



SUBORDINATES PARTICIPATION AND DECISION MAKING IN LOCAL GOVERNMENT

ENTITIES: Muhanga District of Southern Province in Rwanda.

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Received: 10 January, 2023; Accepted: 27 January 2023; Published: 06 February 2023

<https://brainajournal.com/paper?Id=138>

ABSTRACT:

The study aimed generally to find out how subordinates participation influences decision making in Muhanga District during the period from 2017 up to 2021. The analyzed problem statement is including that less experiences affect negatively the subordinate's participation and provide the insufficient control of risks originated in local government entities. The population is 82 employees of Muhanga District; the sample size is 68 respondents who were selected through purposive sampling method. Therefore, the questionnaire and documentation research techniques were used during data collection, and SPSS was used during data analysis. $R^2 = 0.986$ and Adjusted $R^2 = 0.979$, show the goodness of fit of the estimated model. Up to 98.6% of long-run appreciation in decision making in Muhanga District is influenced by changes in employee

engagement; individual experiences and teamworking & communication as implemented by Muhanga District. The variation of Spearman Coefficient correlation is between -1 and 1. Spearman Coefficient correlation is significance when it is equal or greater than 0.01. According to the research, the correlation of 0.987 (98.7%) is located in the interval [0.75 - 1.00] categorized as positive and very high correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e., 0.0%) is less than 1%. And by referring to the results from $DM = -6.681 + 0.224EE + 0.226IE + 0.266TC + \epsilon$. This leads to confirm that there is significant relationship between subordinates' participation and decision making in Muhanga District.

Keywords: *subordinates' participation, decision making, local government entities*

1. INTRODUCTION

The subordinates participation all over the world is taken as leader's style of providing direction, implementing plans, and staff motivation. There are many different subordinates' participations proposed by various authors that can be exhibited by leaders in business management or other fields (Daniel G., 2015).

The administrative decision-makers in Indonesian and Malaysian public entities, face increasing challenges that are difficult to control, including: globalization, intense competition, communication and informational revolution, and the complexity and volume of organizations. The importance of participation in decision-making is highlighted by the position that

management occupies in our contemporary life. It has been linked to the daily work of the human being, his family life, and in any area of human activity, because decision-making is one of the basic tasks of the administration and its main focus in administrative work. Thus, the decision-making process became the focus of admin process and the beating heart of management (Al-Khamis, 2018).

For the best use their authority, employee participation takes on different roles in every organization, and these include interpersonal roles, informational decisional roles. Interpersonal roles mean the roles leaders assume

to coordinate and interact with employees and provide decision making.

The institutions of African countries as well as Tunisia, Morocco, South Africa, Nigeria, Ghana including Rwanda, use employee participation as exception towards decision making and is a relatively modern concept. Leaders have authority/ power, within organizations and use it in many ways. Decisional roles cannot be the methods that leaders use to plan and utilize resources to achieve goals. Essentially, employee participation is the process of deciding the best way to use an organization's resources to produce goods or provide services (Ghillyer, 2019).

Employee participation in East African Countries (EAC) shows that each employee is a different person, not just a component in a mechanism, and every employee is concerned in serving the business to get together its objective. In Uganda and Kenya, workers and management recognize that each employee is involved in running the business. The Rwandan local government

2. PROBLEM STATEMENT

Many years ago in Rwanda, local government entities including districts and sectors, have continuously reported insufficient employee engagement in the results of their subordinate's participation operations.

One of the reasons for this has been that subordinate's participation, which should be considered as a necessary ingredient in ensuring local government entities protect their resources, enhance their decision making and ensure attainment of their stated objectives, has not been taken seriously.

Less experiences affect negatively the subordinate's participation and provide the insufficient control of risks originated in local government entities. One of the main reasons of local government entities' unsuccessful results in subordinates' participation are explained by failures in teamworking and communication. Decision-making is the basic process around which the functions of the administration revolve

entities, employee participation can therefore be seen as an umbrella title under which can be found a wide range of practices, potentially serving different interests (Dess & Robinson, 2019).

