

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

SCHOOL OF BUSINESS

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**WORKER PARTICIPATION IN DECISION MAKING; A NECESSARY TOOL FOR
EFFECTIVE MANAGEMENT; A CASE STUDY ON KUMASI METROPOLITAN
ASSEMBLY (KMA).**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)**

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DECLARATION

We declare that, this study has been conducted towards the honour of receiving the award of Bachelor of Science in Human Resource Management. The contents of this research do not contain any material that has been previously used. Its contents have also not been accepted for award of any other degree in any institution except where due acknowledgement has been presented in the text.

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DEDICATION

We dedicate this research project to our families and friends. We dedicate the project to our families for the encouragement and enabling us to engage in our studies. To our friends, thank you for instilling the importance of hard work and higher education.

ABSTRACT

Like all developing economies, Ghanaian industries are facing competitive pressures and rapidly changing market conditions. Decision-making and its implementation is therefore very crucial to the fortunes of any organization as it is through the successful implementation of policy decisions that the goals and objectives of an organization can be achieved to improve organizational performance. Workers are the fuel that runs the engine of the organization and it is believed that their non-involvement in the decision-making process creates tensions between management and staff. It leads to lost man hours among others which adversely affect the fortunes of the organization of which KMA is no exception. This study, therefore, sought to determine the impact of Worker Participation in Decision-Making; An Essential Tool for Effective Management and its implementation in organizations by determining the causes of low worker involvement in decision-making and the consequences of such action on implementation of decisions. The type of research design for this study is exploratory and it relied on secondary information such as reviewing available literature and primary data. The research findings suggested that worker involvement in decision-making contributes to effective decision implementation and also creates an enabling environment for creativity and growth as worker see themselves as stakeholders and owners of the decision-making implementation smooth. It was also revealed from the research that when employees see themselves as not being part of the decision-making process, they become discontented and apathetic which is likely to adversely affect organizational performance. It is recommended that employees' views are sought on matters that affect their lives and work and they should also be empowered to vi take decisions through which they will have a sense of self-worth and a feeling of belonging that will make them give of their best in the organization.

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CHAPTER ONE

INTRODUCTION

1.1 Background Of The Study

Workers began to increasingly question the one-sided approach that managers frequently took as large, intricate, and coordinated associations with distant management grew. Early investment cycles frequently form collaborative discussion panels at the level of the workplace (Gordon, 2018). Therefore, the concept of specialized investment alludes to taking non-administrative employees into account in an association's dynamic cycles. (Karmalita, 2020). Questions like which representatives or gatherings of representatives ought to be associated with the dynamic cycle, what level of direction would it be advisable for them they be engaged with and what structure the cooperation ought to take are a portion of the inquiries tended to by the idea of specialist investment. As indicated by Mattos (2017), The idea of worker contribution or interest in independent direction has not been widely understood and acknowledged by many people as constituting a crucial aspect of interpersonal relationships in organizations. According to those who advocate for it, it eliminates disagreements and disputes between the expert and the board body in terms of execution and consistency because decisions are made by both parties with a legitimate concern for the worker and the association.

Employee involvement in implementation would guarantee a favorable environment since personnel would feel trusted and a sense of belonging, leading them to accept responsibility for decisions and ensure that they were carried out successfully. Employee participation in decision-making is opposed by those who believe it wastes time, reduces productivity, and lessens management effectiveness. (Carby-Hall, 2017).

To a different group of administrators, it very well could be a cunning tactic to persuade workers to carry out the decision by tricking them into believing they are involved in the decision-making process when, in fact, they are simply being told to carry out the previously chosen course of action. (Thoppan et al., 2021). Expert assistance is thought to increase effectiveness and may result in greater productivity and viability. Investment not only increases employee dedication to problem-solving but also improves their ability to make crucial operational decisions. Additionally, cooperation increases mutual understanding between employers and employees, which reduces work-related questions (Press, 2020).

Worker's participation may broadly be taken to cover all terms of association of workers and their representatives with the decision-making process. This may range from exchange of information, consultations, decisions and negotiations to more institutionalized forms such as the presence of workers' member on management or supervisory boards or even management by workers themselves. This evidence has been bolstered by theorists and academics who believe that organizations that adopt and actively promote participative management practices, which involve employees in decision-making, may experience a wide range of benefits. This would considerably increase production and efficiency while also easing some of the strain and tension that comes with working in some firms (Swearingen, 2017).

According to Swearingen, (2017), worker's participation may be viewed as:

- An instrument for increasing the efficiency of enterprises and establishing harmonious relations;

- A device for developing social education for promoting solidarity among workers and for tapping human talents;
- A means for achieving industrial peace and harmony which leads to higher productivity and increased production;
- A humanitarian act, elevating the status of a worker in the society;
- An ideological way of developing self-management and promoting industrial democracy.

Therefore, worker participation is crucial because it boosts employee motivation, supports workers' psychological wellbeing, and fosters harmony between management and employees. Employees that participate can understand how their efforts help the organization achieve its overarching goals and objectives. As a result, employees frequently perceive the decisions as "their own," and they are more excited about carrying them out (Swearingen, 2017).

Worker participation means different things to different organizations. There are many forms of participation but two main approaches to participation dominate the literature namely:

- Direct participation of workers and or their trade unions in joint managerial decision-making.
- Indirect participation through workers or trade union representatives

Staff participation can take many forms, from modest suggestion programs to elaborate programs like quality circles and overall quality management. Various types of staff participation programs, such as staff or work councils, joint councils and committees, staff ownership programs, collective bargaining, job expansion and enrichment, and empowered teams, fall in between these two extremes (Swearingen, 2017).

There are three main levels of participation: the board or corporate level, the business or department level, and the functional level. Participation at the corporate or board level is mostly accomplished by workers' representatives on the Board, who have the responsibility of defending the interests of workers and may include trade unions, unions, and executives involved in collective bargaining. Participation may include staff and work councils, total quality management, quality circles, and suggestion systems at the organizational or departmental level. Functional level participation might take the shape of team empowerment, direct participation, job expansion and enrichment, and other quality management programs (Swearingen, 2017).

According to Swearingen, (2017), Management and employees must have clearly defined and complementary goals, and they must both endeavor to achieve those goals, for participation to be effective. Information must be freely exchanged and effectively communicated between management and employees. Outside trade union leaders' involvement must be kept to a minimum. Additionally, management must put training and development programs in place for staff members in order to facilitate their useful and effective participation in various levels of decision-making across the organization. Additionally, initiatives must be made to foster confidence and trust among employees as well as among managers of all ranks.

What portion of all employees' participation in corporate decision-making, including that of their representatives, is effective? The idea of worker engagement has its detractors who claim that because organizations and technology are so complicated now, most professions require specialized work positions. Employees won't be able to contribute effectively to issues outside of their own surroundings as a result. Most employees are unable to meaningfully contribute to the formulation of highly technical and strategic decisions due to a lack of experience. Additionally,

studies indicate that trade unions have not done a very good job of promoting participative management. Additionally, it's possible that most managers are not inclined to give their employees decision-making authority. Additionally, it must be acknowledged that some employees might not be eager to participate in decision-making and might be hesitant to do so. (Brunsson & Brunsson, 2017)

1.2 Statement Of The Problem

Production in Ghana has become more dehumanized, which has led to workers' growing discontent and alienation, which has a negative impact on the standard of their labor.

For example, the strike actions Company, ABSA Bank (Ghana News Agency, 03/01/2006) among others. All these have arisen because of workers feeling dissatisfied about some decisions that have been taken by some management and board of various organizations without any active involvement of the staff body and such decisions have been viewed by workers as detrimental to their welfare and the growth, sustainability and survival of the organization instead of job satisfaction.

To address this unhappiness, numerous studies have been done on ways to enhance workplace conditions and offer employees a say in management and decision-making. While workers in Ghana frequently use unions to voice their opinions, in other countries they sit on corporate boards and have established work councils.

