

**Influence of Participatory Decision Making of Junior Staff at the Retail Markets in Kenya.  
An Empirical Study of Uchumi Supermarket in Nairobi**

Phylister Akoth Oloo  
MSC Graduate  
School of Business Administration  
Kenyatta University

Bula Hannah Orwar PhD  
Lecturer of Human Resource Management  
Department of Business Administration  
School of Business  
Kenyatta University

**Abstract**

*In today's turbulent environment and intense competition, firms are forced to seek ways to be more flexible, adaptive and competitive as they are faced with competitive pressures and rapidly changing markets. Above all, firms are discovering that people really are the most important assets. Success depends on involving the workforce's entire capacity to generate new ideas and ways of working to outsmart the competitors. Junior employees must be involved if they are to understand the need for creativity and they must be involved if they are to be committed to changing their behaviors in work, in new and improved ways. Junior employee involvement is one important aspect of organizational life to achieve increased organizational effectiveness and positive employee perceptions. Junior employee participation in decision making is one of the many current forms of employee involvement in the workplace decision making. Managers are encouraged to allow a high degree of junior involvement, employee participation and autonomy, which are intended to increase workforce commitment and to humanize the workplace with the intention of improving work performance and good citizenship behavior. The current study will determine the impact of junior employee participatory decision making on employee performance with the study conducted on employees working in the retail markets in Nairobi. In carrying out the study, stratified and random sampling technique were used to select 30 employees of the Uchumi Supermarket in the Nairobi retail market who have worked for a period of at least 5 years. Stratified sampling was used to group the employees into two; those in management positions and those in lower positions. Random sampling was then be used to select 30 respondents from the grouped strata. Relevant data was collected using structured questionnaire. The data was analyzed using descriptive statistics and inferential statistics and presented by manual and computer aided packages of Microsoft Excel. The results were presented through statistical figures such as tables, graphs, and pie charts. The result from the study clearly indicated that participatory decision making amongst the junior staff of the retail markets affects, capability development, cohesion and trust, communication, staff retention and motivation by enhancing their performance. The four factors had different indices of influencing participatory decision making by Communication being influencing factor closely followed by capability development, staff retention. Motivation and cohesion and trust were also found to be important in determining participatory decision making. Most uchumi supermarket branches would not easily grow due to lack of junior staff involvement in decision making, acceptance and appreciation. This study found the need for participatory decision making studies in other retail markets to reach elaborate findings for this industry.*

### *1.0 Background of the Study*

Participatory decision making is considered as the process of involving all the employees of an organization in decision making irrespective of the ranks they hold in the organization. By enhancing junior employee participation in decision making, effective communication in which the manager embraces two-way communication with his employees is a vital tool. The manager should be an active listener who gives an opportunity to the employees to present their views and suggestions and act on them. It is therefore evident that the manager's encouragement of junior employees' voice can lift their well-being and productivity. Involvement of employees in the organization's decision making, which is through employee voice, is directly linked to high performance. It is also arguable that encouraging employees to present their views is positively associated with increasing employee well-being (Gilley, Gilley & McMillan, 2012).

When employees have the feeling that they are appreciated at their workplace, they have the idea that they have influence over what they do. The management in this case gives the employees an opportunity to have control over their work, which makes them even more encouraged since they learn from challenges presented. Even though they have to work under set deadlines and targets, they are not under the pressure of the management who designs what needs to be done (Salvendy, 2012).

The junior employees are at liberty to work through teams and meet the demanding targets. They exercise control over their work and this makes them feel responsible hence increasing their performance and productivity and hence the enhanced success of the organization. Summers and Hyman (2014) argue that there are several levels and types of employee voice encouraged in the workplace. The main ones are formal like committees and informal such as open door policies. Informal communications modes are limited to one-way communication since the employees are allowed to air their views through suggestion boxes and meetings. However, these views are not responded to immediately and as a result, this type of communication has little impact on improvement of employees' well-being.

On the other hand, formal communication ensures that employees' voice is heard and acted upon. Employees either present their views and suggestions directly to the management or do it through employee representatives and trade unions. This makes it possible for management to make decisions after considering the wishes of the employees (Hambley, O'Neill & Kline, 2014). This way, employees feel that they are appreciated and acknowledged and this makes them motivated to work hard thus improving their performance. It is therefore clear that employee participatory in decision making is a motivational tool as it makes employees feel that they are appreciated, acknowledged, and recognized in the organization, which in turn improves their morale, performance, and productivity.

Retail markets have been facing some challenges which include lack of proper planning by the management, lack of proper human resource policies, lack of career growth for the junior staff, staff turnover, poor human capacities, lack of teamwork, lack of motivation amongst junior staff, who are the majority in the organization, shoplifting problems, lack of job satisfaction, and poor relationship between the senior management staff and junior staff. It is due to these challenges experienced that the researcher bases her study on Kenyan vision 2030, touching on eradication of poverty and creating employment for the youth as well as sustainability of the business.

### **1.1 Statement of the Problem**

The problem is the fact that even after understanding the importance of participatory management in the organization, most small-scale organizations do not understand what should be done and how to ensure that junior employees are appreciated and involved and in decision making. When

employees have the feeling that they are appreciated at their workplace, it makes them feel that they have influence over what they do. The management in this case gives the employees an opportunity to have control over their work, which makes them even more encouraged since they learn from challenges presented. Even though they have to work under set deadlines and targets, they are not under the pressure of the management who designs what needs to be done. The employees are at liberty to work through teams and meet the demanding targets. They exercise control over their work and this makes them feel responsible (Griffin & Moorhead, 2013).

