	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
High School	4	14.2500	2.06155	1.03078	10.9696	17.5304	12.00	17.00
Diploma	31	15.3871	3.37320	.60585	14.1498	16.6244	10.00	26.00
Degree	24	13.7500	1.91675	.39125	12.9406	14.5594	10.00	18.00
Postgraduate	1	20.0000	20.00	20.00
Total	60	14.7333	2.92196	.37722	13.9785	15.4882	10.00	26.00

ANOVA

Willingness to participate

	Sum of Squares	df	Mean Square	F	P= Sig.
Between Groups	65.128	3	21.709	2.772	.050
Within Groups	438.605	56	7.832		
Total	503.733	59			

The Table for ANOVA education reveals that there exists a significant difference between Willingness to participate and educational qualification. **P= 0.05** means that in REGIDESO the overall level of willingness at the 5% level was different for the educational standards. This ANOVA for education shows that the willingness to participate varies depending on the level of education of the employee within REGIDESO.

4.4.6. Analysis of Variance (ANOVA): Number of years in REGIDESO

Table 4.35. ANOVA Number for years in REGIDESO

Willingness to participate

DESCRIPTIVE

Number of years in Org.	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 1 year	2	12.5000	.70711	.50000	6.1469	18.8531	12.00	
1-2 years	9	15.0000	1.11803	.37268	14.1406	15.8594	14.00	
3-4 years	8	16.7500	4.26782	1.50890	13.1820	20.3180	13.00	
5-6 years	14	13.7857	1.96815	.52601	12.6493	14.9221	10.00	
7 and above	27	14.7037	3.16002	.60815	13.4536	15.9538	10.00	
Total	60	14.7333	2.92196	.37722	13.9785	15.4882	10.00	

Willingness to participate

ANOVA

	Sum of Squares	df	Mean Square	F	P= Sig.
Between Groups	55.747	4	13.937	1.711	.161
Within Groups	447.987	55	8.145		
Total	503.733	59			

The results from the table above reveal the significance of **.161**. **P > 0.05** meaning that there is no significant difference between willingness to participate within REGIDESO and the number of years the employee worked for the company. The ANOVA for number of years in REGIDESO at 5% level of significance shows that overall willingness to participate was not related to the number of years an employee has been working within organization. Whether an employee is new or has been in organization for so many years, there is no difference in terms of willingness to participate in decision- making within the company.

4.5. Analysis of Correlation

Table 4.36. Correlation

Correlations

Variables	Secbtot	Secatot	Secctot
Secbtot Pearson Correlation	1	.135	.250
Sig. (2-tailed)		.304	.054
N	60	60	60
Secatot Pearson Correlation	.135	1	-.404**
Sig. (2-tailed)	.304		.001
N	60	60	60
Secctot Pearson Correlation	.250	-.404**	1
Sig. (2-tailed)	.054	.001	
N	60	60	60

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

Variable codes:

Secatot= Access to participation

Secbtot= Willingness to participate

Secctot= Obstacles to participation

The results from the table above reveal only one correlation between Secctot and Secatot. This means that there is a negative relationship between two variables Participation and Obstacles to participation. The degree of correlation is - .404 (- 40%) at the 10% (0.01) level of significance of correlation. This means that the employees participate when there are few obstacles to participation and the more the obstacles the less the employee participation. This makes sense. However, the results do not reveal any correlation between Access to participation and Willingness to participate. They do not reveal any relationship between Willingness to participate and the obstacles to participation.

4.6. Statistical analysis of the Questionnaire.

The validity and reliability of the questionnaire were analyzed by using factor analysis and Cronbach's coefficient alpha respectively. Cronbach's coefficient alpha of .731 was the highest with regard to obstacles to participation whereas in the section of willingness to participation and access to participation it was average. This means the overall questionnaire had a moderate degree of reliability in measuring the construct of access to participation. There were some weak questions in second section part A of the questionnaire. The respondents were not consistent in responding to the questions. However the degree of reliability was too high in measuring the construct of obstacle to participation, with alpha= .731.