Because there aren't enough controlled studies and long-term data, it's challenging to make generalizations about how worker participation affects the entire economy. It seems, though, that participation has no negative effects on output. In recent years, it is thought that a major factor contributing to the country's industrial action and dissatisfaction in both public and commercial

enterprises is a lack of participation in decision-making. This study aims to determine what rules in the Kumasi Metropolitan Assembly (KMA).

1.3 Objectives Of The Study

The main aim of this research is to highlight how worker or employee participation in decision making; an essential tool for effective management in organization using KMA as a case study.

The specific research objectives to achieve the main objective are:

- To identify the methods of participation practiced in Kumasi Metropolitan Assembly (KMA)
- To investigate the extent to which employees participate in decision-making.
- To find out the problems/limitations of workers participation in decision making.
- To find out the positive effects of worker participation in decision-making.

1.4 Research Questions

The following questions are of interest to the researchers:

- What methods of participation in decision making are used in KMA?
- To what extent do workers participate in decision making in KMA?
- What are the benefits and limitations of participating in decision making?
- What problems militate against effective participation at the workplace?

1.5 Significance Of The Study

This study will aid management at the Kumasi Metropolitan Assembly (KMA) and other organizations in Ghana to involve employees and union executives in decision-making by determining the extent to which worker participation in decision-making is indeed an essential tool for good management. The study would provide highly helpful suggestions for the firm to create and preserve a high standard of living at work that would allow for employee job satisfaction and self-actualization. Additionally, the study will give KMA employees and employees of other organizations the chance to voice their complaints and disagreements.

Furthermore, the study's findings would add to the body of knowledge on worker participation, serve as a resource for other students pursuing a bachelor's degree in business administration, and form the basis for additional research on the topic.

1.6 Scope And Limitation Of The Study

The study concentrated on employee decision-making, which is a crucial instrument for efficient management. The researchers ran into a lot of issues when trying to conduct this research, including funding limitations. The researchers must operate under severe financial circumstances because there is no financial support. The unwillingness of the respondents to complete the questionnaires and their limited or nonexistent time for communication with the researchers was another significant issue during the study.

1.7 Methodology

A sample size of 600 respondents will be taken into consideration for this descriptive survey of the staff of the Kumasi Metropolitan Assembly in the Ashanti Region, which has a population of 800. By employing the systematic sampling method, we shall choose our respondents. Self-administered questionnaires containing both closed-ended and open-ended questions will be used to collect the data. To get more information from participants to address our research questions and study objectives, one-on-one interviews with respondents will also be used.

The data will be edited, sorted, and examined using both quantitative analytical approaches after it has been gathered. The primary goals of data analysis are to assess, make comparisons, explore, and explain the linkages between worker decision-making and productivity. The students will carefully review the data acquired during editing for the following criteria: eligibility, comprehensibility, consistency, accuracy, uniformity, and completeness of answers. The information will subsequently be updated for easier analysis by being entered into a computer. The data obtained will be examined using Microsoft Excel. The measurement variable will be condensed using descriptive statistics into frequency distribution tables and charts.

1.8 Organization Of The Study

The study will be organized into five main chapters. Chapter one will introduce the work. It also set out the specific research objectives, the methodology that will be employed in the study, and the significance of the research project. The next chapter two consists to the theoretical and

empirical review of relevant literature on the subject matter and form the conceptual framework for our analysis.

Chapter three provides details of the research methodology employed in the study and the fourth chapter covers the presentation, analyses, and discussion of the results the empirical data collected from the field. A summary of relevant findings conclusions as well as recommendations will be presented in the final chapter – chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review that provided concepts and guiding principles for the study is presented in this chapter. It considers outlining the connections between the study and earlier studies on the subject. This encompasses a wide range of employee involvement, empowerment, and decision-making opportunities.

2.1 Participation In Decision Making

The literature review that provided concepts and guiding principles for the study is contained in this chapter. It considers outlining the connections between the study and past studies on the subject. This encompasses a wide range of employee involvement, empowerment, and decision-making opportunities. It indicates that employee involvement is essential if firms want to be successful (Radwan, 2018).

According to Goodman and Dingli (2017), the ability of the workforce to provide innovative ideas and methods of operation to outsmart rivals is essential to success. If workers are to comprehend the value of creativity and be dedicated to altering their work-related behaviors in novel and better ways, they must be involved. When it comes to attaining organizational success and favorable employee impressions, employee involvement is an essential component of organizational life.

One of the many current methods for involving employees in decision-making at work is employee participation. To promote workforce commitment and humanize the workplace with

the goal of enhancing job performance, managers are encouraged to grant high levels of employee participation and autonomy (Marty, 2019).

When managers involve their employees in decision-making, they give them more power over decisions that affect them, giving them the ability to safeguard their own interests. There appears to be trust for the subordinates when superiors are confident in the degree of competence of the workers. When employees have the freedom to freely participate in decision-making, they tend to trust the organization and are therefore satisfied and give their best. This increases the productivity of such employees who trust the organization they work for. It has been observed that trust and participative leadership styles are significantly connected. (Parent-Thirion et al., 2020)

2.2 Employee Participation

The meaning of employee engagement is unclear and not widely accepted. Employees participate in the sharing of information and/or decision-making during this process. Direct or indirect involvement is both possible. The employees themselves participate directly, whereas employee representative organizations like works councils or unions serve as a mediator for indirect participation (Bridger, 2018)

Consultative involvement and delegation are the two basic types of direct participation. Consultative participation describes procedures where management invites staff members to voice their views about matters pertaining to their employment but nevertheless reserves the right to make all final decisions. It consists of routine meetings with managers, polls of attitudes, and employee suggestion programs. On the other hand, delegative participation allows workers

more freedom and responsibility to plan and carry out their jobs as they see fit. This involves managing attendance and absences, streamlining work processes, and scheduling work (Bridger, 2018).

According to Saxena (2019), employee involvement increases the flow of information in organizations, therefore, practices that encourage employees to freely share information lead to higher levels of performance. This is supported by the works of the human relations school which pays attention to social factors at work, group, leadership, the informal organization, and behavior of people. The assumptions under which HR works are organization is social systems not just technical environment system motivated by many needs. Employees are interdependent, behaviors are often shaped by the social context. Informal work group is a major factor in determining attitudes & performance of individual workers. Teamwork is essential for cooperative & sound technical decisions these pushed managers towards group participative support of lower levels of the organizations.

It is important to note that managers that are grounded in the human relations theory will foster a positive work atmosphere, form teams, and encourage employee engagement. This will boost employee job satisfaction and dedication, which will eventually result in higher productivity. Managers who hold human relation theory belief that when subordinates are consulted and involved they feel they are involve and participating in the running of the company. Employee involvement is often understood as a method that distributes power among people who would not otherwise be on an equal footing in the hierarchy. In a similar function Blokdyk (2018) explained the balance between managers' and their subordinates' participation in information processing, decision-making, and problem-solving activities is achieved by participatory management

practices. The pioneers of employee participation in the workplace. They postulate that there is a direct link between employees' involvement in decision-making and work outcomes such as the increase of job satisfaction and productivity. Ahmad (2020) confirmed that employee participation in decision-making can satisfy employees' self-actualization needs and, increase employees motivation and job performance.

There has been extensive research into worker participation and the impact on organizational performance. The impact of worker participation on organization performance and work outcomes including job satisfaction, productivity, product quality, employee & superior relations. They admitted the best way to improve productivity is by striving for the shared goals of employees and managers. By allowing worker input into developing the mission statement, establishing policies and procedures, determining perks, etc., you can improve communication and increase morale and satisfaction (Carby-Hall, 2017c)

Gyawali (2017), explained the link between employee participation and job happiness was underlined. It demonstrated how an employee's performance, pleasure, and productivity are all positively correlated with their level of employee participation. that employee involvement in management enhances the effectiveness of profit-sharing programs.