As noted by de Vries, van den Hooff & de Ridder (2014), through the manager's encouragement to the employees to present their suggestions, it becomes possible for one to balance his work and life activities. A junior employee is free to request for day off work to cater for pressing personal issues. They are also free to discuss with their management on pressing personal issues and get the required help. When employees' voice is encouragement, it becomes also possible for them to discuss work issues that might threaten their lives. When allowed to air their views both formally and informally, employees are able to find ways to relieve their work related stresses. Further, through a two-way communication, employees are informed of all the decisions made in the organizations. They are also allowed to participate in decision making and this guarantees them of job security (Summers & Hyman, 2014). They feel that they belong to the organization they work for and thus are more satisfied in their respective job responsibilities.

As earlier noted, junior employee participatory decision making is very beneficial to the organization. It acts as a motivational tool ensuring that employees are encouraged to improve their performance and productivity. However, even with several studies done on the impact of employee participatory decision making on the organization, very little is done on the retail markets. The management in retail markets in most developing countries is not informed on how it should ensure employee participatory decision making. This is because most retail markets and other small scale organizations hire employees who are not that skilled and thus unable to make decisions and bring suggestions that are important in decision making. However, through the experience garnered in their work, any employee can help in decision making. As a result, the recent study will highlight the impact of employee participatory decision making in the retail market in Nairobi by helping the management to understand how to enhance employee participatory decision making even when working with nonprofessionals.

## **1.2 Objectives of the Study**

- i. To determine the extent to which participatory decision making contributes to capability development of junior staff performance at the uchumi retail markets in Nairobi.
- ii. To establish to what extent participatory decision making influence cohesive team and trust of the junior staff performance of the Uchumi retail markets in Nairobi.
- iii. To find out how participatory decision making affects motivation of junior staff performance at the Uchumi retail markets in Nairobi.
- iv. To examine the relationship between participatory decision making and staff retention of the junior staff of the Uchumi retail markets in Nairobi.
- v. To investigate how participatory decision making influence communication of junior staff of the Uchumi retail markets in Nairobi.

### 1.3 Research Hypotheses

The hypothesis proposed the following null hypothesis arising from the area of the problem statement.

- i. *Ho1: There is no relationship between participatory decision making and capability development of the junior staff in job performance at the Uchumi retail markets in Nairobi*
- ii. *Ho2: There is no relationship between participatory decision making and cohesive team and trust in job performance of the junior staff of the Uchumi retail markets in Nairobi*
- iii. *Ho3: There is no relationship between participatory decision making and motivation of the junior staff in performing their jobs at the Uchumi retail markets in Nairobi*
- iv. *Ho4: There is no a relationship between participatory decision making and Junior staff retention at the Uchumi retail markets in Nairobi*

### 1.4 Scope of the Study

The study was mainly concerned with the level of involvement of junior staff working in the major retail markets in Nairobi (participatory decision making) particularly the Uchumi retail markets. All the 6 major branches of the Uchumi retail markets within Nairobi Town were considered. The effects of employee participatory decision making highlighted by the research respondents were evaluated. Further, the only employees considered in the target population were the employees who have been in the retail market sector for over five years. The study narrows its research on determinants of performance in Uchumi retail markets in Nairobi town that will see the businesses grow, shopliftings reduced and more branches established in the other counties.

### 1.5 Significance of the Study

The findings of the study had significant inference on the forthcoming of the retail markets in Kenya. The study was projected to contribute to the existing knowledge on participatory decision makings and their relationship with performance of the retail markets business. This then would make it easier for the management of the retail markets to put in place strategies for participatory decision making that will see the retail markets increase a competitive edge over their competitors. This study will benefit the Government who are the stakeholders of the Uchumi retail markets, NGOs who devolve projects to the Counties at the community level, the other retail markets like Naivash, Ukwala, Nakumatt, Woolworth and other entrepreneurs interested in starting their own retail markets. The solid foundation of any successful company is its people. Employees represent a source of knowledge and ideas, but oftentimes that resource remains untapped. Involving employees in the decision-making process not only empowers them to contribute to the success of an organization, but also saves the company time and money, by reducing staff turnover, strikes, improving staff motivation, increasing teamwork, enhance communication, and enhance capability of junior staff working in the retail markets in Nairobi in uplifting their performance as well as gaining competitive edge over their competitors.

The studies will also form a base for other student and researchers to develop their studies. The scholars and researchers who would like to discuss or carry out more study on participatory decision making in small or large organizations that are known for employing young employees between the ages 20-40. This study will be of great help to other scholars since they will have ready source for their literature review. The study act as reference and will attract other academicians as well as encouraging further researches.

## **2.0. Literature review**

### **Theory of Participatory Decision Making**

Generally, these theories represent the coherent set of hypothetical, conceptual and pragmatic principles forming the general frame for reference for the field of enquiry. Effective communication which helps in encouraging employee's voice is explained in a number of motivational theories. The major ones are theory X, Y, and Z.

## **2.1 Theoretical Review**

### **2.1.1 Theory of X, and Y by Douglas McGregor**

Using the arguments in theory X, it is notable that employees are more motivated to work when they feel that they are adequately and clearly communicated to. This involves being informed on the organizational objectives and how to reach them. Employees should also have time to comprehend on their tasks, which gives them an opportunity for growth (Salvendy, 2012). Theory X is based on Maslow's hierarchy of needs, which are easily satisfied through effective communication. Theory Y assumes employees are ambitious, self-controlled, and self-motivated. This is easily satisfied through encouragement of employees' voice since they are at liberty to decide on how to have assigned tasks completed. Theory Y also encourages upward communication in which employees are allowed to raise their voices.