4.7. Concluding summary

The data of this study were presented and analyzed using both descriptive and inferential statistical methods. The appropriate statistical tests were applied to analyze the data. The validity and the reliability of the questionnaire were confirmed with moderate degree of reliability in measuring the construct of access to participation. The results relating to access to participation, willingness to participation and obstacles to participation as well as biographical information data were presented in tabular and graphics and analyzed using SPSS18. The three research questions were analysed based on results of this study. The three hypotheses of the study were confirmed.

The findings from the interpretation of the second section part A of the questionnaire, which aimed to find out the extent to which employees working for REGIDESO participate in decision-making, revealed that 65% of workers were not informed in advance about the decision to be made. 56.7% did not give their opinion about their work related issues. 73.3% of respondents attested that employee opinions are not taken into account. 61.7% of participants acknowledged that decisions were in the hands of superiors in management and there was distinction between top and subordinates in terms of decision-making. Finally of 60 participants, 61.7% said that the decisions were made by senior managers. The overall view was that access to participation in REGIDESO was very low which confirms the first hypothesis that workers do participate in decision-making bodies within REGIDESO even though it was at an unacceptable level.

Section two part B of the questionnaire was made up of six statements. The aim was to examine the extent to which the employees of REGIDESO were willing to participate in decision-making within their organization if they were given opportunity to do so. The results from the analysis of the 6 statements revealed a high degree of willingness to participate at the level of more than 95%. The extent to which the employees of REGIDESO were willing to participate was very high, thus confirming hypothesis two which indicates REGIDESO employees wish to be involved in their organization's decision-making bodies.

The third question of the study was to determine whether there were some obstacles to participation within REGIDESO. Based on the findings of the first question, it would be expected that if there was no access to participation there would exist some obstacles. This was confirmed by the results of the study. The results from the analysis of the second section part C of the questionnaire revealed that there were some obstacles to participation in REGIDESO. The respondents stated that the fact that they don't have feedback when they submit their ideas in their organization is an obstacle to participation. They admitted that the fact that managers want full control of the organization and do not want to support employee involvement is also seen as an obstacle to participation within their company.

The third obstacle mentioned by the respondents was that the structure of REGIDESO did not allow meaningful employee participation, meaning that hypothesis three that obstacles to employee participation exist within REGIDESO was confirmed.

The following chapter provides General conclusion and Recommendations.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

According to Sekaran (2010) and Bryan (2011) research is a good way of collecting sufficient and important information about the characteristics of a targeted population. It allows a researcher to measure the objectives of the study and to evaluate the findings. Based on the findings of the study, the researcher is able to draw conclusions and propose recommendations.

The aim of this study was to examine extent to which participatory management is employed by political employees in state-owned companies in the Republic of Burundi. The case study was conducted at the organization known as REGIDESO. The objectives of the study were:

- i. To establish the extent to which new, politically-appointed managers employ participative management.
- ii. To determine the extent to which employees are willing to participate in decision-making in their company.
- iii. To identify the obstacles to employee participation in REGIDESO, if any.

5.2. Conclusion

To achieve the objectives of this study and to answer to the questions raised, the study was organized in five chapters.

Chapter one provided an overview and the background information about the study. It introduced the nature of the study and clarified the problem statement. It also presented the environment within which the problem was situated. The problem to be studied was explained and the guiding research questions were provided. General background information was provided about Burundi. The objectives of the study as well as the value of the study were outlined. It was stated that the

study would focus on the extent to which the political deployees employ participatory management in state-owned companies in Burundi in the post-conflict period, with particular reference to REGIDESO.

Chapter two reviewed the relevant literature, provided the theoretical framework of the study and generated discussions on the theory of employee participation and participatory management. Employee participation and participatory management concepts were defined. Different definitions of the concept were provided and critically discussed. While some authors define participation as one part of decision-making, others, such as Marchington, Goodman, Wilkinson and Ackers (1992) suggest that employee participation should incorporate other forms of employee involvement such as financial participation. Others suggest that participation should be defined in terms of the degree of involvement and the level in the hierarchy of the organization at which participation is taking place.