2.3 Decision-Making

Making decisions enables one to choose the optimal strategy for completing a task. When there are several options for carrying out a task, it becomes vital to choose the one that will yield the best outcomes and be acceptable to both management and the workforce. Employee satisfaction

leads to better output, which pleases management, who may offer to split the profit with the workforce. As a result, the organization's total effectiveness increases (Nicholas, 2017).

According to Nicholas (2017), even though other organizational members may make decisions, the manager's ability to make decisions will have a significant impact on the organization's success. Decision-making is defined as “the process of identifying and selecting a course of action to solve a particular problem”.

Organizational decision-making has been characterized as a behavior process with the social model and the economic model as its two extremes. According to this statement, only irrational decision-making gives human values priority over economic values. Since neither of these extremes can be disregarded, leaders must find a middle ground between them. Because they partially ignored economic principles when making earlier judgments, managers in many businesses have been forced to make drastic, unwelcome, and painful reductions in staff and services. Similar to individuals, businesses have frequently been forced to reverse their judgments and behave incomprehensibly in chaotic conditions because they partially ignored human values when making earlier decisions (Farris, 2018).

2.4 Some Decision-Making Theories

According to Grundmann and Hacker (2021), the following are some decision-making theories:

- Rational Decision –making: This is where “rational people make decisions, and this theory is based on the optimal choice of greatest benefit to them.
- Tradeoff: These are often involved in decision-making in that to obtain one thing we want, we may have to sacrifice one or more things we want.

- Biases: These are when managers are often overoptimistic about the outcome of projects and choose people and actions that please them.

2.5 Empowerment

Worker empowerment creates a caring environment where employees can learn, develop, and improve their functioning or performance abilities, according to numerous studies and research. Because it increases the potential of the respective employees and fosters a culture of trust and importance in the eyes of the workforce, worker empowerment also contributes to the development of a favorable work environment within the organizational structure. When all staff members feel empowered, they are more likely to take on decision-making and problem-solving responsibilities at the appropriate operating levels. (Medicine et al., 2018).

According to Bloom (2020), teamwork is a key component of the empowerment process and members are encouraged to make decisions for themselves in line with guidelines and frameworks established. It is obvious that a whole company of skilled and capable problem solvers will have a distinct competitive advantage over an organization that only has a few key distributors and an array of drones.

Empowerment requires that management takes risks by turning over some control of the organ to the employees and this control must be planned and authorized. It behoves management to appreciate that relinquishing control to the effected and skilled workers will result in a more productive organization with better teamwork and faster problem solution. An empowered human resource that is employees will be able to respond more quickly to changes, improvements, new customer requirements as they begin to act independently in pursuit of their expectations and within the boundaries of their authority (Bloom, 2020).

Bloom (2020), noted that worker empowerment and involvement require a long-term commitment, a novel approach to conducting business, and a significant shift in culture. Employees who have received training, empowerment, and recognition for their accomplishments view their workplaces and organizations differently. The desired cultural outcome is for employees to have a feeling of pride in the business. Such employees "own" the business in that they take ownership of its success personally. Genuine commitment is acquired through including the people in the early decision-making processes, even if the original ideas are not their own. Organizations that involve their employees in decision-making have progressed beyond merely informing them of what is happening to actively seek their input.

2.6 Methods Of Worker Involvement

According to Bloom (2020), the security of one's finances and employment are two important factors in engagement. An interest in a company's operations at the competitive level, which is frequently difficult to convey in the regular day-to-day routine of workplace activity, can be fostered by share ownership and profit-sharing programs. Regarding job security, being confident that one will remain employed by the organization for a very long period is likely to foster a sense of belonging.

There are numerous different ways to include employees, including suggestion systems, teams, focus groups, surveys, self-directed work groups, and incentive programs. The goal is to identify the solution that will be most effective in relation to organizational goals. Certain key actions need to take place to be able to implement worker involvement. Workers are being asked by management to join employee involvement programmes in order to improve the quality of their work lives by making the case that the days of destructive adversary, labour management

relations are over and that a ruthless competitive economic world requires that workers and management cooperate so that both survive (Bloom, 2020).

It is therefore in the best interest of both workers and supervisors to increase happiness and satisfaction on the job as happy and satisfied workers are productive employees who ensure the employer's profit and continued existence of the company and the worker's job. Management, at such programs usually wants access to workers' knowledge of the job, cooperation in the introduction of new technology without protest, flexibility regarding job classifications, work rules, job assignments, the contract for the purpose of greater efficiencies as well as contract changes and sometimes contract concessions (Bloom, 2020).

2.7 Conditions For Worker Involvement In Decision-Making

According to Radwan (2018b) if the employee involvement process is sincere and legitimate, it should satisfy the following six requirements: Management must involve the union at the highest levels as an equal partner in all phases of planning, implementation, and evaluation of employee involvement; the union must also select any consultants hired to establish and oversee worker involvement committees in equal measure with management. Both the union and the employer are participating voluntarily. The Union chooses, elects, or appoints its delegates to the committees that oversee employee participation. The program excludes collective bargaining and grievance procedures. These topics continue to be unrelated to employee involvement.

Additionally, management must formally agree that no employees may be let go or demoted because of suggestions made by members of employee engagement committees. Workers benefit from the cost savings of employee involvement by receiving goods like a larger paycheck, free

training, job upgrades, a shorter workweek, etc. This is decided jointly by the union and the management. Management statements and actions on cooperation should be consistent. Management encourages a good relationship in its labour relations with the union as it simultaneously seeks to settle grievances at the lower levels. The right hand of management employee involvement co-operations should not be chopped off by the left hand of management hostility and confrontation with the union. Words and actions must be consistent. (Radwan, 2018b)

According to Tsang (2017) if the above terms are not followed by management, then the workers and union can quite rightly suspect that the program or process is a fraud designed to weaken if not bust the union. If the union believes that worker involvement is not legitimate, it should demand that management accept the six conditions outlined above or expose this program as phony and urge workers not to participate. Unauthorized worker involvement, in the words of one major union, is "an attempt to build a shop floor structure controlled by management, and pushing management's point of view, aimed at weakening the union steward system and bypassing the union. The union's elimination or complete transformation into a corporation union is the goal.

Kaplan and Owings (2017) worker participation won a research of Fortune 100 companies to determine which business strategy produces the biggest returns: process re-engineering, complete quality management, or worker involvement. Each of these three approaches has an impact, he added, but their research shows that worker involvement outperforms overall quality management and re-engineering as a financial performance driver. Lawler claimed that re-engineering is essentially a one-time adjustment. It has an effect when done once, but it cannot be repeated often. Downsizing is a finite resource. You cannot scale back to expand.

Worker involvement, if well implemented, changes the fundamental relationship between individuals and the organization they work for. It really builds workers in as a business partner, so they know more, and they do more to make the organizations successful, particularly in industries where the human component is important that is most knowledge work, high-tech and many kinds of service industries (Kaplan & Owings, 2017).

2.8 Forms Of Worker Involvement

Programs for employee involvement can take many different forms, such as job participation, which entails long-term initiatives like quality circles and employee suggestion schemes, in which employees' opinions are sought as managers make decisions, and consultative participation, which includes short-term interventions like quality circles and employee suggestion schemes (Kaplan & Owings, 2017).

According to Kaplan and Owings (2017), it is however incorrect to assume that the mere existence of such organizational programmed as proxies for individual feelings toward involvement, and the individual acceptance of these practices. A test that operationalizes involvement by looking at each Worker's attitude and conduct would be more accurate. These operationalization strategies consider the fact that each employee must believe that the potential for involvement exists and must support it by putting it into practice as part of his or her regular workday. An organization may have well-written involvement rules, and top management may even believe that it is being practiced, but until the person perceives that as something significant to their presence in the organization, these policies and beliefs are meaningless. (Garrido, 2021).

2.9 Dimensions Of Worker Involvement

Five distinct perspectives on the goal and justification for employee participation in organizations each reflect one of the basic principles. The managerial approach, which takes its cues from productivity and efficiency targets (participation is organized at a lower level to alleviate employee unhappiness and morale issues), is motivated by these goals. The degree to which management cedes or retains the authority to begin, structure, and conclude participatory processes is a crucial consideration in this strategy (Hyman, 2018).