### **2.1.2 Theory Z by William Ouchi**

Theory Z argues that employees are inherently motivated but not inherently responsible, easily perform poorly and result to decreased production as a result of excessive vagueness, frustration, over-planning, and lack of commitment, deadlines, support, and enthusiasm they are also not responsible for the outcome. However, these issues are easily solved through effective communication in which employees are free to air their suggestions and grievances (Gilley, Gilley & McMillan, 2012).

### **2.1.3 Human Capital Theory**

Human capital theory argues that workers with higher skill levels receive higher compensation because they are more productive. Employee involvement may require workers with more general skills to perform more complex tasks, which might result in more rigorous selection and hiring criteria and increase the demand for and wages of more educated workers. New practices may also require more firm-specific skills, which would increase employer-provided training and wages as well (Nedd, 2013).

### **2.1.4 Compensating Differences Theory**

This theory argues that workers who face particularly desirable (undesirable) working conditions will receive lower (higher) wages. If employees regard employee involvement as a benefit because problem-solving tasks and job redesign relieve the tedium of traditionally-organized work, then firms that have it could offer lower wages and workers would not be worse off. Conversely, if employee involvement requires extra effort and tighter work demands, then plants with employee involvement might offer better compensation (Delbridge, 2013).

### **2.1.5 Incentives and Complementary**

The prescriptive literature on organizational design emphasizes the importance of aligning decision making rights with incentives to make good decisions. If undertaken seriously, the use of greater employee involvement involves substantial changes in decision making rights when frontline

employees collect and analyze more data and suggest and implement improvements. In these circumstances, it makes sense to structure incentives in ways that reward quality and improvement and align frontline workers' goals with their new authority. Because workplaces with greater employee involvement depend more on employee initiative, the theory of complementarities between involvement and incentives implies pay practices such as gain sharing, profit sharing, and stock ownership plans will be more common (Beirne, 2015). If these forms of variable compensation substitute for base pay, shift earnings risk to workers, or are introduced in the context of concession bargaining, then one would observe lower regular wages in their presence, though perhaps less employment variability in some cases as well. However, if the firm's strategy is to introduce a supplement or at least avoid putting current pay levels at risk, then total earnings may be no different or slightly higher. If the practices work as intended and increase motivation and productivity, earnings may be significantly greater, assuming firms share gains with workers (Greenway, 2015).

### **2.1.6 Conflict Theories**

Conflict theories emphasize that employee involvement can shift bargaining power within the enterprise. To the extent employers become more dependent on hard-to-monitor discretionary effort of employees, employees' bargaining power can increase. High-involvement workplaces with just-in-time inventory makes it easier for employees to disrupt the production process, so that worker non-cooperation or other reactions to perceived unfairness are more costly to the firm. At the same time, several authors have referred to high-involvement systems as management by stress, positing that employee involvement is simply a method of sweating the workforce and curbing worker power and influence. Firms reduce employee and union power by using ideological appeals, suggestion systems, and peer pressure in small work groups to instill a culture of company loyalty, appropriate workers' tacit knowledge, and enforce discipline. This view predicts increased workloads, faster work pace, closer monitoring, and more job stress, without offsetting compensating differences such as higher wages (Leblebesi, 2012).

Press reports indicate that some employers, particularly when times are tough, ask for wage cuts, more skills, and increased participation simultaneously; such an effect implies employee involvement might be correlated with wage declines, but not cause them. Other press reports, though, suggest participatory workplaces are willing to pay higher wages. Some researchers argue that workers require union representation to give them the leverage to compel firms to share gains resulting from employee involvement programs given the unequal bargaining power of firms and workers in the current environment (Leblebesi, 2012).

## **2.2 Empirical Review**

According to Creigh (2012) and Bradley &Nejad (2012), employee participation was very important in the overall performance of any organization. Once employees were allowed to participate in making the decisions affecting the firm, their attitude towards work would be altered positively. This was because the association between the employees and the management was improved thus enhancing employee motivation, cohesion and trust, employees becomes more empowered and capability developed and results in retention level of the employees in the organization. This make the employees work towards the achievement of the set goals.

### **2.2.1 Employee Participatory Decision Making and Cohesive Teams**

Participative (or participatory) management, otherwise known as junior employee involvement or participative decision making, encourages the involvement of stakeholders at all levels of an

organization in the analysis of problems, development of strategies, and implementation of solutions. Employees are invited to share in the decision-making process of the firm by participating in activities such as setting goals, determining work schedules, and making suggestions. Other forms of participative management include increasing the responsibility of employees (job enrichment); forming self-managed teams, quality circles, or quality-of-work-life committees; and soliciting survey feedback. Participative management, however, involves more than allowing employees to take part in making decisions. It also involves management treating the ideas and suggestions of employees with consideration and respect. The most extensive form of participative management is direct employee ownership of a company (Nedd, 2013).

Four processes influence participation. These processes create employee involvement as they are pushed down to the lowest levels in an organization. The farther down these processes move, the higher the level of involvement by employees. The four processes according to Langan-Fox (2015) include information sharing, which is concerned with keeping employees informed about the economic status of the company; training, which involves raising the skill levels of employees and offering development opportunities that allow them to apply new skills to make effective decisions regarding the organization as a whole; employee decision making, which can take many forms, from determining work schedules to deciding on budgets or processes; and rewards, which should be tied to suggestions and ideas as well as performance.