The advantages of participative management were outlined. These include increased employee commitment and motivation, resulting in improved performance and productivity. It was suggested that a voice in managerial decision-making benefited workers and also raised productivity and profitability. Problem-solving would also be facilitated. Participative management creates greater competitiveness through improved product and service quality and improves productivity. Communication and greater coordination are achieved. Workers have an opportunity to develop and conflict management is enhanced. Participative management also promotes innovation, and efficient work methods and procedures.

The forms of participation were also discussed. Direct participative management allows workers themselves to shape the business directly. In the case of indirect participation employees are represented by their colleagues, who may or may not be trade unionists.

The various determinants of employee participation in decision-making were discussed. While many studies have been conducted on this subject, organizations still do not know exactly what method to adopt because of a lack of information on precisely which factors determine the level of employee participation. A number of determinants of employee participation were provided.

The obstacles to employee participation in decision-making within organizations were discussed. The main barriers identified were the attitudes and assumptions of the top managers, and a lack of confidence and conviction on the part of workers. Other barriers were the lack of feedback, or negative feedback; ambiguity; lack of interest on the part of employees; the failure to assume responsibility; levels of competence; and low levels of trust between management and employees.

Empirical research into the effects of participation in decision-making by employees has acknowledged that various individual employee and organizational variables may moderate the effects of participation. It was concluded that participation is a multi-dimensional or multi-form concept, because it may be influenced by different variable moderators.

Chapter three outlined the procedures and methods that were used in the research design and the methodology of the study. The sampling procedure was outlined. Information was provided on how the research instrument was organized so as to capture all the information needed to understand the perceptions of the respondents. This chapter also provided information about the statistical tools used to analyze the data.

In chapter four the data was presented and analyzed using both descriptive and inferential statistical methods. The appropriate statistical tests were applied to analyze the data. The validity and the reliability of the questionnaire were confirmed with a moderate degree of reliability with regard to measuring the construct of access to participation. The results relating to access to participation, willingness to participate and obstacles to participation as well as biographical information were presented in tabular and graphical form and analyzed using SPSS18. From these results, the research questions were addressed as follows:

5.3. Addressing research questions

5.3.1. Research question one

The first research question that the study aimed to answer was: Are employees in REGIDESO involved in their company's decision-making bodies? The findings from the interpretation of the second section, part A of the questionnaire, which aimed to establish the extent to which

employees working for REGIDESO participate in decision-making bodies revealed that the overall view is that the access to participation in REGIDESO is very low.

5.3.2. Research question two

The second research question that the study aimed to answer was: Are REGIDESO employees willing to be involved in decision-making in their organization? The findings from the interpretation of Section two, part B of the questionnaire which aimed to examine the extent to which REGIDESO employees were willing to participate in decision-making within their organization if they were given opportunity to do so, revealed a high degree of willingness to participate. The analysis of ANOVA education also showed that the willingness to participate varied depending on the employee's level of education.

5.3.3. Research question three

The third research question that the study aimed to answer was: What are the main obstacles to employee participation in REGIDESO, if any? The results from the analysis of the second section, part C of the questionnaire revealed that there were some obstacles to participation in REGIDESO. The respondents stated that the fact that they do not receive feedback when they submit their ideas to management is an obstacle to participation. In their opinion, managers want full control of the organization and do not want to support employee involvement. The third obstacle mentioned by the respondents was that the structure of REGIDESO does not allow employee participation.

Chapter five concluded the study by highlighting the key issues of the research. Recommendations to REGIDESO management are proposed in this chapter, together with suggestions for employees and law makers. The implications for further research are discussed at the end of this chapter.

5.4. Recommendations

In this section, the recommendations based on the research design as well as on the findings of the study are discussed.

5.4.1. Research design

It is recommended that the study be extended to all the smaller REGIDESO sites. This would help to generalize the findings.

