

Participatory Management Style and Employee Performance in Civil Society Organizations. A Case Study of African International Christian Ministry (Aicm, Kabale) In South Western Uganda

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Abstract: *The study assessed the impact of Participatory Management Style on Employee Performance. It adopted a case study research design with both qualitative and quantitative approaches. This research design was used to focus on a single unit and also help the researcher in getting in-depth knowledge of a wide problem with limited resources. Quantitative approach was used because it helps to build a broader picture by adding depth and insights to numbers through inclusion of dialogue and narratives; add precision to words through inclusion of numbers tallying; offer more than one way of looking at the situation; facilitate capturing varied perspectives, facilitate planned minimum statistical analysis to enable quantitative summary of findings to add breath to the study and may even work towards making it more representative. Also, Qualitative research was preferred because it helped in describing events. The study used interviews, questionnaires and documentary review to collect data. Findings indicated that 20% of the respondents strongly agreed, 26% agreed, 30% disagreed while 24% strongly disagreed that participatory management style is an important ingredient in gaining employee commitment which enhances employee performance. Also, the findings indicates that 26% agreed, 30% agreed, 24% disagreed while 20% strongly disagreed that participatory management style persuades and considers the feelings of a person and encourages their participation in decision making thus enhancing employee performance. In addition, 32% strongly agreed, 40% agreed, 16% disagreed while 12% strongly disagreed that participatory management style involves motivating organizational members to do assigned work by ensuring that their welfare is well catered for. Furthermore, 30% strongly agreed, 36% agreed that participatory management style maintains high level of effectiveness, productivity, innovativeness and worker motivation which increases employee's productivity, 20% disagreed whereas 14% strongly disagreed. Managers should have sense of innovation and also encourage followers to seek more opportunities and possibilities, not just achieve performance within expectations. Supervisors should understand the values of the followers and try to build their departmental/unit's business strategies, plans, processes and practices that will likely to improve the wellbeing of staff. Respect for individual is also very key in building a positive relationship between leaders and employees. Whenever a problem arises, supervisors should try to intervene into the issues as soon as possible. Supervisors should respond to urgent questions and make decisions promptly and precisely and should not be afraid of getting involved in problem solving. Organizations should develop certain training programs or mentoring by professionals for the supervisors and leaders. Professionals and trainers can use the results from the current study to develop training programs that support leadership development.*

Keywords: Participatory Management, Style, Employee Performance, Civil Society Organizations

Background to the Study

Management has engaged in strong terms as a new effective approach for managing employees and the organization at large. The concept of human resource management has however gradually replaced the traditional concept of personnel administration. This has necessitated the strategic integration of new management styles into the effective management of the human capital.

Human resource management in Malaysia has long been linked with preference for hierarchy and relationship (Ansari, 2014:123). Rassol (2015:135) studied management styles and its impact on employee's performance in health sector of Pakistan and concluded that transformational management styles have more positive effect on employee performance than transactional leadership.

In the study by Kiggunu (2014:223) empirical findings on management styles in southern Africa, concluded that dominance style of management is authoritarian, personalized, inflexible, insensitive and conservative. There is evidence in South Sudan to prove that, South Sudan manager's exhibits similar styles. They seem to lean towards the authoritarian style of management because of our colonial experience and socio-cultural structure. The private organizations in South Sudan plays important role in the country's development such as providing employment. They are performing very well, but surprisingly, little effort has been devoted in exploring these private organizations.

The influence of human resource management style on performance of employees has been a debatable topic among researchers worldwide. Issues of leadership styles on influencing employees' performance is one of the questions which needs to get proper answer in organization management. Performance in different sectors has been fluctuating depending on the leading individual. The manager may influence subordinates to perform or underperform. However, it is also noted that the performance of the organization does not only depend on the leading leader rather than employee attitude towards work. Also, various reports show that the performance of employees in many of the organizations in Uganda has been fluctuating depending on the type of organization leader in place (Babatunde, 2012:10).

At AICM, Kabale, employees' actions have been seen to be ineffective and this is evidenced by absenteeism at work, labour turnover and decreased commitment.

METHODOLOGY

A case study design with both qualitative and quantitative approaches was used. It was used because it helps the researcher to focus on a single unit and this helps in getting in-depth knowledge of a wide problem with limited resources. Quantitative approach was used because it helps to build a broader picture by adding depth and insights to numbers through inclusion of dialogue and narratives; add precision to words through inclusion of numbers tallying; facilitate capturing varied perspectives, facilitate planned minimum statistical analysis to enable quantitative summary of findings to add breath to the study and may even work towards making it more representative. Qualitative was preferred because it helped in describing events. Interviews, questionnaires and documentary review were used.

A sample Size of 67 respondents was reached using Israel Glen (2012) formula $n = \frac{N}{1 + N(e^2)}$ where N is the Study population, n is the sample size, e is the level of precision (0.05)

$$n = \frac{80}{1 + 80(0.05^2)} = \frac{80}{1 + 80(0.0025)} = \frac{80}{1.2} = 67$$

Frequency counts of the responses were obtained to generate descriptive information about the respondents that will have participated in the study to generate trend of findings. This involved the use of descriptive statistics such as frequencies and percentages.

Findings

Participatory Management Style and Employee Performance

Findings indicated that 20% strongly agreed, 26% agreed, 30% disagreed while 24% strongly disagreed that participatory management style is an important ingredient in gaining employee commitment which enhances employee performance.

Also, the findings indicates that 26% strongly agreed, 30% agreed, 24% disagreed while 20% strongly disagreed that participatory management style persuades and considers the feelings of a person enhancing employee performance.

In addition, 32% strongly agreed, 40% agreed, 16% disagreed while 12% strongly disagreed that participatory management style involves motivating organizational members to do assigned work by ensuring that their welfare is well catered for.

Furthermore, 30% strongly agreed, 36% agreed that participatory management style maintains high level of effectiveness, productivity, innovativeness and worker motivation which increases employee's productivity, 20% disagreed whereas 14% strongly disagreed.

Recommendations

Managers should have sense of innovation and also encourage followers to seek more opportunities and possibilities, not just achieve performance within expectations.

Supervisors should try to build their departmental/ unit's business strategies, plans, processes and practices. Respect for individuals is also very key.

Whenever a problem arises, supervisors should try to intervene into the issues as soon as possible. Supervisors should respond to urgent questions and make decisions promptly and precisely.

Organizations should develop certain training programs or mentoring by professionals for the supervisors and leaders.

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