Effective employee participation plays significant roles in character of employees' productivity, where leaders exhibit honesty, integrity, trustworthiness and ethics. Employee participation provides effective direction of Muhanga District, where employees need to know the direction in which they are headed and who reach the destination towards decision making. In Muhanga District, employee participation is also about setting a positive example for staff to follow by being excited about the work, being motivated to learn new things and helping out as needed in both individual and team activities. Leaders are helpful by nature and truly concerned about others' well-being (Muhanga District, 2021).

and decision-making that is based on the participation of individuals will contribute to the success of this decision. Participation in decision-making is one of the preventive incentives for decision making according to the theories of motivation and stimulation in local government entities behavior (RGB, 2021).

The implementation of subordinate's participation in Muhanga District is facing with several challenges including advanced digitalized technology and organizations in partnership are so complex and specialized, making it difficult for employees to participate successfully if they go very far beyond their particular environment. This means that low-level subordinate workers can participate successfully in operating matters, but they usually have difficulty for participating in decision making. Therefore, such issues have prompted the researcher to examine how subordinates participation influences decision making in Rwandan local government entities, with case study of Muhanga District.

3. Purpose of the study

General objectives

The general objective of the study finds out how subordinates participation influences decision

making of Muhanga District during the period from 2017 up to 2021.

Specific objectives

- ✓ To assess the influence of employee engagement on decision making of Muhanga District.
- ✓ To evaluate the influence of individual experiences on decision making of Muhanga District.

- ✓ To examine the influence of teamworking and communication on decision making of Muhanga District.

4. RESEARCH QUESTIONS

In order to achieve the intended study objectives, the following research questions guide the study.

- [1] What is the influence of employee engagement on decision making of Muhanga District?

- [2] What is the influence of individual experiences decision making of Muhanga District?

- [3] What is the influence of teamworking and communication on decision making of Muhanga District?

5. THEORETICAL REVIEW

Agent theory of subordinate's participation

One among theories related to subordinates participation styles is the agent theory of subordinates participation that is a specific type of methodology for organizational controlling, participation and evaluation that is used in the organizations in governance of budgets to promote social change.

Agent theory of subordinate's participation defines long-term goals and then organizations' maps control backward to identify necessary preconditions. Agent theory of subordinates' participation explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term of organizations' outcomes. In the real world the managers of firms obtain funds from investors who believe the managers have the ability to use the funds efficiently and effectively to generate profits for the firms (Fligstein and Freeland, 2015).

Fligstein and Freeland (2015) argue that the most efficient contract used to govern the principal-agent relationship is determined by agency

theory. The establishment of this contract is also the focus of agency theory. A number of issues should be included and clearly specified in the contract such as agent duties, rewards, and the rights of the principal to monitor the agent's performance.

The behaviour-oriented contract and the outcome-oriented contract are the two main contracts put in place. The behavior-oriented contract focusses on using salaries as the main rewards to the agent while various different rewards are given to the agent under outcome-oriented contracts such as commission, stock options, and transfer of property rights. The choice between which of these contracts to use to reward the agent is crucial and key to solution of the agency problem.

Agency theory played an important role in understanding subordinates participation in the twentieth century. It contributed significantly to understanding the mechanism involved in the working of firms. Perrow (2016) argues that the importance of incentives and the self-interest in organizational thinking were re-established by agency theory.

Subordinates' participation theory of change

The subordinate's participation theory of change is part of the program theory that emerged in the 1990s as an improvement to the evaluation theory (Valters, 2018). The subordinate's participation theory of change is a tool used for developing solutions to complex financial problems. It provides a comprehensive picture of early and intermediate term changes that are needed to reach a long-term set goal (Anderson, 2015).

It therefore provides a model of how organization should work, which can be tested and refined through subordinates' participation. The subordinate's participation theory of change is also a specific and measurable description of change that forms the basis for financial planning, financial implementation and financial evaluation in institution. Most entities use the subordinate's participation theory of change although they are usually assumed. The subordinate's participation

6. EMPIRICAL REVIEW

The findings in research conducted by Anderson, (2015), in United Kingdom, show that stakeholders' analysis is a very important phase, where planners identify biases, expectations and concerns of the different interest groups, which helps to guarantee a more cohesive and sustainable organizations. Many organizations have not been a success because of inherent conflicts between the organizations, which all may have different views on the problems, the wanted results and technical concepts.