Another recommendation is that the research instrument should be extended to measure other variables such as job satisfaction, intention to leave the company and the absenteeism rate within REGIDESO.

5.4.2. Results of the study

Policy makers, public leaders and managers of state-owned companies should consider worker participation in decision-making processes as one of the strategies for enhancing productivity and quality service to customers. They should involve all stakeholders in decision-making, policy formulation and other aspects of management, as this will provide perspectives on how to improve both the performance and image of their enterprises.

REGIDESO employees should fight for their rights through trade unions so that they can have a say in what is taking place in their organization. The results of the study revealed that the better educated employees are more willing to participate than those who are less educated. The better educated employees should lead the rest of employees in their struggle to be given the right to be involved in decision-making in their organization.

The government, which appoints the management of state-owned enterprises, should appoint Chiefs Executive Officers who have experience in business and people management. An intensive training programme should be developed to create the managerial skills needed in Burundi. The democratic procedure that allows Burundian citizens to elect their political leaders should be extended to state-owned companies. The involvement of employees in the selection of the Chief Executive Officers would also be advisable. They would then be able to ascertain at an early stage the extent to which the prospective incumbent subscribes to democratic principles.

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APPENDICES

APPENDIX 1



RESEARCH QUESTIONNAIRE

SECTION 1

Please put a cross (X) in the box representing the appropriate responses for the following items about you.

1. My Age (years)

- 1. Under 20
- 2. 20-30
- 3. 31-40
- 4. 41-50
- 5. 51-60
- 6. 60 and above

3. Race

- 1. African
- 2. Asian
- 3. Coloured
- 4. White
- 5. Other (specify)

2. Gender

- 1. Male
- 2. Female

4. Position in REGIDESO

- 1. Senior manager
- 2. Middle manager
- 3. Supervisor
- 4. Non-management

5. Marital status

- 1. Married
- 2. Single
- 3. Widowed
- 4. Divorced/ separated
- 5. Other (specify)

**6. Education
REGIDESO**

- 1. Primary school
- 2. High school
- 3. Diploma
- 4. Degree
- 5. Post graduate

7. Number of years in

- 1. Less than 1 year
- 2. 1-2
- 3. 3-4
- 4. 5-6
- 5. 7 and above

SECTION 2

Indicate the extent to which you agree or disagree with each statement by making a cross (X) alongside the appropriate response. Use the following scale:

1 = Strongly Disagree

2 = Disagree

3 = Not sure.

4 = Agree

5 = Strongly Agree

A. Access to participation.

	1	2	3	4	5
A.1. In my organization employees are informed in advance about a decision to be made.					
A.2. In my organization employees can give their opinions about a decision to be made.					

A.3. Employee opinions are taken into account in the decision- making process.					
A.4. Decisions are completely in the hands of organizations managers with distinction between superiors and subordinates.					
A.5. Decisions are completely in the hands of senior managers.					

B. Willingness to participate.

	1	2	3	4	5
B.1. I am unwilling to participate in the transformation decisions because the decisions our superiors take do not affect my day-to-day job.					
B.2. Participation in decisions is timing consuming. You have to attend a number of meetings and I don't have the time.					
B.3. I am willing to participate because I want to have an input in how my organization is being run.					
B.4. I am willing to participate although participation increases my workload					
B.5. I am unwilling to participate because participation in decision-making disrupts my relationships with my colleagues.					
B.6. I am really not bothered about the decisions made as long as I get my salary at the end of each month.					

C. Obstacles to employee participation.

	1	2	3	4	5
C.1. I feel I don't have confidence in my ability to express myself.					
C.2. I feel I don't have enough knowledge for making decisions.					
C.3. We do not have feedback if we submit an idea in our organisation.					
C.4. I don't want to participate because in our organization recognition of ideas is based on political affiliation, ethnic group or age...					
C.5. I am not convinced to participate because I don't understand my role in management of the organization.					
C.6. Managers want full control of the organisation and don't support employee involvement.					
C.7. The structure of the organization does not allow participation.					

END

THANK YOU!



