

CHRISTIAN SERVICE UNIVERSITY COLLEGE

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DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

WORKER PARTICIPATION IN DECISION-MAKING; AN ESSENTIAL TOOL FOR  
EFFECTIVE MANAGEMENT.

(CASE STUDY OF KUMASI METROPOLITAN ASSEMBLY)

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## **DEDICATION**

We dedicate this work to our entire families especially our parents for their support and encouragement, as well as those who helped us in diverse ways.

## **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

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**

The development of large, complex and centralized organization with remote management led workers increasingly to question the unilateral decision-making often used by managers. Early processes of participation normally develop in the form of joint consultation committees at workplace level Clegg (1961). Hence, the concept of worker participation refers to the inclusion of non-managerial employees in the decision-making processes in an organization (Pugh 1977). Questions like which employees or groups of employees should be involved in the decision making process, what level of decision making should they be involved in and what form the participation should take are some of the questions addressed by the concept of worker participation. According to (Mc Gregor, 1960), worker involvement or participation in decision-making is a concept that has not been widely understood and accepted by many as forming a very important part of human relations in organizations. The impressions given by those who propose it is that it eliminate conflicts and disagreements between the worker and management body when it comes to implementation and compliance since decisions are taken both in the interest of the worker and the organization as a whole.

Worker participation if practice would ensure a favorable atmosphere for implementation as staff would have a feeling of trust and sense of belongingness and therefore take ownership of decisions and see to its successful implementation. Those against the concept

of worker involvement in decision-making view it as a waste of time, lowering of efficiency and weakening the effectiveness of management (Apostolou, 2000).

To another group of managers, it could be a manipulative technique to get workers to do what has been decided by deluding them into thinking they have a say in the decision process when in actual fact they are only being told to do what has already been decided (Albrook, 1967). Worker participation is said to enhance productivity and could lead to improved efficiency and effectiveness. Participation does not only increase employee contribution to problem analysis but also enhances their ability to make important operational decisions. Similarly, participation promotes mutual understanding between employers and employees which reduces labor dispute.

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.

Theorists and researchers such as McGregor (1957) and Herzberg (1966) have strengthened this evidence that a wide variety of benefits may accrue to an organization that systematically develops and consciously encourages the participative style of management that is involving workers in decision-making. Through this, productivity and

efficiency would be greatly improved and some amount of strain and stress associated with working in some organizations would be removed.

According to Gosep (2004) 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.

Hence, the importance of worker participation lies in the fact that participation increases employee motivation, promotes the psychological wellbeing workers as well as peace and harmony between management and staff. Through participation workers get to see how their actions contribute to meeting the overall goals and objectives of the company. Consequently, workers tend to view the decisions as 'their own' and are more enthusiastic in their implementation.

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

In practice, the participation of workers can mean anything from a simple suggestion scheme to grand schemes like quality circles and total quality management. In between these two extremes lie various forms of staff participation schemes including staff or work councils, joint councils and committees, staff ownership schemes, collective bargaining, job enlargement and enrichment, and empowered teams.

Participation takes place at three main levels namely: board or corporate level, business or department level, and functional level. At the board or corporate level, participation is mainly through workers' representatives on the Board who play the role of safeguarding the interests of workers and may include trade unions and unions and collective bargaining executives. At the business or departmental level, participation may involve staff and work councils, total quality management, quality circles and suggestion schemes. Participation at the functional level may take the form of job enlargement and enrichment, direct participation, empowered teams, and other quality management schemes.

According to Pugh (1977), for participation to be effective, management and employees must have clearly defined and complementary goals, and should both work towards achieving those objectives. There must be effective communication and free flow of information between management and staff. Participation of outside trade union leaders

must be limited as much as possible. Besides, management must implement training and development programmes for employees to enable their effective and meaningful participation at various level of decision making throughout the organization. Efforts must also be made towards building trust and confidence between managers at all levels and among employees.

To what extent can all employees and or their representatives participate effectively in organizational decision making? Critiques of the concept of worker participation argue that technology and organizations today are so complex that specialized work-roles are required in most jobs. This means employees will not be able to participate effectively in matters beyond their particular environment. Lack of expertise on the part of most employees precludes them from making meaningful contributions towards the making of highly technical and strategic decisions. Moreover, research shows that the role of trade unions in promoting participative management has been far from satisfactory. Additionally, most managers may not be inclined towards sharing decision making powers with their subordinates. It must also be recognized that some employees may not be interested in decision-making and may be reluctant to contribute effectively towards the process.