Additionally, it represents the management's belief that worker participation directly weakens the influence of unions. By encouraging individual creativity, self-esteem, and ego strength, the Humanist Psychology Approach, which is motivated by human growth and development goals, views involvement to improve well-being for the person. (Hyman, 2018).

This strategy is consistent with the Elton Mayo-led movement. It highlights the need to retrain managers to improve their participative leadership abilities and unlearn authoritarian behaviors and represents a far more optimistic view of human nature.

According to Cam (2018), Given the crucial role it plays in the lives of most regular people, it acknowledges the societal purpose of the workplace as well as the advantages of participatory reform of the workplace. The objectives of democracy provide as inspiration for the Industrial Relations Approach. Participation is a strategy to build a truly democratic society with engaged, active citizens, not just a means to a goal. This approach reflects the importance of the external environment (not highly recognized in bureaucratic, hierarchical organization design but more

widely recognized in organic, open-system designs). Participation in the workplace is seen as contributing to an effective and just society.

To achieve a more equitable redistribution of power and a better democratization of the entire political process, the workplace is considered as a point of leverage. The Political Approach, which is motivated by revolutionary objectives (participation to transform the entire ownership structure to a collective basis and to raise workers' awareness of class). The development of a strong labor movement is considered as being crucial for progress toward increased worker engagement (Finnegan & Grummell, 2019).

2.10 Benefits Of Worker Involvement

It should be highlighted that not everyone shares this favorable opinion of participatory democracy or the advantages of direct involvement in the workplace. As more information on worker involvement and participatory management came to light, a wide range of advantages were described, and businesses were urged to embrace a variety of participation tactics and to foster a culture of participation (Eriksson et al., 2020).

Johnson et al. (2020), pointed out that a participatory work environment is theoretically more effective than conventional bureaucratic structures at fostering innovations because it encourages the sharing of product knowledge between managers and workers, who are most familiar with the products being made and the work being done and are therefore more likely to develop strategies and suggestions for higher-quality items.

Poole (2017) furthermore, it was claimed that empowering employees to make decisions increases their morale and loyalty to the company, which promotes productivity. As a result, everyone wins: companies make more money and are more stable because they are more secure in their industry niche, and employees are happier and more devoted to their employers because they have a say in how decisions are made.

A summary of expected benefits as listed by Lawler (1990) are: Improved, more innovative, and efficient work methods and procedures (less resistance to new methods may result, and the problem-solving process may produce innovations); better communication between management and workers and across work units. It could lead to attraction and retention of employees (improvement results from increased satisfaction and involvement); reduced tardiness, turnover, and absenteeism; greater staffing flexibility (increased flexibility results from cross-training and teamwork); increased service and product quality (higher motivation and better methods increase the rate of output). Reduced staff support and supervision requirements (more “self-management” and broader skills reduce the needs for staff support and supervision); more effective resolution of conflict and reduced number of grievances (better communication and an improvement in union-management relationship reduces the number of grievances); better decisions (better input and decision-making processes improve the quality of decisions); expansion of staff skills (problem-solving as well as technical skills are developed); improved morale and job satisfaction.

2.11 Adverse Effects Of Worker Involvement

According to Murhadi et al. (2023), Salary and training costs (the development of new responsibilities and skills for lower-level participants results in increased salaries and additional

training); support personnel (if the new program creates a new structure that needs support and management, support personnel must increase); and other potential negative effects were noted. Expectations for organizational transformation, personal growth, and development opportunities (any program that emphasizes participation raises these expectations, which, if they are unmet or unsuccessful, lead to discontent and cynicism) Middle management opposition and/or staff advocacy groups (if they are not favorably impacted by the initiative, they may be opposed) Time lost (participation requires time and can hinder decision-making because many individuals must comprehend and accept the choice).

2.12 Four Key Strategies Of Employee Involvement

Though there is no authoritative source or theory that defines participation, according to Radwan (2018c) By outlining four major strategies, whose nature and placement within the company are fundamental concerns for governance in all businesses and which largely influence the type and level of engagement available to employees, we can get things going in the right direction. These include power sharing, knowledge growth, incentive and reward programs, and information sharing.

Sharing information regarding company performance, plans, objectives, and strategies, as well as new technology and competitors' results, is another. Without business knowledge, people are limited in their capacity to contribute meaningfully, take part in planning and direction-setting, and comprehend the efficacy of their own and the organization's performance. Disclosure of information and open channels of communication are both parts of information sharing. Training and knowledge growth to provide abilities in leadership, quality control, statistical analysis, awareness of the business and job requirements, and cross-training. Workers are able to

comprehend organizational performance and contribute to it thanks to this information and training. (Manríquez, 2021).

Individual incentives, work group or team incentives, profit sharing, worker stock ownership plans, stock option plans, and non-monetary recognition and award programs are some examples of rewards and recognition systems that are based on the performance of the organization and that are intended to encourage employees to learn more, acquire new skills, take on more responsibility for decisions, improve teamwork, and perform in ways that help the business. Power sharing, particularly in decision-making, can be achieved through parallel structure practices like quality circles, committees, survey feedback, or suggestion systems or work design power sharing practices like job enrichment and redesign, self-managing work teams, mini-business units, and participation on decision-making boards and committees. Important strategies include locating decisions at the appropriate levels of authority. (Ginbar, 2021)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research method applied in the study. The research strategy, qualitative and quantitative research, choice of study area, source of information, data collection and the instrument, assumption, sampling methods and techniques and the limitation of study are also presented in this chapter.

The criticism to the method will also be shown, illustrating the advantages and disadvantages of the methods used. The test of the chosen methods in validity, and reliability will also be discussed to justify the approach taken.

3.1 Research Strategy

Research strategy, according to Badke (2021), is an empirical investigation that looks at a current phenomenon in the context of real-life events, particularly when the distinctions between phenomenon and concept are hazy. The researcher has decided to do a single case study on a specific organizational issue., Badke (2021), further explained that In many instances, a case study is utilized as a research approach to advance understanding of an individual, group, organizational, social, political, and related issues. Case studies are just one method of conducting social science research; there are also surveys, experiments, histories, and the evaluation of archival data. It asserts once more that the first and most crucial method for differentiating between the different research approaches is to determine the sort of research

question being posed, and that generally speaking, "how and why" inquiries are likely to prefer the use of case studies, experiments, or histories. However, when the pertinent behaviors cannot be controlled, the case study is preferable for evaluating current events.

3.2 Qualitative And Quantitative Research

When collecting and analyzing data, qualitative research typically places more emphasis on language than on quantitative. It combines constructionism, induction, and interpretation. It is based on analytic and explanatory techniques that require comprehension of complexity, specificity, and context. Based on extensive, contextual, and in-depth data, it also seeks to develop comprehensive understandings. In this sense, 'holistic' modes of analysis and explanation are prioritized over identifying surface patterns, trends, and correlations. (Weaver-Hightower, 2018).

Weaver-Hightower (2018) pointed out that, qualitative research has the following characteristics:

- Qualitative research should be systematically and rigorously conducted
- Qualitative research should involve critical self-scrutiny
- The research should produce social explanation which are general in some way or which have wider resonance.
- The research should produce social explanation to intellectual puzzles.

On the other hand, quantitative research is a distinctive research strategy. In very broad terms, it is described as entailing the collection of numerical data as exhibiting a view of the relationship

between theory and research as deductive, a predilection for a natural science approach (and of positivism in particular) and as having an objectivist conception of social reality. This research can be characterized as linear series of steps moving from theory to conclusions, and its measurement process entails the search for indicators. Due to the aim of this research work, that is, impact of material management on profitability, a qualitative design method was chosen to achieve the desired results for this research. The researchers chose this approach since it will enable them look into all areas of the topic at hand and give a thorough understanding and analysis (Teater et al., 2017).