Questionnaire D'Enquête

SECTION 1: Information Démographique

NB : Marquez (cochez) par une croix(X) dans la petite case qui est devant votre réponse de choix pour chaque élément ci-dessous

2. Mon Age (ans)

1. Moins de 20
2. 20-30
3. 31-40
4. 41-50
5. 51-60
6. 60 et plus

3. Votre Race

1. Africain
3. Asiatique
4. Métis
5. Blanc
6. Autres (spécifier)

2. Genre (sexe)

1. Masculin
2. Féminin

4. Poste occupé

1. Dir. de département
2. Chef de service
3. Chef de section, équipe
4. Agent

5. Statut Marital

1. Marié
2. Célibataire
3. Veuf ou Veuve
4. Divorcé/ séparé(e)
5. Autres

6. Niveau d'étude

6. Primaire
7. Secondaire
8. Diplôme des humanités
9. Licence/ ingénieur
10. Post universitaire

7. Période accomplie dans l'entreprise.

1. Moins d'une année
2. 1-2
3. 3-4
4. 5-6
5. 7 et plus

SECTION 2: Information liée au problème faisant l'objet de la recherche

NB : Indiquer par une croix (X) le degré d'acceptation ou affirmation a chaque proposition dans le tableau suivant : choisissez une seule réponse et marquez une croix en dessous d'un chiffre choisi.

1 = Fortement en désaccord. 2 = Désaccord. 3 = Pas sûr. 4= D'accord 5 = Très d'accord

A. Accès à la participation des employés

	1	2	3	4	5
A.1. Les employés sont toujours informés par les chefs avant de prendre une décision qui les concerne					
A.2. Dans notre entreprise, on nous demande toujours notre opinion avant de prendre une décision quelconque.					
A.3. Les employés sont influents. Les opinions des employés sont tenues en considération dans la prise des décisions.					
A.4. Il n'y a pas de distinction entre cadres et agents quand on veut nous demander de donner nos opinions. Tous donnent leurs opinions.					
A.5. Seul les chefs ou cadres donnent leurs opinions et prennent des décisions pour nous autres employés.					

B. L'intension des employés de vouloir participer

	1	2	3	5	5
B1. Je ne vois pas l'importance de participer parce que chaque décision que mes chefs prennent ne me dérange pas.					
B2. Participer dans beaucoup de réunions avec les chefs ou mes collègues prennent beaucoup de temps. Pour moi c'est un temps perdu.					
B3. Je désire participer dans la prise des décisions ou dans des réunions parce que je veux que mon opinion aide mon entreprise comment elle peut être gérée.					
B4. Je désire participer dans des réunions de prise de décision, pourvu que ca ne me donne pas le travail de trop après la réunion.					
B5. Je ne veux pas participer dans des réunions de prise de décisions parce que ca peut perturber mes relations avec les collègues suivant les décisions prise dans les réunions.					
B6. Je ne suis pas dérange par des décisions que mes chefs prennent pour moi, pourvu qu'on me paie mon salaire à la fin du mois.					

C. Les obstacles à la participation des employés

	1	2	3	4	5
C1. J'ai peur de participer dans des réunions avec mes chefs parce que je me sens incapable de m'exprimer devant eux.					
C2. Je me sens que je suis incapable de prendre une décision pour les autres. je n'ai pas beaucoup de connaissance pour prendre.					
C3. Ce n'est pas nécessaire de participer dans des réunions car les chefs ne nous donnent pas la réponse de nos questions ou suggestions.					
C4. Je ne veux pas donner mon opinion parce qu'elle est vite rejetée. Les opinions sont acceptées sur base des groupuscules d'appartenances (parti politiques, âge, niveau d'études, ethnie.....)					
C5. Je ne peux pas participer dans la prise des décisions parce que je ne comprends pas mon rôle dans la prise des décisions de mon entreprise.					
C6. Les chefs veulent contrôler tout, ils ne veulent pas des travailleurs qui viennent les déranger pour revendiquer ou donner des suggestions.					
C7. Les structures de notre entreprise ne favorisent pas des réunions de prise des décisions avec nos chefs. Seuls les chefs prennent des décisions et les employés suivent leurs instructions.					