## **1.2 Statement of the problem**

In Ghana, production has become more dehumanized and hence workers have become increasingly dissatisfied and alienated causing the quality of their work to suffer.

For example, the strike actions Company, Barclays Bank (Ghana News Agency, 03/01/2006) among others. All these have arisen as a result 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 offset this dissatisfaction, various researches have been conducted on how to improve quality of work life and to give workers a voice in management and decision making. While workers in Ghana often use unions to express their views, in other nations they hold seats on boards of directors and have formed work councils for this purpose.

It is difficult to generalize about the economy-wide impact of worker participation because of the lack of controlled experiments and long-term data. However, it appears that participation does not harm productivity. In recent times, it is believed that insufficient participation in decision-making is a major reason why this country is experiencing industrial action and unrest in public and private organizations. This research is poised to ascertain what prevails at 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 work place?

#### **1.5 Significance of The Study**

This study is to ascertain the extent to which worker participation in decision making is indeed a necessary tool for effective management, would help management in Kumasi Metropolitan Assembly (KMA) and other organizations in Ghana to involve workers and union executive in decision making. The study would offer very constructive ideas to help the organization develop and maintain a quality of work life that would provide an opportunity for their job satisfaction and self-actualization. The study will also give

workers of KMA and workers in other organization the opportunity to express their grievances and disagreements.

Besides, the findings of this study would constitute additional literature on the subject of worker participation and serve as a source of reference for other students pursuing Bachelors Degree in Business Administration; and a basis for further research into the subject.

### **1.6 Scope And Limitation Of The Study**

The research was focused on worker participation in decision-making; an essential tool for effective management. In an attempt to undertake this research, the researchers encountered many problems; one of which was financial constraints. There is no financial support; therefore the researchers had to work under financial difficulties. Another major problem encountered during the study was the unwillingness of the respondent to answer the questionnaires and had little or no time to spend in communicating with the researchers.

### **1.7 Methodology**

The study would be a descriptive survey of the staff of Kumasi Metropolitan Assembly in the Ashanti Region with a population size of Eight Hundred (800) but a sample size of Six Hundred (600) respondents will be considered for this survey. We will pick respondents using the systematic sampling technique. Data will be collected by means of self-administered questionnaires with both closed ended and open-ended questions. Also, one on one interview with respondents will be used to elicit more information from participants to answer our research questions and objectives of the study.

After the data has been collected, it will be edited, grouped and analyzed using both quantitative analytical techniques. The main reason why data will be analyzed is to help measure, make comparisons, examine relationships between worker participation in decision making & productivity, explore and explain. In editing the data collected will be thoroughly examined by the students for the following; completeness of answers, eligibility, comprehensibility, consistency, accuracy, uniformity and appropriateness. The data will then be entered into a computer and modified for ease of analysis. Microsoft Excel will be used in the analysis of the data obtained. Descriptive statistics will be used to summarize the measurement variable into frequency distribution tables and charts.

### **1.8 Organization of the study**

The study will be organized into five main chapters. Chapter one will provide an introduction to 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**

#### **2.1 Introduction**

This chapter presents literature reviewed for the study, the literature review provides ideas and principles on which the study derives its foundation. It takes into consideration describing how previous studies of the subject are related to each other and more so to the study. This includes worker participation in decision making, Empowerment and forms of worker involvement.

#### **2.2 Participation In Decision Making**

In today's turbulent environment and intense competition, organizations are forced to seek ways to be more flexible, adaptive and competitive as they are faced with competitive pressures and rapidly changing markets. Above all organizations are discovering that people really are the most important asset, (David, 2005).it implies that worker participation is critical if the organizations want to be competitive.

According to Cohen, et el. (1997) success depends on involving the workforce's entire capacity to generate new ideas and ways of working to outsmart the competitors. Employees must be involved if they are to understand the need for creativity and committed to changing their behaviors in work, in new and improved ways. Employee involvement is one important aspect of organizational life in achieving organizational effectiveness and positive employee perceptions. Employee participation in decision making is one of the many current forms of employee involvement in the workplace decision making. Managers

are encouraged to allow a high degree of employee participation and autonomy, which are intended to increase workforce commitment and to humanize the workplace with the intention of improving work performance.

Trust is considered crucial for organization effectiveness according to (Gomez & Rosen, 2001). Employees have greater control over decisions that affect them when managers involve them in decision making and therefore can protect their own interests. When superiors are comfortable with the competence level of employees there seem to be trust for the subordinates. Trust has been seen to be highly correlated with participative styles of leadership by (Klauss & Bass, 1998) when employees are given the opportunity to freely participate in decision making, they tend to trust the organization, they are therefore satisfied and give off their best; increasing the productivity of such employees who trust the organization they work for.