During the process of analyses there has to be made a decision on, which objectives to pursue in the organizations and which area to focus on, and thereby whose interests and views to give priority. The research shows the problem analysis and identifies the negative aspects of the chosen focus area and establishes a cause and effect between the problems that exists within that area. A tool to illustrate the cause and effect between these problems is the problem tree. A problem tree is made by starting to define the framework and subject of the problem analysis. This would often be a specific sector; sub sector, area etc., or the problem analysis could be conducted in connection with decision making.

theory of changes helps in developing comprehensible frameworks for internal and external subordinates' participation. Therefore, it is based on the program theory advanced by Suchman in the 1960's. Once the strategies, expected outcomes, impact(s), and their linkages are identified, the underlying causal assumptions should be made explicit.

Trying to document these assumptions can lead to the identification of weak spots in the subordinate's participation theory of change and, at the same time, result in stakeholders becoming aware of each other's visions of reality. When phrasing causal assumptions, it can be tempting to start a circular reasoning. Stress among change recipients occurs when there is a lack of well-planned implementation of change (Stouten *et al.*, 2018).

Berthelot *et al.* (2010) pointed out the attention of capital market participants to subordinates participation, particularly their need to identify situations that may cause earnings management and opportunistic behavior. One of the most important information sources about governance practices of organizations is rankings published by several institutions. The authors hypothesized that if the market participants use the rankings, there must be a significant positive relationship between the rankings and stock prices. For a three-year period from 2002 to 2005, they used a sample of 796 observations from 289 Canadian organizations. They used the rankings published by Canadian newspaper Globe and Mail and found that the rankings have an effect on investors; however, the rankings are at least partly reflected in accounting results.

In his published journal, Baxter (2014) investigated the relationship between the subordinate's participation ratings of Australian publicly organizations and their decision making for the years 2006 to 2008. He used the Horwath Subordinates participation Report to measure the variable for subordinates' participation, which is the mostly known rating in Australia. The organizations were allocated a star rating out of a maximum of 5 depending on the extent to which they met the best practice standards and given a

ranking relative to the other organizations. The results of the study showed that both stars and rankings are positively associated with decision making.

In the book of Ueng (2016), he investigated and showed the relationship between the quality of subordinate's participation policy and the decision making by using a sample of 3068 organizations from Corporate Library Database. The results of the study showed that organizations with a better subordinate's participation policy are more likely to have a

better decision making. Subordinates' participation covers the practices of how companies are managed and interact with shareholders. Subordinates' participation addresses issues ranging from concentrated ownership and executive compensation to workplace diversity and independence of an organization's board of directors. Market-based subordinates participation is one of several approaches to ensuring proper protections to shareholders and organization adherence to existing regulations.