FIN

MERCI BEAUCOUP !

SUBIRAKO Rénovat

Durban le 04 Janvier 2011

University of KwaZulu Natal (UKZN)

Tél RSA: 0027 73048 9972

Tél BURUNDI: 00257 79 955 412

E-mail: subirenos@yahoo.fr

A Monsieur le Directeur General de la REGIDESO

A

BUJUMBURA

Objet : Demande d'accès au Personnel de la REGIDESO

Monsieur l'Administrateur Directeur General,

J'ai l'insigne honneur de vous demander une permission d'accéder au Personnel et autre information relative au personnel de la société REGIDESO dont l'administration et la gestion vous sont confiées.

En effet monsieur l'ADG, je suis boursier du Gouvernement du Burundi, étudiant à l'Université Internationale de Kwazulu Natal en République Sud africaine où je suis entrain de suivre le programme postuniversitaire (3eme cycle) en Sciences de Gestion des Entreprises et des Ressources Humaines. Pour le moment, sous le guidage de l'Université de Kwazulu Natal, je suis entrain de collecter des informations pour mon travail de recherche intitulé :« **Le degré de participation des employés dans les entreprises publiques et entreprises appartenant aux Etats dans la période post-conflit, cas de la REGIDESO, Burundi** ». La REGIDESO a été choisie au BURUNDI parce qu'elle emploie beaucoup de personnels qualifiés par rapport aux autres Entreprises Burundaises. Au cas où ma demande serait acceptée, un questionnaire très court de deux pages, validés par l'UKZN et accepté internationalement sera administré à 62 employés de la REGIDESO ; haut cadres, cadres moyens et employés choisis au hasard dans la liste des employés de la REGIDESO.

Espérant une suite favorable a ma requête, veuillez agréer Monsieur le Directeur General, l'expression de ma considération très distinguée.

SUBIRAKO Rénovat _____

Lettre de Consentement Mutuel

Moi, _____ (*Nom et Prénom du participant*) par la suite je confirme que je comprends le contenu de ce document et la nature du Projet de Recherche proposé par le Chercheur. Et pour cette raison, j'accepte de participer dans la réalisation de ce dernier. Je comprends également que je suis libre de me retirer au moment voulu.

Signature du Participant

Date

LES CONTACTS DE L'UNIVERSITE DE KWAZULU-NATAL

Chercheur:	Renovat Subirako:	(0730489972)
Superviseur:	Dr N. Potwana:	(031-2608148)
Bureau de Recherche:		(031-2603587)



REPUBLIQUE DU BURUNDI
REGIE DE PRODUCTION ET DISTRIBUTION D'EAU ET
D'ELECTRICITE

Bujumbura, le 18/02/2011

Objet : Permission pour faire la Recherche.

De: REGIDESO

Au: School of Management
University of Kwazulu Natal
République Sud Africaine

Mesdames, Messieurs,

Nous vous remercions d'avoir choisi la société REGIDESO du Burundi ou votre étudiant SUBIRAKO Rénovat a bien voulu l'accès au personnel et autre information relative au personnel de la société.

Veillez agréer, Mesdames, Messieurs, l'assurance de notre considération distinguée.

C.P.I.

- Dr N. Potwana
- Mr R. Subirako

LE DIRECTEUR DES RESSOURCES
HUMAINE DE LA REGIDESO

Donatien BUCUMI

E-mail adress :

donbu2001@yahoo.fr



B.P. 660 Bujumbura Burundi .Tel: 22 22 3412 - 22 22 2720 - 22 5119.

Fax: 22 22 7695 - 22 22 6563



**REPUBLIQUE DU BURUNDI
REGIE DE PRODUCTION ET DISTRIBUTION D'EAU ET
D'ELECTRICITE**

N. Reference: 13/404-01

Bujumbura le 18/02/2011

Object: Permission to conduct Research

From: REGIDESO COMPANY

TO: School of Management
University of KwaZulu Natal
Republic of South Africa.