By involving all the employees in the organization, this strengthens teamwork. Employees in the junior levels are encouraged to interact and team up with the management in the highest level. Although employee empowerment is largely designed to give each employee autonomy, it likewise fosters better relationships between employees and with their managers, because employees that are given more independence tend to form better working relationships. Each sees the other as mutually benefiting from their working relationship. In addition, more self-governance in the workplace lessens dependence on managers and supervisors and redirects that reliance laterally to coworkers (Delbridge, 2013).

### **2.2.2 Employee Participatory Decision Making and Employee Motivation**

One of the major benefits of group decision making in an organization is its effect on employee motivation. Providing opportunities to participate in decisions is a way to give employees a voice in something meaningful. Doing so can have positive effects on job satisfaction, organizational commitment, individual motivation, and job performance. Most commonly employees are involved in decisions that directly affect how their work is done. For instance, many quality-control practices include opportunities for workers to discuss and select ways to improve how they produce goods or deliver services. Self-managed teams have even broader responsibilities for decisions, such as how their work is organized, scheduled, and assigned (Beirn, 2015).

Involving employees in decisions and policy changes that directly affect their job, while empowering employees to be more autonomous, greatly improves morale at large. When employees are treated as an asset and their input is given consideration, confidence increases among every team member, and the company sees significant gains in different facets such as productivity and loyalty. Moreover, improved morale can increase an employee's longevity with the company. The longer the employee is associated with the company, the more experienced they become, making them mentors to new employees and indispensable to managerial staff (Beirn, 2015).

To effectively participate in group decisions, employees must have the necessary skills and experience. Without relevant knowledge, participants in group decision making may not grasp the issues, know how to analyze alternatives, or be able to determine which option to choose. For instance, it would not be reasonable to expect the same level of contribution from a new recruit

fresh out of college as from a more experienced employee familiar with the organization and its business priorities (Marchington, 2015).

Nevertheless, employee motivation is very important in every organization. The management should treat employees as a very important resource that is critical in achieving the goals and objectives of the organization. Even though an organization depends on several other non-human resources for productivity, the human resource factor is involved in controlling, managing, planning, and directing the non-human resources to achieve the goals of the organization. In order to ensure this, employees should be motivated and feel encouraged to work. Among the best ways of motivating employees is by empowering them as they engage in their daily activities and tasks. Without empowerment, employees feel that they are not important in the organization (Salvendy, 2012). Their powerlessness makes them demotivated and in most cases would leave for better organizations.

Employees feel powerless when they lack the necessary motivation that makes them feel appreciated in the organization. They feel that they are taken for granted and treated just like the other non-human resources. They also feel that the managers consider them as tools that should be strictly regulated and supervised as they carry out their tasks. They also feel powerless when the management does not consider them important to be informed of major decisions and changes before they are made. They also feel powerless when communication is one way, from the top to the bottom without considering the contribution of the junior employees. They also feel powerless when they are instructed to strictly adhere to the set laws and rules without any questioning. The nurses also feel powerless when they are not allowed to interact freely with the managers who are considered superior and powerful to them (Salvendy, 2012).

Employees should have positive values, attitudes, and perception towards the organization, which should be ensured through the leadership style used. When employees have a positive perception towards the organization they work for, these perceptions become their beliefs and thus would be encouraged to see the organization succeed. Perception is thus based on what employees are made to believe, which can be a source of power. When the goals of the organization align with individual goals, the employee sees the organization as a positive tool to achieving personal goals and this makes them feel empowered since the organization minds their interests and welfare by helping them achieve their personal goals as they achieve the goals of the organization (Salvendy, 2012).

This is ensured when the management considers employee performance plans in designing the goals of the organization. This way, the employees feel empowered as their views, interests, and suggestions are considered when the goals of the organization are set. The belief held for an organization by the employees is held true and pushes employees to search for only the information that supports that belief. Since employees in this case would believe that their individual goals are incorporated in the corporate goals, employees are motivated to come up with ways that would ensure achievement of the corporate goals as this leads to achievement of individual goals. Further, employees would have positive values held towards the organization and this is motivating. The organization would also go for effective communication that helps in communicating clearly the goals of the organization. It is only through communication that the organization would be aware of the personal goals of the employees in order to match them with the organizational goals (Nedd, 2013). This makes employees empowered since they feel appreciated.

### **2.2.3 Employee Participatory Decision Making and Increased Employee Retention**

Employee retention connotes the means, plan or set of decision-making behavior put in place by organizations to retain their competent workforce for performance (Gallie, Felstead & Green 2012). There have been many human resource strategies provided to retain employees for the advantage of



the organizations. These strategies are aimed at avoiding employee turnover. Ramsay (2012) defines turnover as the cessation of membership in an organization by individuals who have received monetary compensation from the organization.

The challenging trends in the competitive global economic market and workplace require organizations to involve the participation of workers in the decision-making process of the organizations in order to retain their critical employees and to secure their loyalty, commitment, dedication and ensure their security. This involves the integration of these choice employees in organizational participation, management and administration that will usher in industrial and organizational efficiency and harmony (Marchington, 2015).