3.3 Reason For Choice Of Study Area

The researchers were motivated to write this research work on Kumasi Metropolitan Assembly (KMA) because of workers feeling dissatisfied about some decisions that have been taken by some management and board of various organizations without any active involvement of the staff body and such decisions have been viewed by workers as detrimental to their welfare and the growth, sustainability, and survival of the organization instead of job satisfaction in Ghana.

3.4 Data Collection

According to Flick (2017), “there are two main approaches to data collection, namely, primary and the secondary data”. They further explained that primary data is collected basically when a particular purpose arises whiles secondary data are already collected data which has been published and for which new researchers can rely on as a source of information. These were the methods used by the researchers.

3.4.1 Primary data

Sinha et al. (2021) argued that primary data are firsthand information gotten for research. This could be in the form of an interview, records written and kept by people involved in, or who bear witness to an event. A conversational strategy can be adopted within an interview guide approach or combination of a guide approach with a standardized format by specifying certain key questions exactly as they must be asked while leaving other items as topics to be explored at the interviewer's discretion. The rationale for collecting primary data for this research work is to have an in dept knowledge of the activities within the Kumasi Metropolitan Assembly, how it conforms to impact of materials management on profitability. According to Widner et al. (2022) "evidence from case studies can come from six sources, namely documents, archival records, interviews, direct observations, participant observations and physical artifacts". The researchers however, used the following in collecting primary data i.e. (Telephone and Personal interviews and Questionnaire).

3.4.2 Secondary Data

Secondary data is mainly from already existing information's made up of publications such as books, journals, articles, the internet sources and many other already established facts. According to Sinha et al. (2021), the advantages of using this source of data is to that resource are saved time and money. Secondly, the researcher can analyze far and larger data sets. More so, one can think about theoretical aspirations and substantiate issues as there is more time to analyze and interpret data. According to Sinha et al. (2021) a literature search "is a systematic search of one or more databases for material on a specific subject". It gives the researcher an insight to see clearly how the research at hand relates to previous research.

Google scholar database was also contacted to give the researchers broader access to scholarly literature on the topic.

3.5 Data Collection Instrument

3.5.1 Face-to- face Interview

In qualitative interviewing, there is much greater interest in the interviewee's point of view but in quantitative research, the interview reflects the researcher's concerns. Qualitative interviewing tends to be flexible, responding to the direction in which interviewees take the interview and perhaps adjusting the emphases in the research because of significant issues that emerge during interviews Bryman (2004). Furthermore, Sinha et al. (2021) pointed out that structured interviews use questionnaire based on predetermined set of questions. Semi-structured interview is where the researcher has a list of themes to be covered while the unstructured are informal. These strategies were used by the researchers to make follow-ups to information obtained.

3.5.2 Questionnaire

As a major source of obtaining data, a set of clear questions were designed to reflect the problems and objectives of the research. The questions consisted of close-ended and open ended as well as multiple choices to make it easier for respondent who could not follow a particular sequence of answers to make easy analysis of questions posed. As part of the primary data, the researchers handed out a questionnaire personally to Five Hundred (500) workers of Kumasi Metropolitan Assembly (KMA) within two working days. The aim was to gain a deeper understanding of the topic under study. However, the disadvantage is that a large number of

Workers within the organization were not considered because; the researchers aim is not to make a generalization on population but to make an analytical generalization.

3.6 Assumption

The researchers assume that respondents would adequately and clearly provide information as required in the questionnaire. It was observed that some respondents were not willing to give accurate information with reasons such as researchers on a political mission, lack of feedback to issues like the research topic. Some respondents refused to grant interviews for personal reasons.

3.7 Sampling Methods And Techniques

Based on the large number of people in Kumasi Metropolitan Assembly, forming the sample population, the sample size was selected purposively. This was because the researchers were constrained by time and resources so relatively large sample size could not be used for this study. Five Hundred (500) Workers within the organization were selected from the population. Respondents were required to willingly give information based on the designed questionnaire.

3.8 Reliability

Sinha et al. (2021) argued that reliability is based on two assumptions. The first is that the study can be repeated. This means that other researchers should be able to follow the steps of the original research, using the same categories of the study, the same procedures, the same criteria of correctness and the same perspectives. However due to the nature of ethnographic research that is how it is usually conducted, it is said to be vulnerable to replication difficulties.

The second assumption is that two or more people should be able to have the same results by using these categories and procedures. However, in ethnographic research this is difficult to

achieve since mostly in this case the flow of information is dependent on social role held within the group studied and deemed appropriate. Because of the researcher desire for a reliable research work, much scrutiny was done to obtain the right materials and information which the researcher consider more reliable and valid. Data was collected from several scientific researchers in support of the frame of reference. The interviews and questionnaire collected from the Kumasi Metropolitan Assembly were done with key people responsible for corporate decision making. The researchers believe therefore that, the information obtained was true and accurate.

3.9 Credibility Of Research

According to Creswell and Poth (2016) the credibility of qualitative inquiry depends on three distinct but related inquiry elements:

- Rigorous methods for doing fieldwork that yield high-quality data that are systematically analyzed with attention to issues of credibility.
- The credibility of the researcher which is dependent on training, experience track record ,statues, and presentation of self; and
- Philosophical belief in the value of qualitative inquiry, that is, a fundamental appreciation of naturalistic inquiry, qualitative methods, inductive analysis, purposeful sampling, and holistic thinking.

3.10 Data Analysis

Marron and Dryden (2021) define data analysis as consisting of three concurrent flows of activity that is data reduction, data display and a conclusion drawing/verification part. Data

analysis can also be said to be a process of inspecting, cleaning, transferring and modeling data with the goal of highlighting useful information, suggesting conclusion and supporting decision-making. (Internet). In analyzing the data, both quantitative and qualitative data analysis were used by comparing the respondents' views to deduce the actual facts.

The quantitative data collected contained different views from the respondents. In view of this, the information obtained was sorted into various data segments which were analyzed manually.

3.11 Limitations Of The Study

A major limitation was the attitude of most respondents to the study. Respondents were not open and clear to respond to question. Respondents usually complained of being too busy to answer the questionnaires. It was also realized that even those who voluntarily respond to the questions were given false and untrue information. The researchers observed that the difficulties in revealing information was that respondents perceive that the information they are revealing will be used against them in the future.

Another limitation was the constraints of resources particularly transportation expenses to administer questionnaire in the study area which are wide spread. These limitations coupled with time constraints affected to a large extend the completion of the study within the time frame.

CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND RESULT

4.0 Introduction

In this chapter, data is analyzed and interpreted to answer the research questions for this study by the researchers. It begins with respondents' demography and then data presentation analysis for each research question. The range of responses elicited were coded and entered into SPSS (Statistical Package for Social Sciences). This software enabled the results of the primary data to be presented using frequency, tables, charts and diagrams to vividly describe the responses.

Setting the, the researchers wanted to know the demographics of the respondents and the following tables give the representation of these respondents.

Table 4.1 Gender of respondents

| Gender | Frequency | Percentage (%) |
|---------------|------------------|-----------------------|
| Male | 290 | 64 |
| Female | 160 | 36 |
| Total | 450 | 100 |

Source: field survey; 2023

The table 4.1 illustrates the sex distribution of the respondents. This shows that 64% of the respondents were males whiles 36% of the respondents are females. This is a clear indication that majority of the males respectively answered the questionnaire distributed.