Dr. Paul, B., 1976. Work place democracy efforts: the Journal of Economic Issues, June (Vol.x No.2).

In his classic article he identifies six necessary components for successful programs on worker participation in decision making:

- Workers must have an increased degree of power vis-à-vis management regarding various levels of decision making in the company.
- Workers must have access to and sharing of management level information. A corollary to this component is that workers must be trained to understand and use this information in a correct and effective manner.

- A guaranteed right of protection from reprisal for employees who voice criticisms of management.
- An independent board of appeals to settle disputes between labor and management (grievance procedure).
- A participatory/democratic consciousness or a set of beliefs and traits among the work force and among management that tends to worker participation in decision making. The belief that workers have the ability to make good decisions or strong feelings of self-reliance are two such traits.
- A guaranteed economic return on cost savings or surplus produced above the employee's regular salary. This sometimes is labeled as "gain sharing."

It is therefore important that managers involve their employees in decision making by providing the platform for the employees.

### **2.3 Employee Participation**

There is no clear consensus as to the definition of employee participation. It is a process that involves employees in the sharing of information and or making of decisions. Participation may be direct or indirect. Direct participation involves the employees themselves, whereas indirect participation takes place through an intermediary of employee representative bodies, such as works councils or trade unions (EPOC, 1997).

The main forms of direct participation include consultative participation and delegative participation (Geary & Sission, 1994). Consultative participation refers to practices where

management encourages employees to share their opinions regarding work related concerns yet retains the right to make all final decisions. It includes regular meetings with supervisors, attitude surveys & employee suggestion plans. Delegative participation on the other hand gives employees increased responsibility and autonomy to organize and perform their jobs as they see fit. This includes scheduling of work, improving work processes and attendance and absence control.

According to (Mohrman & Ledford, 1995), 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 is 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.

The relevance is that managers rooted in the human relations theory will create the conducive environment for workers, create work groups in teams ;creating the grounds for worker participation thereby increasing job satisfaction, commitment which in the long run lead to increase production.

Richie and Miles (1970) in their recent research paper found out , 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. According to (Locke & Schweiger, 1979), employee participation is generally defined as a process in which influence is shared among individuals who are otherwise hierarchically unequal. In a similar function Wagner (1994) explained participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavors. Coch & French (1949), 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. Likert (1961) 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. Cooperate research done by Rooney (1987), Cooke (1992), Werneke and Levitan (1994), Ledford and Lawler (1994) and Huang (1997), all focused on 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.

Cotton, et al. (1988) as well as Norton (1989) emphasized the relation between employee Participation and job satisfaction. In his study Pfeffer (1994) for example showed that employee participation is positively related to performance, satisfaction, and productivity of an employee. That profit sharing programs are more effective when combined with employee participation in management.

## **2.4 Decision-Making**

Decision-making makes it possible to adopt the best course of action in carrying out a given task. It becomes necessary to find out the best way when there are different ways of performing a task and the action finally selected should produce the best results and should be acceptable to both the workers and management.

Satisfied workers put in their best efforts and this result in higher output which satisfies management who may come forward to share the gain with the workers, thus, there is improvement in the overall efficiency of the organization.

According to (Torgersen & Weinstock, 1972) talk of decision-making as the essence of management. Even though other organizational participants might take decisions, the decision-making capability of the manager will play a major role in the success of the organization.

Decision-making is defined by Stone and Freeman (1984) as “the process of identifying and selecting a course of action to solve a particular problem’. Wehrich and Koontz (1993) define decision-making as “the selection of a course of action among alternatives”.

Decision making in organizations has been described as a process of behavior with the economic model at one extreme and the social model at the other extreme (Kimberly & Rotman, 1987). This description implies that only irrational decision making accords human values precedence over economic values. Leaders must find some middle ground between these extremes for it is evident that neither set of values can be ignored.

In many organizations, managers have been confronted with the tasks of making severe, undesirable and unpleasant cuts of personnel and services in a hasty manner, because, in part, they failed to heed economic values in earlier decisions.

Similarly, organizations have often been forced to retract decision, and to act in confusing manners, in chaotic situations, because they failed in part, to heed to human values in reaching earlier decisions.

## **2.5 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.

## **2.6 Empowerment**

Various researches and studies have found that worker empowerment leads to a truly nurturing environment where the workers can learn, grow, improve and enhance their functioning or performance abilities.