Creating the atmosphere for participatory management also entails initiating a more humane work environment that will appreciate the contributions of the workers in the organization. This requires the displacement of authoritarian management style that will involve the re-orientation of managerial attitude to reflect a transactional culture in workplace. This also encourages the cultivation of unsuspecting partnership and collaborative teamwork with employees that will help to stimulate a pleasant social work environment that will respond expediently to employee needs and complaints. This relaxed social atmosphere includes a friendly and happy environment reminiscent of a family. This underscores the views of Busck, Knudsen and Lind (2015), that social friendship at work acts as drivers to enduring employee retention in the organization.

#### **2.2.4 Employee Participatory Decision Making and Capability Development**

Employee empowerment helps to cultivate innovation. Employees that have a stake in the company's growth and sustainability will offer more ideas and problem-solving solutions when obstacles arise. Moreover, as the employee meets particular challenges or finds improvements in policies, procedures or products, it will foster growth and more critical and imaginative thinking. Employees may see a particular issue differently than a manager and be able to think of a creative solution, which may not be considered in a closed circle of managerial staff (Donaghey, 2012).

Voice behavior, that is speaking up and willingness to question and provide suggestions for change, is the link between creativity, or the generation of new ideas, and innovation, or the implementation of these ideas. Ramsay (2012) found that initiative and idea related communication increased employee creative engagement. This means that when employees feel that they are psychologically safe to speak up, seek help from others and express themselves without fearing of negative interpersonal consequences, they are more likely to develop a high degree of involvement in creative endeavors which are ultimately important for employee creative performance (Cregan & Brown, 2015).

Voice behavior, initiative, and proactive behavior are more likely to occur when individuals feel safe psychologically ((Beirne, 2015). This belief motivates and enhances willing to engage in these behaviors. When individuals are comfortable to voice and speak up they are more likely to make innovative suggestions for change and recommending modifications to standard procedures even when others disagree (Ackers, 2012).

#### **2.2.5 Employee Participatory Decision Making and Employee Performance**

Productivity is a performance measure encompassing both efficiency and effectiveness. It is important, therefore, to know who the productive workers are. Productivity is a performance measure encompassing both efficiency and effectiveness. High performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get involved in decision-making, goal setting or problem solving activities, which subsequently result in higher employee performance (Busck, Knudsen & Lind, 2015). According to Delbridge (2013),

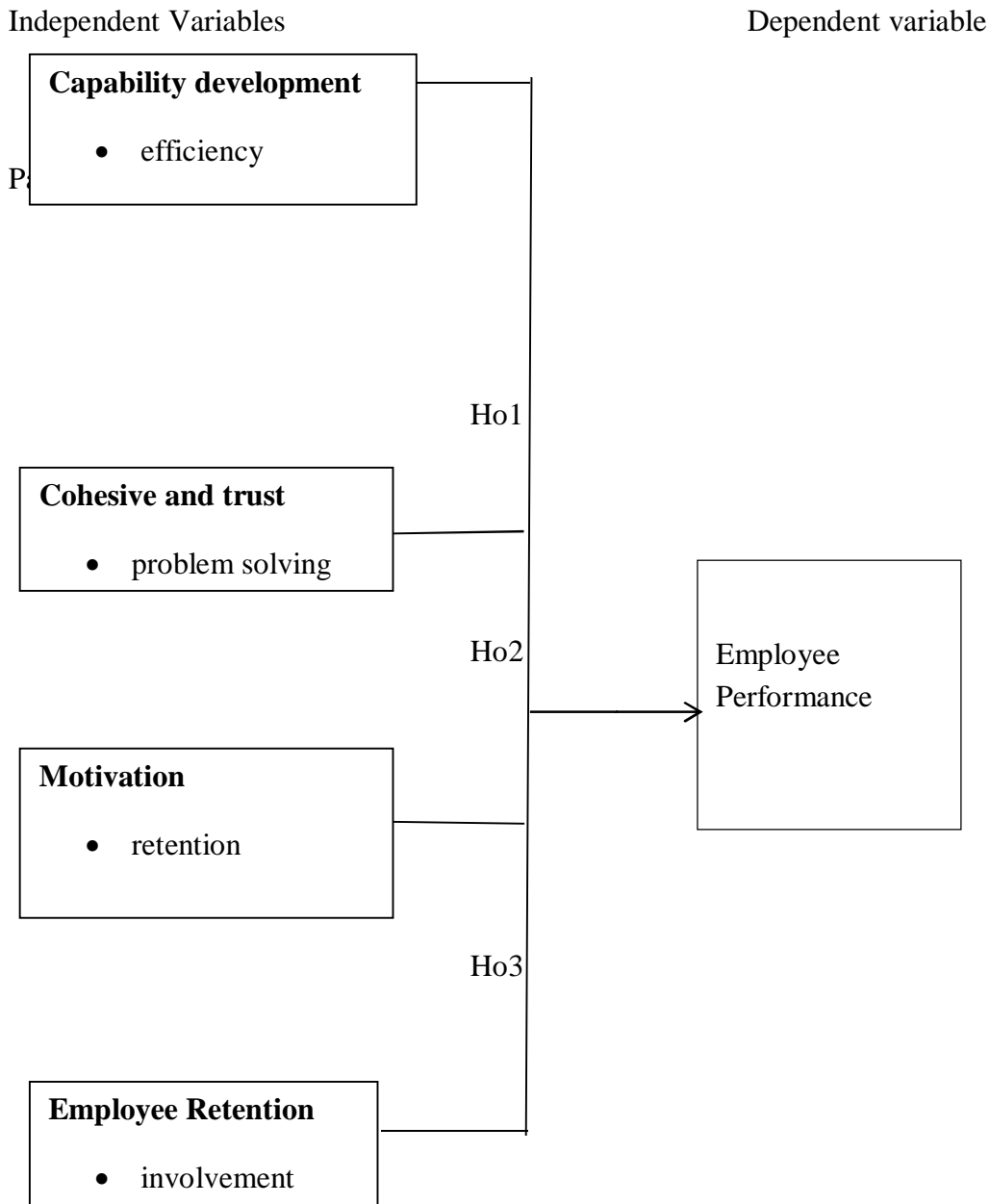
encouraging a more modern style of participatory management raises employee productivity and satisfaction, and even lower workers' compensation rates.