Figure 4.1 Gender of Respondents

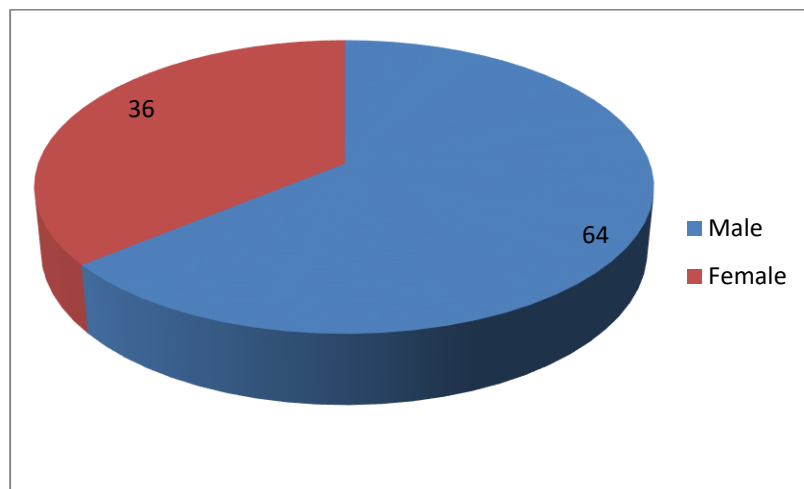


Table 4.2 Respondents' Educational Level

| Qualification | Frequency | Percentage (%) |
|--------------------|-----------|----------------|
| Post Graduate | 8 | 2 |
| University | 195 | 43 |
| Advance Level | 80 | 18 |
| Ordinary Level | 150 | 33 |
| Senior High School | 20 | 4 |
| Total | 450 | 100 |

Source: field survey; 2023

From table 4.2 above, 2% of the respondents hold post graduate degree whilst 43% hold first degree. The advance level is made up of 18% while ordinary level is 33% as senior high school forms 4%. It shows from the table that majority of the workers are highly educated.

Figure 4.2 Respondents Educational Level

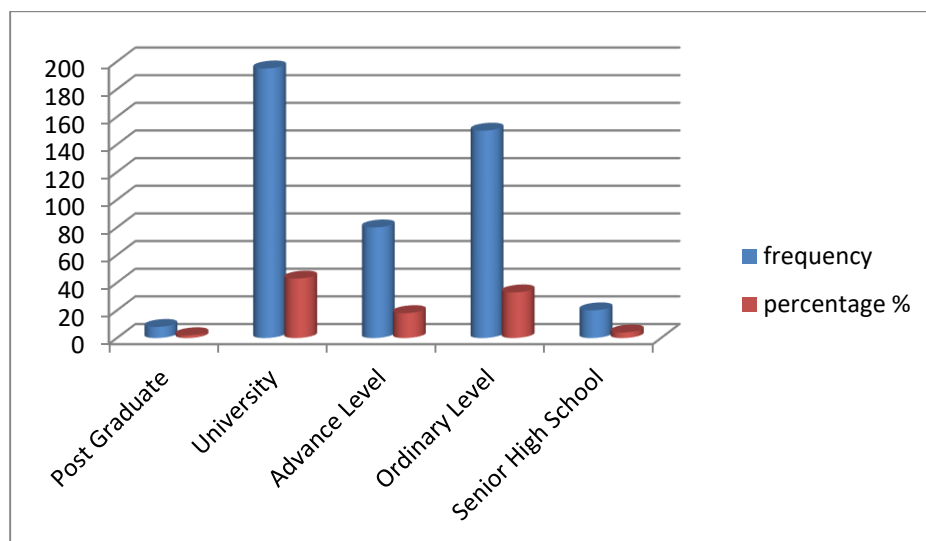


Table 4.3 Respondents' Working Experience

| No. Of Years | frequency | Percentage (%) |
|--------------|-----------|----------------|
| 1-5 | 225 | 50 |
| 6-10 | 95 | 21 |
| 11-15 | 45 | 10 |
| 16-20 | 48 | 11 |
| 21-25 | 22 | 5 |
| 26-30 | 15 | 3 |
| Total | 450 | 100 |

Source: field survey; 2023

In table 4.3 above, according to the respondents, the length of stay in the organization ranged from a minimum of one (1) year to a maximum of thirty (30) years. Two Hundred And Twenty Five (225) respondents forming 50% has been in the organization between 1-5years, 21% of the

respondents fall between category 6-10, 10% of the respondents also been in the service between 11-15years, 11% of the respondents has work experience between 16-20, 5% of the respondents has also service between 21-25 years whist the least servicing which 3% Of the respondents service between 26-30 years. This shows that the longest serving respondents fell in the 1-5 years category.

Table 4.4 Respondents Position in the Organization

| Position | Frequency | Percentage (%) |
|-----------------|------------------|-----------------------|
| Manager | 30 | 7 |
| Officer | 270 | 60 |
| Clerk | 150 | 33 |
| Total | 450 | 100 |

Source: field survey; 2023

As indicated in Table 4.4 above, 7% of the respondents were Managers. However, majority of the respondents fell in the Officers grade and that made up of 60% of the respondents with Clerks making up the 33% of the respondents to make a total of 100%.

Figure 4.4 Respondents' Position in the Organization

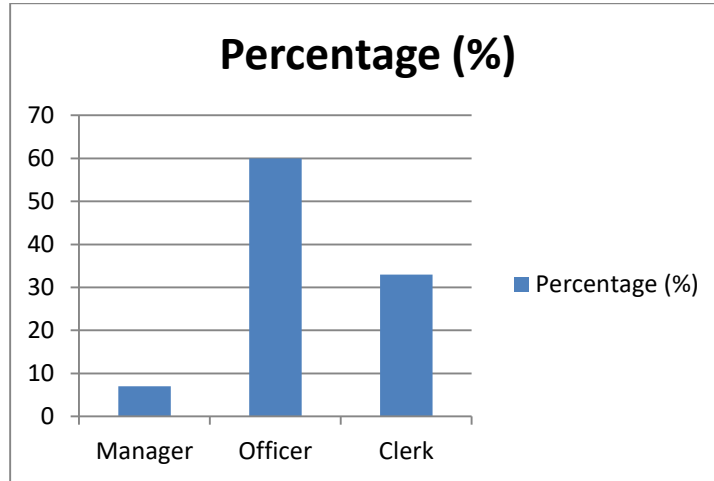


Table 4.5 workers involvement in Decision-Making

| Involved in Decision-Making | Frequency | Percentage (%) |
|-----------------------------|-----------|----------------|
| Yes | 170 | 38 |
| No | 280 | 62 |
| Total | 450 | 100 |

Source: field survey; 2023

In table 4.5 38% of the respondents from the organization stated they are not involved in decision-making whilst 62% of the respondents indicated they are involved in decision-making. This shows that majority of the respondents are aware they are not involved when it comes to decision-making which the researchers are of the view that workers must be involve in decision-making as raised in one of the researchers specific objectives.

Figure 4.5 Workers Involvement in Decision-making

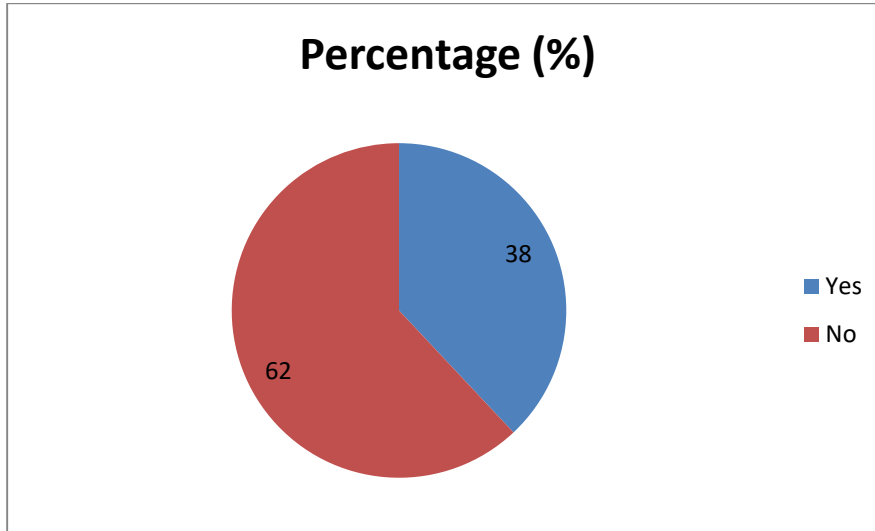


Table 4.6 Workers view on involvement in decision-making and its implementation

| Response | frequency | Percentage (%) |
|----------|-----------|----------------|
| Yes | 400 | 89 |
| No | 50 | 11 |
| Total | 450 | 100 |

Source: field survey; 2023

In table 4.6 above, 89% of the respondents think involving workers in decision-making would effectively contribute to the implementation of decisions arrived at by management whilst 11% of the respondents stated no. Majority of the respondents were of the view that involving workers in decision-making would effectively contribute to the implementation of decisions arrived at by management.