7. CONCEPTUAL FRAMEWORK

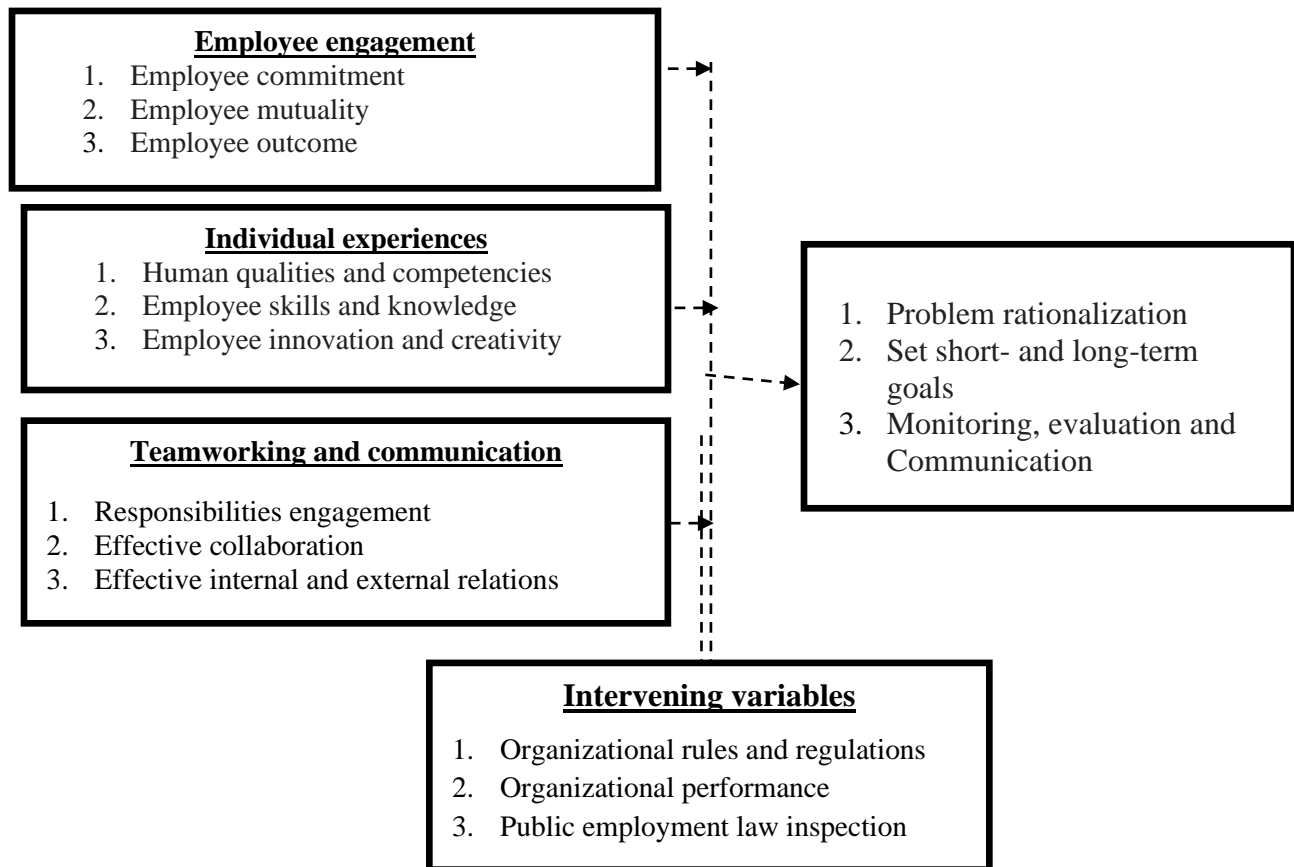


Figure 1. Conceptual framework

Source: *Researcher; documentation, September 2022*

8. METHODOLOGY

A descriptive research design is the method that was used in this study in order to describe, analyze and interpret the collected data. The entire population of the study are employees

(staff) of Muhanga District Headquarters totalizing to 82 employees in different departments. The sample size is 68 respondents as staffs (employees) of Muhanga District, and

then the current researcher has chosen the sample size of population to be questioned through purposive sampling method which helped to select some key persons who have more required information than others. The study can use both primary and secondary sources of information to gather from the respondents (Kendall, 2012).

The questionnaire helped the researcher as main means of collecting data from respondents. This is the extensive study and review of published documents, reports, magazines, journals and policy reports related to the topic. This is important because it reviews the literature and tries to locate global perspectives in order to make a comparative framework for analysis and evaluation for readers; therefore, the researcher used this documentary technique in order to conduct and get secondary data. The descriptive approach for data analysis offered the opportunity to measure and to quantify research findings;

therefore, these research analyses facilitated in quantifying and numbering and presenting information in the tables. For making effective measurement of variables; it is required to present model analysis through ANOVA table that researcher used by calculating; analyzing and interpreting the link among variables through the collected data, as following regression model:

$$DM = \beta_0 + \beta_1 EE + \beta_2 IE + \beta_3 TC + \varepsilon$$

and its origin is $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$,
 Where, Y is Decision Making (DM)
 X₁ is Employee Engagement (EE)
 X₂ is Individual Experiences (IE)
 X₃ is Teamworking and Communication (TC)
 β₁; β₂ and β₃ are Slope or coefficient of estimates.
 β₀ is Constant
 ε_i is Error term

9. DATA PRESENTATION AND DISCUSSION OF FINDINGS

This section presents statistical analyses by testing hypotheses using statistical regression analysis. The concerned 68 respondents were supposed to respond, their gender, age, education level, and achievement of research objectives through answering research questions. According

to table number one that generated of respondents according to their gender (sex) where of Muhanga District, the male gender is represented by 91 respondents respected to 62.76% and then female gender is generated to 54 respondents as respected by 37.24% of all respondents.