Worker empowerment also provides for creating an environment of trust, importance in the eyes of the employees and since it enhances the capability of the respective employees; the same also leads to the creation of a positive work environment within the organizational set up.

Empowerment means that all employees feel that they have the responsibility and authority to participate in decision-making and problem solving in their appropriate operating levels.

According to (Apostolou,2002) it is obvious that a whole company of skilled and capable problem solvers will have a distinct competitive advantage over an organization that only a few key distributors and an array of drones. Empowerment involves decentralizing power within the organization to individual decision makers further down the line. Team working is a key part of the empowerment process and members are encouraged to make decisions for themselves in line with guidelines and frameworks established in self managing teams.

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.

Apostolou (2000) wrote that worker involvement and empowerment is a long term commitment, a new way of doing business, a fundamental change in culture. He said workers who have been trained, empowered and recognized for their achievements see their jobs and their companies from a different perspective.

According to him the cultural effect being sought is a sense of ownership of the company among its workers. Such workers “own” the company in that they feel personally responsible for its performance.

By involving the people in the initial processes of decision-making, genuine commitment is obtained even if the original ideas are not theirs. Organizations that involve their workers in decision-making have evolved beyond merely telling people what is going on, to actively seeking their contribution to the decision-making process.

## **2.7 Methods of Worker Involvement**

According to Apostolou (2000), there are several keys to involvement among which are financial and job security. Share ownership and profit distribution plans can help to foster an interest in a company’s affairs at the competitive level which is often hard to get across in the normal day-to-day routine of workplace activity.

With regards to job security, having no doubts that one will still be with the company for a long time to come are likely to encourage a sense of belonging.

Methods of getting workers involved are many and varied and these include suggestion systems, teams, focus groups, surveys, self-directed work groups, incentive programmes among others. The aim is to determine the most effective option that will be linked to specific organizational goals. Certain key actions need to take place to be able to implement worker involvement. These, according to Apostolou are: Giving the worker the responsibility, training the worker to accept responsibility, communicating and giving feedback and giving rewards and recognition.

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.

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.

## **2.8 Conditions For Worker Involvement In Decision-Making**

According to Apostolou, (2002) if the worker involvement process is sincere and valid, it should meet the following six conditions where Management involves the Union at the highest levels as an equal partner from planning through implementation, and evaluation of employee involvement; the Union equally selects with management any consultants who are hired to set up and coordinate worker involvement committee.

It is a voluntary process for both union and company. The Union selects elects or appoints its representatives on the committees that deal with employee involvement. Collective bargaining and grievance matters are not a part of the program. These subjects remain outside of worker involvement.

Management must also agree to the proposition in writing that no workers can be laid off or downgraded as a result of ideas generated by the workers in employee involvement committees. Money savings of worker involvement are shared with workers through items such as more money in the paycheck, free training, upgrading, a shorter workweek, etc. The union and management jointly determine this Management actions on cooperation should be the same as management words.

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.

According to Apostolou (2000), 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.

In the words on of one national union, the union should educate its people that illegitimate worker involvement is “is an attempt to create a shop floor structure controlled by management, and pushing management’s point of view, aimed at undermining the union steward system and bypassing the union. The ultimate goal is to get rid of the union altogether, or transform it into a totally company union.

Lawler (1993) a professor of management at the University of Southern California did a study of Fortune 100 firms on which business strategy offers the highest returns: process re-engineering, total quality management or worker involvement and the winner was worker involvement. Each of these three strategies produces an effect but their studies indicate that worker involvement is a stronger driver of financial performance than total quality management or re-engineering, he said. Re-engineering, Lawler said, is basically a

onetime change. You do it once and it has an impact, but it's not something you can do time after time. You can only downsize so much. You can't downsize your way to growth.

In contrast, he said, 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.

## **2.9 Forms of Worker Involvement**

Worker involvement programmes can take a variety of forms including job participation, consisting of permanent programmes in which workers take a formal, direct role in decisions relating to job issues; consultative participation, including long term interventions like quality circles and employee suggestion schemes, in which employees' opinions are sought as managers engage in decision-making.

It could also use representative participation, in which employees elect councils or board members to represent their interests to management or downward communication, through newsletters and team briefings and various forms of financial participation via gain-sharing, profit-sharing and employee-ownership schemes (Lawler, 1996).

According to Lawler (1986), it is however incorrect to assume that the mere existence of such organizational programmes as proxies for individual feelings toward involvement, and the individual acceptance of these practices.

A more accurate test would operationalize involvement through the individual Worker's attitude and behavior. These types of operationalization recognizes that the individual worker must perceive that the opportunity for involvement exists and that the worker must endorse it by actually putting involvement into practice in his or her daily work routine.