Table 4.7 Workers involvement in the decision-making

| Response | frequency | Percentage (%) |
|----------|-----------|----------------|
| Yes | 360 | 80 |
| No | 90 | 20 |
| Total | 450 | 100 |

Source: field survey; 2023

From table 4.7 80% of the respondents stated decision would be accepted by all if workers are involved in decision whereas 20% of the respondents were of the view that it would not be accepted. Majority of the respondents believes decision would be accepted by all provided workers are involved in decision.

Figure 4.7 Workers Involvement in Decision-Making

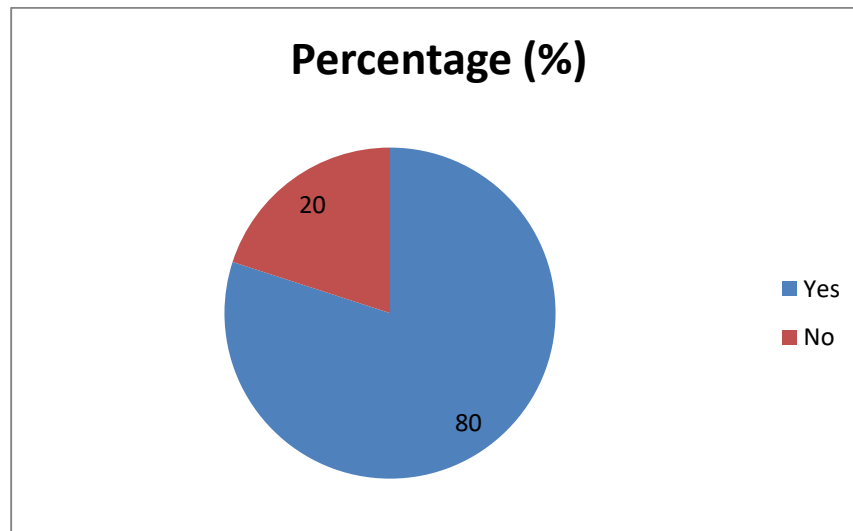


Table 4.8 Effects on non-worker participation on organization

| Response | Frequency | Percentage (%) |
|--------------------------|------------------|-----------------------|
| Low productivity | 74 | 16 |
| Tardiness | 46 | 10 |
| Worker turnover | 120 | 27 |
| Absenteeism | 25 | 6 |
| None of the above | 5 | 1 |
| All of the above | 180 | 40 |
| Total | 450 | 100 |

Source: field survey; 2023

In table 4.8 216% of the respondents believe it would lead to low productivity, 10% of the respondents said it would lead to tardiness, 27% of the respondents were of the view it would lead to worker turnover, 6% of the respondents stated non-participation of workers in decision-making lead to absenteeism. However, 1% of the respondents believe none of the above whilst the majority of the respondents making up 40% clearly stated all the above. It is one of the reasons that is why the researchers research on the topic: worker participation in decision-making; a necessary tool for effective management.

Figure 4.8 Effects on non-worker participation on Organization

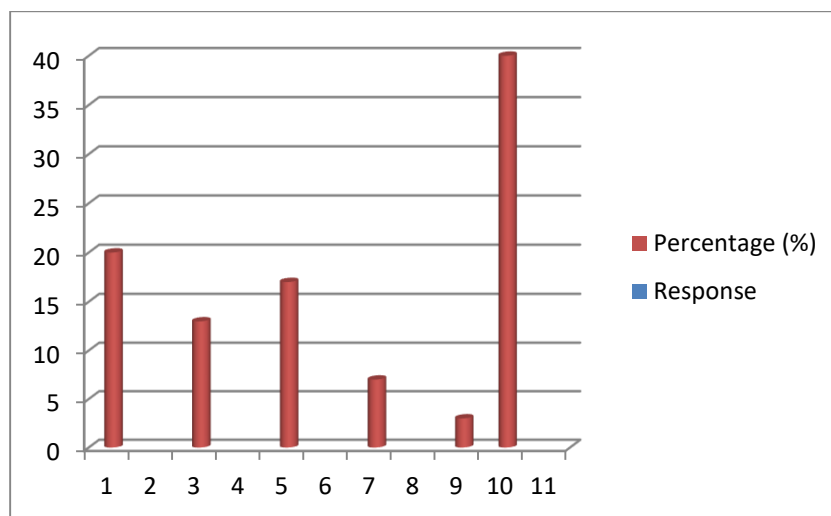


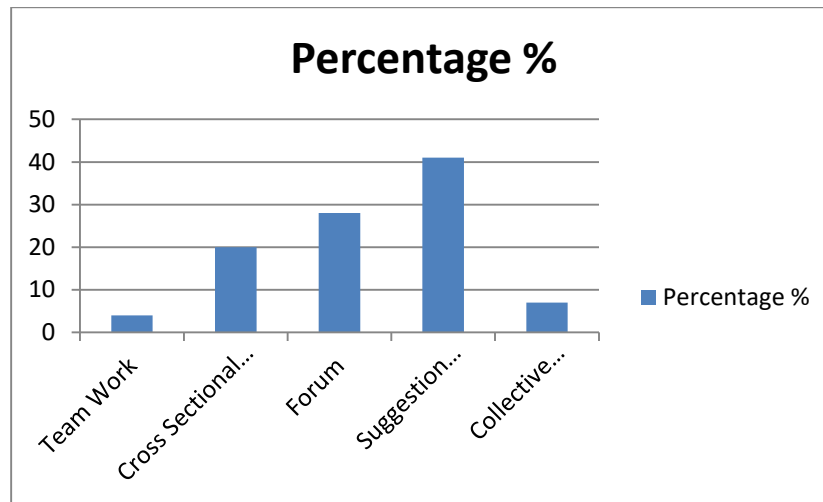
Table 4.9 Methods of participation in decision making used in KMA?

| Response | frequency | Percentage (%) |
|--------------------------|-----------|----------------|
| Team work | 16 | 4 |
| Cross sectional meetings | 90 | 20 |
| Forum | 125 | 28 |
| Suggestion schemes | 185 | 41 |
| Collective bargaining | 34 | 7 |
| Total | 450 | 100 |

Source: field survey; 2023

From table 4.9 4% of the respondents indicated team work as method of participation in decision-making used in KMA, 20% of the respondents indicated cross sectional meetings, 28% of the respondents were of the view that forum is used as method of participation in decision-making, 41% of the respondents which form the majority clearly stated suggestion schemes is used as a method of participation in decision-making whilst 7% of the respondents said collective bargaining is used.

Figure 4.9 Methods of participation in decision making used in KMA



4.1 Face-To –Face Interview With Human Resource Manager

The aim of the interview by the researchers was to obtain from the managerial perspective to seek Management's view on worker involvement in decision-making how it pertains to the organization.

4.2. Forms and Extent of Worker Involvement

The Human Resource manager in reply to the question whether Kumasi Metropolitan Assembly (KMA) believes in the concept of worker Involvement answered that management of KMA believe in the concept. According to him it is actually practiced and management has a listening ear to suggestion that it receives through such activities.

He said some forms of worker involvement in decision making are Joint Negotiations, Collective Bargaining, Disciplinary Committees, Durbars, Workshops, among others. Through these

activities, management gets to know of how staff are reacting to decisions it has taken or intends to take and these helps them in making informed decisions.