The influence of employee engagement on decision making in Muhanga District

Considering other variables stay constant then; the change of one percent (1%) of employee

engagement leads to 22.4% change of decision making in Muhanga District;

Table 1: The influence of employee engagement on decision making in Muhanga District

Views of respondents	Mean		Std Deviation	
	Statistical range	Results of the mean	Statistical Scales	Results of Std Deviation
The employee commitment influences employee engagement towards decision making in Muhanga District	4.57	Very strong	.923343	Positive and very high correlation
The employee mutuality influences employee engagement towards decision making in Muhanga District	4.79	Very strong	.956543	Positive and very high correlation
The employee outcome influences employee engagement towards decision making in Muhanga District	4.66	Very strong	.953768	Positive and very high correlation
Overall, of Mean	4.634	Very strong	-----	-----

Source: Elaborated by researcher; SPSS, September 2022

The table number one assesses the influence of employee engagement on decision making in Muhanga District. In general, the majority of

respondents have confirmed as it approved by an overall tend to very strong with mean of 4.634. Therefore, the first item is saying that the employee commitment influences employee

engagement towards decision making in Muhanga District presented with a mean of 4.57 (strongly agreed of respondents) and standard deviation of .923343 recognized as positive and very high correlation. The second item is saying that the employee mutuality influences employee engagement towards decision making in Muhanga District presented with a mean of 4.79 (strongly agreed of respondents) and standard

deviation of .956543 recognized as positive and very high correlation. The third item is saying that the employee outcome influences employee engagement towards decision making in Muhanga District presented with a mean of 4.66 (strongly agreed of respondents) and standard deviation of .953768 recognized as positive and very high correlation.

The influence of individual experiences on decision making in Muhanga District

Based on the model coefficient result of model becomes: regression equation: $DM = 6.681 + 0.226I + \epsilon$; considering other variables

stay constant then the change of one percent (1%) of individual experiences leads to 22.6% change of decision making in Muhanga District.

Table 2: The influence of individual experiences on decision making in Muhanga District

Views of respondents	Mean		Std Deviation	
	Statistical range	Results of the mean	Statistical Scales	Results of Std Deviation
The human qualities and competencies influence individual experiences towards decision making in Muhanga District	4.624	Very strong	.762234	Positive and very high correlation
The employee skills and knowledge influence individual experiences towards decision making in Muhanga District	4.852	Very strong	.828543	Positive and high correlation
The employee innovation and creativity influence individual experiences towards decision making in Muhanga District	4.713	Very strong	.791545	Positive and very high correlation
Overall of mean	4.726	Very strong	-----	-----

Source: Elaborated by researcher; SPSS, September 2022

The table number two shows the results about 3 items that were assessed about the influence of individual experiences on decision making in Muhanga District. The results showed an overall strong mean of 4.726 saying that individual experiences provided by Muhanga District, are very strong. The first article as the human qualities and competencies influence individual experiences towards decision making in Muhanga District, and it proves that respondents are strongly agreed with mean of 4.624 then for positive and very high correlation with standard

deviation of .762234; the second article showed that the employee skills and knowledge influence individual experiences towards decision making in Muhanga District, and it is approved by respondents that are strongly agreed with mean of 4.852 with positive and very high correlation of standard deviation as .828543; the third article as the employee innovation and creativity influence individual experiences towards decision making in Muhanga District, and it proves that respondents are strongly agreed with mean of 4.713 esteemed as positive and very correlation standard deviation of .791545.

The influence of teamworking and communication on decision making in Muhanga District

Considering other variables stay constant then; the change of one percent (1%) of teamworking

and communication lead to 26.6% change of decision making in Muhanga District;

Table 3: The influence of teamworking and communication on decision making in Muhanga District

Views of respondents	Mean		Std Deviation	
	Statistical range	Results of the mean	Statistical Scales	Results of Std Deviation
The responsibilities engagement influences teamworking and communication towards decision making in Muhanga District	4.821	Very strong	.942	Positive and very high correlation
The effective collaboration influences teamworking and communication towards decision making in Muhanga District	4.875	Very strong	.967	Positive and very high correlation
The effective internal and external relations influence teamworking and communication towards decision making in Muhanga District	4.843	Very strong	.954	Positive and very high correlation
Overall, of mean	4.856	Very strong	-----	-----

Source: Elaborated by researcher; SPSS, September 2022

The table number seven shows the results about 3 items that were assessed about influence of teamworking and communication on decision making in Muhanga District; where the results showed an overall very strong mean of 4.856 which prove that teamworking and communication provided by Muhanga District is very strong. The first item showed that the responsibilities engagement influences teamworking and communication towards decision making in Muhanga District, and it proves that respondents are strongly agreed with mean of 4.821 with positive and very high correlational standard deviation of .942; the second item showed that the effective collaboration influences teamworking and

communication towards decision making in Muhanga District, and it proves that respondents are strongly agreed with mean of 4.875 with positive and very high correlation standard deviation of .967; the third item showed that the effective internal and external relations influence teamworking and communication towards decision making in Muhanga District, and it proves that respondents are strongly agreed with mean of 4.843 with positive and very high correlational of standard deviation of .954. Therefore, this means that the majority of respondents strongly agreed and in harmony that all above mentioned items are key components of teamworking and communication applied in towards decision making in Muhanga District.