According to Beirne (2015), job satisfaction increases productivity through bringing high quality motivation and through increasing working capabilities at time of implementation. There is evidence that participative climate has a more substantial effect on worker's satisfaction than participation in specific decision and it appears that participation in goal setting does not have strong effect on productivity. Participation has a strong effect on both job satisfaction and productivity, but its effect on satisfaction is somewhat stronger than on productivity. Human resource policies that encourage worker involvement aim at providing employees with opportunities to have an input in decisions, incentives to expend discretionary effort and the means to acquire the appropriate skills (Sturdy, 2014).

Among these policies, participation schemes directly affect the first two aspects- opportunities and incentives and as a result are thought to improve incentives to acquire skills as well as work organization and information flows. These combined effects are expected to increase efficiency and productivity (Langan-Fox, 2015).

Employee involvement and empowerment translates directly into increased productivity. Employees with an investment in the company's best interest increase their role in the company, fostering a stronger work ethic. When employees are given independence and expected to be more self-sufficient, they become more efficient over time, as they learn to navigate their responsibilities with minimal interference and/or relying less on managerial staff for direction. This allows managerial staff more time to attend to responsibilities other than giving assignments to subordinates and decreases micromanagement, which retards productivity (Sturdy, 2014).

**Figure 1: Conceptual Framework**



Source Research data, 2015

### 3.0 Research Methodology

#### 3.1 Research Design

This study applied a descriptive research design, According to Mugenda and Mugenda (2003), descriptive research design is a non experimental in that it deals with the relationships between non manipulated variables in a natural rather than laboratory setting. The study targeted 300 employees of the 3 branches of uchumi retail markets in Nairobi. They were distributed in six constituencies of the Nairobi County selected for study. The sample size of the study was 30 which constitute 10 % of the total population. According to Mugenda and Mugenda (2003) a sample size of 10% is acceptable if the population is big.

#### 3.2 Research Instrument

The study used primary data. The collection of primary data was through structured questionnaires as noted by Sherri (2010). A questionnaire for participatory decision making with closed ended items only. The selected employee's junior and senior employees filled in questionnaires. The questionnaire was divided into four personal details of the respondents and the questions in groups of various study variables.

#### 4.0 Data Analysis and Presentation

Data obtained from questionnaire was process through editing and coding and analyzed using descriptive statistics with the help of statistical package for social science which officers extensive data handling capabilities and numerous statistics analysis procedure that analyze small to very large data statistics according to Bell (2007).

**Table 4.1 Retail Markets Junior Staff involvement in Decision Making**

	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	2	6.67%
Agree	2	6.6%
Neutral	3	10%
Disagree	6	20%
Strongly Disagree	17	56.67%
<b>Total</b>	<b>30</b>	<b>100%</b>

Research data, 2015

Result in Table 4.1 above shows that 23 respondents represented by 76.67% disagree that the management staff at the retail markets involve their junior staff in decision making. They cited that in the course of their work, Instructions are given to them and they follow. 3 members of staff were scared in filling forms and intimated that they feared intimidation once the management get to know what they feel about the subject. However, after and surety that that there would be no discloser of who what on the form, they indicated that participatory decision making at the retail market was neutral, 6.67% who were also the management staff did agree that the junior staff were involved in participatory decision making. The result indicates that indeed there is no junior staff participatory decision making at the retail market.

#### 4.1 Participatory Decision Making in Retail Markets

Result in Table 4.1.1 below shows that 33.3% were aged between 18-28yars, 60% of respondents were between 29-39, and the rest 6.7% were aged between 40-49yars, No employee was over 50

in the visited retail markets. From this finding it can be concluded that the retail markets jobs are strain nous and therefore requires young and vibrant employees who have abundance of energy and natural thirst for knowledge which they can rub off on colleagues.

**Table 4.1 Educational Background**

Category	Number	Percentage
Age		
18-28	10	33.3%
29-39	18	60%
40-49	2	6.7%
Above 50	0	0%
<b>TOTAL</b>	<b>30</b>	<b>100</b>

Research data, 2015

Results in Table 4.2 below show that there 66.67% respondents are male while 33.33% are female. From these findings it can be concluded that there is a lot of physical jobs involved in the retail markets, therefore the employers prefer employing more male than female who can do the work of loading and lifting of heavy items. This make them fail to tap different talents from their employees that can be achieved through participatory decision making, hence employing on gender basis.