This is to certify that Renovat Subirako, student researcher at UKZN, is granted a permanent permission to do Research in our company REGIDESO. Thank you for choosing our Company. For more information, you will refer to our contact numbers below.

The CEO of REGIDESO and all REGIDESO employees welcome again your researchers and are ready to collaborate with your Students all the time.

Yours sincerely,

HEAD OF HUMAN RESOURCES

C.P.I. A:

- Dr N.Potwana
- Mr R. Subirako

Donatien BUCUMI
E-mail adress :
donbu2001@yahoo.fr



B.P. 660 Bujumbura Burundi .Tel: 22 22 3412 - 22 22 2720 - 22 5119.

Fax: 22 22 7695 - 22 22 6563

APPENDIX 7

Letter of Consent.

I _____ (*Name of participant: Optional*) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant

Date

UNIVERSITY OF KWAZULU-NATAL CONTACTS

Researcher:	RenovatSubirako	(0730489972)
Supervisor:	Dr N. Potwana:	(031-2608148)
Research Office:		(031-2603587)

Research Project

Dear Respondent,

I am RenovatSubirako, a Master of Commerce student in the School of Management, at the University of KwaZulu-Natal. I invite you to participate in a research project titled:

PARTICIPATORY MANAGEMENT BY POLITICAL DEPLOYEES IN STATE OWNED COMPANIES.A CASE STUDY OF REGIDESO, BURUNDI.

Through your participation, the researcher aims to establish the understanding, perceptions and practices of the participative management concept by both REGIDESO employees and management. The results of this survey are intended to contribute in improving employee participation and contribute to the body of knowledge.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequences. Kindly be advised that there will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the UKZN School of Management at all times.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed in the attached consent letter. It should take you about 10 minutes to complete the questionnaire and I urge you to take the time to do so.

Sincerely yours

Researcher: Renovat Subirako

Signature _____

Contact number: 073 048 9972

Date _____

Projet de Recherche.

Aux participants,

Cette recherche est menée pour identifier les perceptions des employés des entreprises publiques et entreprises appartenant aux Etats sur leur degré de participation élargie dans la prise des décisions dans des périodes de post-conflit. Le sujet est intitulé :

**La participation élargie des employés dans la prise des décisions au sein des entreprises publiques et entreprises appartenant à l'Etat dans la période de post-conflit :
Cas de la REGIDESO, BURUNDI**

Cette enquête est menée essentiellement pour nous permettre de rédiger un travail de recherche pour l'obtention de Diplôme en Sciences de Gestion offert par la Faculté de Droit, d'Economie et de Management à l'Université de Kwazulu Natal, à Durban en Afrique du Sud.

Vous êtes cordialement invités à consacrer quelques minutes de votre temps pour contribuer à cette étude en complétant le questionnaire ci-annexé.

Il est important de noter que le (la) répondant(e) ne pourra pas être identifié(e) à partir des réponses vu que les réponses individuelles resteront anonymes. Nous vous serions très reconnaissants lorsque vous aurez rempli ce questionnaire.

Cordialement merci.

Researcher: Renovat Subirako

Date _____

Contact number: 073 048 9972

Signature _____



Research Office, Govan Mbeki Centre
Westville Campus
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DURBAN, 4000
Tel No: +27 31 260 3587
Fax No: +27 31 260 4609
mohump@ukzn.ac.za

14 March 2011

Mr R Subirako (206526639)
School of Management
Faculty of Management Studies
Westville Campus

Dear Mr Subirako

PROTOCOL REFERENCE NUMBER: HSS/0116/011 M
PROJECT TITLE: "Participatory Management by Political Deployees in state owned companies: A Case Study of Regideso, Burundi".

In response to your application dated 11 March 2011, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Professor Steven Collings (Chair)
HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE

cc. Supervisor: Dr N Potwana
cc. Mrs Christel Haddon