The factors that afford the effectiveness of decision making in Muhanga District

Table 4 offers the attitudes of respondents related to the determinants that provide the factors that

afford the effectiveness of decision making in Muhanga District:

Table 4: The factors that afford the effectiveness of decision making in Muhanga District

Views of respondents	Mean		Std Deviation	
	Statistical range	Results of the mean	Statistical Scales	Results of Std Deviation
The problem rationalization	4.31	Very strong	.927672	Positive and very high correlation
The set of short- and long-term goals	4.03	Strong	.703962	Positive and high correlation
The monitoring, evaluation and communication	4.06	Strong	.708724	Positive and high correlation
The leadership styles	4.35	Very strong	.936583	Positive and very high correlation
Overall, of mean	4.025	Strong	-----	-----

Source: Researcher; Primary Data, August, 2022

Table number eight shows the results about three critiques which were studied about the factors that afford the effectiveness of decision making in Muhanga District. The results showed an overall strong mean of 4.025 that provides the strong approximation.

The first spot showed that the problem rationalization is the factor that affords the effectiveness of decision making in Muhanga District, and it proves that respondents are strongly agreed with mean of 4.31 respected by positive with very high correlation standard deviation of .927672; the second item showed that the set of short and long term goals are the factors that afford the effectiveness of decision making in Muhanga District, and it proves that respondents are agreed with mean of 4.03 respected by positive and high correlation standard deviation of .703962. The third item showed that the monitoring, evaluation and communication are the factors that afford the

effectiveness of decision making in Muhanga District and it proves that respondents are agreed with mean of 4.06 and it is respected by positive and high correlation as standard deviation of .708724.

The fourth spot showed that the leadership styles are the factors that afford the effectiveness of decision making in Muhanga District, and it proves that respondents are strongly agreed with mean of 4.35 respected by positive with very high correlation standard deviation of .936583. Therefore; according to findings provided in previous analyses, researcher can conclude that Muhanga District has significantly performed by basing on the extent of its decision making; set of short- and long-term goals and monitoring, evaluation and communication as main indicators that afforded the effectiveness of decision making in Muhanga District during the period from 2017 up to 2021.

Linear Regression Analysis Results

Table 5: Presentation of regression summary

Model	Unstandardized Coefficients		Standardized Coefficients	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta	Lower Bound	Upper Bound	Tolerance/ Sig.	F
Constant	-6.681	.000	-----	-6.681	-6.681	-----	-----
Employee engagement	.224	.000	.303	.224	.224	.183	5.260
Individual experiences	.226	.000	.275	.226	.226	.197	5.341
Teamworking and communication	.266	.000	.296	.266	.266	.199	5.418

Dependent variable: Decision making in Muhanga District.

Table 6: ANOVA table

Model	Sum of Squares	Df	Mean Square	R-Squared	Adjusted R-Squared	F	Sig.
Regression	0.0873	3	4.35025	0.986	0.979	.104527	.000000
Residual	.000	0	-----	-----	-----	-----	-----
Total	0.0873	3	-----	-----	-----	-----	-----

a. Predictors: (Constant), employee engagement; individual experiences and teamworking & communication.

b. **Dependent Variable:** Decision making in Muhanga District

For testing whether variables are correlated or not; it's better to find the division and variation of Sum of Squares which is equal to 8.73%.

Therefore, the variables are significantly correlated at regressive level. Based on the model coefficient result the model becomes: DM =

$-6.681 + 0.224EE + 0.226IE + 0.266TC + \epsilon$. Considering other variables stay constant then the change of one percent (1%) of employee engagement leads to 22.4% change of decision making in Muhanga District. The change of one percent (1%) of individual experiences leads to 22.6% change of decision making in Muhanga District. The change of one percent (1%) of teamworking and communication lead to 26.6% change of decision making in Muhanga District. R-squared: $R^2 = 0.986$ and Adjusted R-squared: $Adjusted R^2 = 0.979$. $R^2 = 0.986$ and Adjusted $R^2 = 0.979$.