#### 4.2 .1 Employees' Gender

Gender		
Male	20	66.67%
Female	10	33.33%
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

Research data, 2015

Result in table 4.2.2 below show that 33.3% of respondents had secondary school level of education and were in involved in arranging of products and dusting of shelves, 50% with college diplomas, cashier jobs and 16.%7 with university degrees and above were managers. From these findings it can be concluded that the retail markets prefer employing people with college diplomas to reduce cost of paying high salaries and forgetting university graduate employees should be preferred as they brings along with them creativity, innovativeness, professionalism, specialization, articulation and effective communication. These kinds of staff are professionals and have wealth of knowledge to share through participatory decision making. They bring in new ideas to the organization hence high performance.

**Table 4.2.2 Educational background**

Educational Level	Number	Percentage
Secondary School	10	33.3%
College diploma	15	50%
Higher level	5	16.7%
<b>Total</b>	<b>30</b>	<b>100%</b>

Research data, 2015

Result in Table 4.2.3 below show that 76.7% of respondents had income bracket of below Kenya shillings 50,000.00, 16.7% earn between 50,0001-100,000 and 6.7% earn above 100,000 . These findings can be concluded that there is a wide salary gap between the management staff and the junior staff which results in demotivation and rift between the management staff causing lack of cohesion and trust. The findings also indicates that the retail markets do not have deliberate career development policies that take people out of there comfort zones to build up a cadre of people who can lead the organization in future. From the table 4,2.4 below the findings indicates that there is no career growth in the retail markets therefore many employees stagnate in the same grade in their jobs for many years causing staff turnover. This could also be the reason why there were no employees above 50years old working in the retail markets.

The wide salary gap between management staff and junior staff compared to the years of experience that the workers have served in the retail markets also reveal that the management at the retail markets are not clearly speaking openly to their staff about the skills they expect and skills that they need in future. From the findings, was clear that the retail markets have no clear succession plan. This could cause gap each time an employee exits the organization,

**Table 4.2.3 Income bracket**

Income Bracket	Number	Percentage
Below 50,000	23	76.7%
50,001-100,000	5	16.7%
Above 100,000	2	6.7%
Total	30	100%

Research data, 2015

Results in table 4.2.4 below shows that 26 respondents represented 86% have worked for the retail markets for 5-10years in the lower cadre grade, 4 represented by 13.3% had worked for retail markets over 10years. From the findings this can be concluded that there is no career growth and capability development for the junior staff.

**Table 4.2.4**

Years of experience	Number	percentage
5-10years	26	86.7%
Over 10years	4	13.3%
Total	30	100%

Research data, 2015

**Table 4.4 Summary of the influence participatory decision making have on the variables**

Rank correlation according to N. A. Saleemi, (2008) may be defined as the correlation between the ranks assigned to individuals in two characters. It is measured by Spearman's Rank correlation Coefficient. The formula is:

$$R=1-6Cd^2/N(N^2-1)$$

Where: R= rank coefficient of correlation. D=difference between the ranks, N=Number of pairs

Relationship between dependent Variables and independent	R	Significance
Performance and Cohision and trust	0.309	0.691
Performance and Motivation	0.169966	0.83003
Performance and Capability Development	0.1293	0.8707
Performance and Staff retention	0.3467	0.8707

Research data, 2015

The null hypothesis is rejected and the conclusion that participatory decision making has significant relationship with performance of staff at the retail market in Nairobi.

#### 4.5 Summary of Hypothesis Tests

Hypothesis	Result	Support
Ho:1 The hypothesis is rejected hence, there is a positive relationship between Participatory decision making and capability development therefore pdm is significantly related to performance	Significantly related	Supported
Ho: The hypothesis is rejected. Hence Participatory decision making influence cohesion and trust among staff and is significantly related to performance	Significantly related	supported
Ho:3 Hypothesis is rejected therefore, its concluded that Participatory decision making influence positively staff motivation and is significantly related to performance	Significantly related	Supported
Ho: 4 The hypothesis is rejected hence, its concluded that participatory decision making helps the retail markets to retention junior staff and is significantly related to performance	Significantly related	supported

Ho4: The hypothesis is rejected hence, participatory decision making promotes motivation amongst junior staff and is significantly related to performance	Significantly related	Supported
---	-----------------------	-----------

Research data, 2015

The null hypothesis is rejected and the conclusion is that participatory decision making has significant influence on performance of junior staff of the Uchumi retail markets in Nairobi

### Empirical Model Equation

Participatory decision making = 5.377 + 0.691 Cohesion and trust + 0.830 employees motivation + 0.654 Staff Retention + 0.871 Staff capability development + Error Term.

The constant regression mode was 5.377, coefficient of employees cohesion and trust was 0.691, coefficient of staff motivation was 0.830, coefficient of staff retention was 0.654 and coefficient of staff capability development was 0.871. This means an increase of one unit score in each variable i.e motivation, capability development will affect performance by 69.1%, 83%, 65%, and 87% respectively. Since all variables are contributing to positively upon change, we can sufficiently argue that these variables determine the values of dependent variables.

### 5.2 Recommendations

On the basis of the findings from the study, it is recommended that employees must be made to participate in decision-making so as to promote creativity and innovation. However employees should be given the necessary skills needed on specific matters of which decisions are to be made to enhance quality decision making in the process. This will help employees execute their responsibilities without any difficulty. To make employees feel part as owners and stakeholders of the organization, employees should be encouraged to own shares in the organization which will promote good attitude towards work to enhance productivity. Relationship between supervisor and employees should be good to enhance easy consultation and free flow of information in an organization. Regular meetings should also be held to solicit the views of all employees to make them feel part of the organization. Its also recommend that the retail markets adopt a bench marking process which should help to review the Human Resource functions' Mission statement, review the function role in formulating and implementing the retail markets strategies as well as reviewing the delivery of current Human Resource policy and process. Further, it should enable the retail markets to make the internal comparison that would establish best practices suitable for them. Further study is required to determine how to engage employees in decision making.