He went on to explain that workers are involved at various levels right from the initial level to the implementation level when the need arises. Worker are not directly involved in corporate and management decision- making when the question to what extent are worker involved was posed. According to Human Resource, when such decisions are made and they do not go down well with staff, both formal and informal methods are used to find out workers' views and opinions.

4.3 Channels Of Communication In Worker Involvement

According to the Human Resource the channels of communication instituted by KMA to reach workers and receive feedback are various among which are Staff meeting, Circular letter, Notices. The email is also another channel through which information is passed on to staff.

In answer to the question of how often does management meet with workers in KMA as a general body and also representatives of the workers, the Human Resource manager pointed out that this is not often and regular. Sometimes it is done monthly or two times in a year.

4.4 Benefits Of Worker Involvement

When asked whether benefits can be derived or have been derived from worker involvement in decision making he said yes.

According to him, it enhances worker performance and improves staff welfare. By involving worker, ideas and efficient ways of satisfying and delighting the workers through service

delivery can be brought to the notice of management and problems can be nipped in the bud and others curbed.

4.5 Worker Participation

When the question of what your understanding of worker participation in decision-making process is was posed to the Human Resource, he said it is the role a team or individual plays and contribution that they are expected to make to achieve their unit business objectives.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary, conclusion, and recommendations base on the research results.

From the findings arrived at in the research on worker participation in decision making; a necessary tool for effective management; a case study on Kumasi Metropolitan Assembly (KMA).

It has been realized that the theme is of crucial dimension to the organization's survival and growth. This is because the finding from the case study shows a positive impact on the business and activities of KMA when workers are involved in decision- making. This is presented in the conclusion, however workable recommendation with regards to improvement of workers' participation in decision making not only at KMA but also at any other workplace.

5.1 Summary Of Findings

The research was done to investigate workers participation in decision- making and its role it plays in effective management in corporate world. The aim of the study was to find out the methods of participation practiced in Kumasi Metropolitan Assembly (KMA), to investigate the extent to which workers participate in decision-making, to find out the forms/methods of participation in decision making, to find out factors affecting the decision-making process, to find out the benefits of participation in decision making and to find out the problems/limitations of participation in decision making.

The study sought to find answers to the following questions:

1. What methods of participation practiced in Kumasi Metropolitan Assembly (KMA)?
2. What methods of participation in decision making are used in KMA?
3. What are the benefits & limitations of participating in decision making?

5.2 Key Findings Of The Study

The study found out that employee of KMA irrespective of how many years one has been with the organization fully participates in decision making.

1. The research found out that the main method of participation in decision making used in Kumasi Metropolitan Assembly is staff durbar & open forums, management meetings & staff & work councils/groups. This came to light during the short interview.
2. Most of the respondents also confirmed they are involved at the initial stage of the decision making process. Though it was revealed from the research that non-involvement of worker in decision-making could lead to some sort of employee dissatisfaction.
3. Most of the respondents also said that they use the staff meeting, circular letter and notices to communicate in the organization as confirm by the Human resource during the short interview by the researchers.
4. The research also found out that participation effects employee motivation positively whether you are in management or not.
5. The research also found out that worker participation boost team work and further emphasis on the employees' motivation.

6. The study also found out that worker participation also has positive effect on employee productivity.

5.3 Conclusions

Based on the major findings the following conclusions were drawn:

1. The methods of participation practiced in KMA are suggestion schemes.
2. Workers of KMA are involved in decision making irrespective of the number of years & experienced in the organization.
3. The factors that affect decision making at KMA are found to be external forces like timing, venue & the number of workers taking the decision.
4. Workers participation in decision making process sometimes serves as a motivational incentive to workers, increasing job satisfaction & improving productivity.
5. Worker participation in decision making can delay management issues of very important programmes that have cost implications for the organization.

5.4 Recommendations

Based on the conclusions drawn, the study recommends the following:

1. Management of Kumasi Metropolitan Assembly (KMA) should take a serious look at workers interest & demands since they constitute human capital base of the organization.
2. Management sometimes ought to consult the workers of the organization as when the need arises.
3. Management should encourage workers to set up committees to represent them at meetings to address their concerns & organization's goals, objectives & key performance indicators.

4. Management should also create an enabling environment for workers to fully participate in decision- making in the organization.
5. Management after taking decisions with workers should monitor the effects of the decisions taken in its implementation and accomplishment of the issues.
6. Management should allow the workers to select their representatives to committees so they do not oppose in the implementation of the issues that will be carried out.
7. Management should implement suggestions put in by workers or otherwise communicate to staff where their suggestions are not being implemented, also reward brilliant suggestions.
8. Management in conjunction with union leaders should use the intranet to communicate give feedback to the staff since most of them use the intranet as their communication channel.

5.4.1 Recommendation for Further Research

Future researchers should widen the scope of the study to cover more metropolitan, municipal, and district assemblies which the recent study could not cover.

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APPENDIX A

Questionnaire

Dear Respondent

This study is being conducted on the above topic for academic purposes and the researchers would be grateful if you could provide answers to the questions below.

Please note that the strictest confidentiality is assured with respect to answers given as facts are needed for academic purposes.

Please tick where appropriate.

1) Sex: Male [] Female []

2) What is your level of education?

a) Post Graduate [] b) University [] c) Advance Level []

d) Ordinary Level [] e) Senior High School []

3) How many years have you worked with your organization?

a) 1-5 [] b) 6-10 [] c) 11-15 [] d) 16-20 [] e) 21-25 [] f) 26-30 []

4) Position in your organization: a) Manager [] b) Officer Clerk []

5) Are you involved in decision making in your organization?

Yes [] No []

6) Do you think involving workers in decision-making would contribute effectively to the implementation of decisions arrived at by Management?

Yes [] No []

Briefly explain

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.....

.....

7) If workers are involved in the decision-making process, would it lead to acceptance of these decisions by all?

Yes [] No []

8) What would non-participation of workers in decision-making lead to in organizations? a)

Labor unrest [] b) job dissatisfaction []

c) Low productivity [] d) Tardiness [] e) worker turnover []

f) Absenteeism [] g) none of the above [] h) all of the above []

9) Do you believe that employee participation will make employees 'own' the organization and have a sense of belonging? Yes [] No []

10) What method of participation is practiced in KMA?

a) Team work [] b) cross sectional meetings [] c) forum []

d) Suggestion schemes [] e) collective bargaining []

11) In your opinion would involvement and empowerment of employees lead to a change in work attitudes? Yes [] No []

12) Would they be positive or negative? Explain briefly

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.....

13) Are you delegated with the authority required to fulfill your role within the organization?
Yes [] No []

14) Does it impact positively or negatively on your work? Briefly explain.

.....

.....

15) What benefits would organizations that involve its employees in the decision-making process enjoy a) Low turnover [] b) Increased productivity []

c) Commitment to organizational goals [] d) Improved performance []

e) Job satisfaction [] f) Better communication []

16) Does your organization empower you as an employee by providing the requisite training, tools and management support that enables effective functioning as a worker? Yes [] No []

APPENDIX B

INTERVIEW WITH HUMAN RESOURCE MANAGER

1. Does KMA believe in the concept of Worker Involvement in decision-making?
2. Is it practiced?
3. What forms of Worker involvement are practiced in KMA?
4. At what level do you think workers should participate in the decision-making and to what extent should they be involved?
5. What channels of communication are instituted by the organization to reach worker and get a feedback?
6. How often does management meet with employees as?
 - a. A general body
 - b. A representative of the workers
7. Have any benefits been derived from or expected to be derived from involving worker in decision-making?
8. What are these benefits if any?
9. Should workers be consulted on only matters that affect their welfare and policy issues and strategic plans the preserve of management?
10. What is your understanding of worker participation in decision-making process?
11. In your estimation, is collective bargaining the most effective form of worker involvement?
12. What is your view on durbars, for a suggestion boxes etc as a channel of communication in the involvement of workers in decision-making?
13. Would you say the nature of the organizations operations easily lend itself to worker participation at the management level?