$= 0.979$, show the goodness of fit of the estimated model. Up to 98.6% of long-run appreciation in decision making in Muhanga District is influenced by changes in employee engagement; individual experiences and teamworking & communication as implemented by Muhanga District. The purpose of this section is to find if there is a relationship between subordinates' participation and decision making where the statistical (numerical) data allow researcher to highlight the direct relationship between variables, as follows:

Table 7: The correlation between subordinates' participation and decision making in Muhanga District

Spearman's Correlation correlational analysis		Subordinates' participation	Decision making in Muhanga District	
Spearman's Correlation	Subordinates' participation	Correlation Coefficient	1.000	.987*
		Sig. (2-tailed)	.	.000
		N	68	68
	Decision making in Muhanga District	Correlation Coefficient	.987*	1.000
		Sig. (2-tailed)	.000	.
		N	68	68

Source: Elaborated by researcher; SPSS, September 2022

Legend:

- 1) [-1.00 - 0.00 [: Negative correlation;
- 2) [0.00 - 0.25 [: Positive and very low correlation;
- 3) [0.25 - 0.50 [: Positive and low correlation;
- 4) [0.50 - 0.75 [: Positive and high correlation and
- 5) [0.75 - 1.00]: Positive and very high correlation.

The variation of Spearman Coefficient correlation is between -1 and 1. Spearman Coefficient correlation is significance when it is equal or greater than 0.01.

According to the research, the correlation of 0.987 (98.7%) is located in the interval [0.75 - 1.00] categorized as positive and very high correlation. As the significant level is at 0.01

(1%), the p-value of 0.000 (i.e., 0.0%) is less than 1%. And by referring to the results from $DM = -6.681 + 0.224EE + 0.226IE + 0.266TC + \epsilon$. This leads to confirm that there is significant relationship between subordinates participation and decision making in Muhanga District.

10. GENERAL CONCLUSION

According to findings provided in previous analyses, researcher can conclude that Muhanga District has significantly performed by basing on the extent of its decision making; set of short- and long-term goals and monitoring, evaluation and communication as main indicators that afforded the effectiveness of decision making in Muhanga District during the period from 2017 up to 2021.

$R^2 = 0.986$ and Adjusted $R^2 = 0.979$, show the goodness of fit of the estimated model. Up to

98.6% of long-run appreciation in decision making in Muhanga District is influenced by changes in employee engagement; individual experiences and teamworking & communication as implemented by Muhanga District. The variation of Spearman Coefficient correlation is between -1 and 1.

Spearman Coefficient correlation is significance when it is equal or greater than 0.01. According to the research, the correlation of 0.987 (98.7%) is located in the interval [0.75 - 1.00] categorized

as positive and very high correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e., 0.0%) is less than 1%. And by referring to the results from $DM = -6.681 + 0.224EE + 0.226IE + 0.266TC + \epsilon$. This leads to confirm that there is significant relationship between subordinates' participation and decision making in Muhanga District.

11. RECOMMENDATIONS

In order to make strong subordinates' participation, the researcher suggests to Muhanga District to work with the corporate partners constantly to improve their companying services and to provide the control outputs that wanted on time so that they are always more performance by basing on the findings obtained on the field. The following are effective recommendations:

To allow Muhanga District's control actors learn from each other's experiences, building on expertise and knowledge. To ensure the security in control services by basing to internal procedures of teamworking and communication. To reveal Muhanga District's mistakes in its internal and external environment by offer paths for learning and improvements.

To provide significant way to assess the employee engagemental crucial link between implementers and beneficiaries on the ground and decision-makers. To sensitize partners on usage

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of control services by conducting public awareness programs to improve their knowledge. To improve services related to individual experiences in Muhanga District in order to increase its decision making and to make effective competition towards other public entities (especially in local government).

Recommendations to further researchers

The current researcher would like to provide the partial recommendations regarded to further researchers who can be willing to carry out their researches, thus they are suggested to take reference to this research project in order to improve their researches and information as findings. Therefore, the future researchers are suggested to work on the following research topics:

1. The impact of employee engagement on decision making of entities.
2. The influence of individual experiences on decision making of entities.
3. The influence of teamworking and communication on decision making of entities.

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