### 5.3 Conclusion

It can be concluded from the research that 25 respondents out of 30 representing about 83.3% were of the view that making employees participate in decision making affects productivity positively. The study also shows that when employees are made to participate in decision making, it makes them feel more responsible for their actions and see themselves as stakeholders of their firms or organizations. The establishment of association, and to some extent causality, is not adequate. It cannot be ruled out that certain organizational factors were not taken into consideration which could have affected causality. A more detailed study is needed in this area as far as causal relationship in management is concerned.



### Recommendation for Further Studies

The study recommends further studies to investigate on mediation variables and moderating variables on the relationship between the independent variables and dependent variables such as, career growth, market rate salary rewards and succession planning in the retail markets. The study also recommends research on participatory decision making in other counties apart from Nairobi for comparison purpose.

### REFERENCES

- Ackers, P., Marchington, M., Wilkinson, A., & Goodman, P. (2012). The use of cycles? Explaining employee involvement in the 1990s. *Industrial Relations Journal*, 23(4), 268-283.
- Beirne, M. (2015). Idealism and the applied relevance of research on employee participation. *Work, Employment & Society*, 22(4), 675-693.
- Bradley, K., & Nejad, A. (2012). *Managing Owners: The National Freight Company Buy-out in Perspective*. Cambridge: Cambridge University Press.
- Busck, O., Knudsen, H., & Lind, J. (2015). The transformation of employee participation: Consequences for the work environment. *Economic and Industrial Democracy*, 31(3), 285-305.
- Cregan, C., & Brown, M. (2015). The influence of union membership status on workers' willingness to participate in joint consultation. *Human Relations*, 63(3), 331-348.
- Creigh, S., Donaldson, N., & Hawthorn, E. (2012). A stake in the firm. *Employment Gazette*, 229-236.
- Creswell, J. W. (2015). *Research design: qualitative & quantitative approaches*. Thousand Oaks, California: Sage Publications.
- de Vries, R. E., van den Hooff, B., & de Ridder, J. A. (2014). Explaining knowledge sharing: The role of team communication styles, job satisfaction, and performance beliefs. *Communication research*, 33(2), 115-135
- Delbridge, R. (2013). Extended review: The vitality of labour process analysis. *Organization Studies*, 27(8), 1209-1219.
- Donaghey, J. (2012). Non-union employee representation, union avoidance and the managerial agenda. *Economic and Industrial Democracy*, 33(2), 163-183.
- Gallie, D., Felstead, A., & Green, F. (2012). Job preferences and the intrinsic quality of work: the changing attitudes of British employees 1992-2006 Work. *Employment & Society*, 26(5), 806-821.
- Gilley, A., Gilley, J. W., & McMillan, H. S. (2012). Organizational Change: Motivation, Communication, and Leadership Effectiveness. *Performance improvement quarterly*, 21(4), 75-94.
- Gong, Y., Huang, J. C., & Farh, J. L. (2012). Employee learning orientation, transformational leadership, and employee creativity: the mediating role of employee creative self-efficacy. *Academy of management journal*, 52(4), 765-778.

- Greenway, B. (2015). *The relationship between employee motivation and job satisfaction of African-American human service employees*. London: ProQuest.
- Griffin, R., & Moorhead, G. (2013). *Organizational behavior: managing people and organizations*. New York: Cengage Learning.
- Hambley, L. A., O'Neill, T. A., & Kline, J. T. A. (2014). Virtual team leadership: the effects of leadership styles and communication medium on team interaction styles and outcomes. *Organizational Behavior and Human Decision Processes*, 103, 1-20.
- Knudsen, H., Busck, O., & Lind, J. (2015). Work environment quality: The role of workplace participation and democracy. *Work, Employment & Society*, 25(3), 379-396.
- Kothari, C. R. (2013). *Research Methodology, Methods and Techniques*. New Dehli, Wishwa Prakashan Publishers.
- Langan-Fox, J. (2015). Supporting employee participation: Attitudes and perceptions in trainees, employees and teams. *Group Processes & Intergroup Relations*, 5(1), 53-82.
- Leblebecí, D. (2012). Impact of workplace quality on employee's productivity: Case study of a bank in Turkey. *Journal of business, economics, & finance*, 1(1), 38-49.
- Marchington, M. (2015). *Teamworking and employee involvement: Terminology, evaluation and context*. Basingstoke: Macmillan.
- Nedd, N. (2013). Perceptions of empowerment and intent to stay. *Nursing economics*, 24(1), 13-18.
- Ramsay, H. (2012) Cycles of control: Worker participation in sociological and historical perspective. *Sociology*, 11(3), 481-506.
- Ryan, T. P. (2013). *Sample size determination and power*. Hoboken, N.J: John Wiley & Sons.
- Salvendy, G. (2012). *Handbook of human factors and ergonomics*. Hoboken, NJ: Wiley.
- Saleem N. A.(2008). *Statistics Simplified. Correlations*, 222(4), Saleemi publication. Nairobi
- Sturdy, A. (2014). The adoption of management ideas and practices: Theoretical perspectives and possibilities. *Management Learning*, 35(2), 155-179.
- Summers, J., & Hyman, J. D. (2014). *Employee Participation and Company Performance: A Review of the Literature*. London: Joseph Rowntree Foundation.