An organization may have well-written policies concerning involvement, and top management may even believe it is being practiced, but these policies and beliefs are meaningless until the individual perceives them as something important to his or her presence in the organization (Vandenberg, et al., 1999).

## **2.10 Dimensions of worker Involvement**

The core values are reflected in five different perspectives on the purpose and rationale for worker participation in organizations (Bolle de Bal,1992). The Managerial Approach, which is inspired by productivity and efficiency goals (participation is organized at a lower level in order to relieve worker dissatisfaction and morale problems). A key issue in this approach is the extent to which management delegates or retains the power to initiate, frame, and terminative participative processes.

It also reflects management's view that the direct participation of workers undermines union power. The Humanist Psychology Approach, which is inspired by human growth and

development goals, (participation as a way to enhance the well-being of the individual by promoting individual creativity, self-esteem, and ego strength).

This approach reflects the movement led by Elton Mayo. It reflects a much more positive view of human nature and emphasizes the need to retrain managers to develop their participative leadership skills and unlearn authoritarian behaviours.

According to (Pateman, 1970) It acknowledges the societal function of the workplace and the benefit of participatory restructuring of the workplace, given the central role it plays in the lives of most ordinary people.

The Industrial Relations Approach, which is inspired by democratic goals participation is not only a means to an end in itself but also a way to create a strongly democratic society, characterized by active participative citizens.

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.

The workplace is seen as a point of leverage from which to achieve a more egalitarian redistribution of power, leading to a greater democratization of the entire political process (Emery & Thorsrud, 1969; Bachrach & Botwinick, 1992, Matejko 1986). The Political

Approach, which is inspired by revolutionary goals (participation as a means to change the overall structure of ownership to a collective base and to educate workers to class consciousness). Advancement toward greater worker participation is seen as very dependent upon a strong labour movement.

### **2.11 Benefits of worker involvement**

It is to be noted that not everyone subscribes to this positive view of participatory democracy or to the benefits of direct participation in the workplace. As literature on participative management and worker involvement accumulated, a wide range of benefits was elaborated, and organizations were encouraged to adopt a variety of participation strategies, and to cultivate a culture of participation (Denison, 1990).

Kanter (1989), for example, pointed out that a participatory work environment is theoretically more effective at enhancing innovations than traditional bureaucratic structures because it promotes the sharing of product knowledge between managers and workers, who are closest to the products being made and work being done and therefore more likely to develop strategies and suggestions for better quality items.

Markowitz (1996) also asserted that giving worker decision-making power boosts their morale and commitment to the organization, which aids productivity; everybody benefits: businesses accrue higher profits and stability because they are more secure in their industry niche and workers are more fulfilled and attached to the companies because they have a voice in decision-making.

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.

## **2.12 Adverse Effects of Worker Involvement**

According to ( Lawler,1990) Some potential negative consequences were identified as salary and training costs(developing new skills and responsibilities 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) Expectations for organizational change and personal growth and development opportunities(any program that talks about participation increases expectations for organizational change and personal growth, which, if it is limited or fails,

results in dissatisfaction and cynicism) Resistance by middle management and/or staff support groups(if they are not positively affected by the program, they may resist it) Lost time (participation takes time and can slow decision-making because a number of people have to understand and accept the decision).

### **2.13 Four Key Strategies of Employee Involvement**

Though there is no authoritative source or theory that defines participation, according to Lawler,et al.(1998) provide a good starting point by identifying four key strategies, whose nature and location in the organization are central issues for governance in all organizations and which largely determine the nature and degree of participation available to workers. These are information sharing, knowledge development, rewards and recognition systems and power sharing.

Information sharing about business performance, plans, goals, and strategies, about new technologies and competitors' performance is another. Without business information, individuals are restricted in their ability to make meaningful contributions, participate in planning and setting direction, understand the effectiveness of their performance and that of the organization. Information sharing includes both information disclosure and open communication processes.

Knowledge development and training to provide skills in group decision-making and problem solving, leadership, quality and statistical analysis, an understanding of the

business and job skills and cross-training. This knowledge and training enables workers to understand and contribute to organizational performance.

Rewards and recognition systems that are based on the performance of the organization and that are designed to encourage workers to obtain information, add skills, take more decision-making responsibility, enhance teamwork, and perform in ways that help the business (for example, through the use of individual incentives, work group or team incentives, profit sharing, worker stock ownership plans, stock options plans and non-monetary recognition and awards for performance. Power sharing, particularly in decision-making, either through parallel structure practices such as quality circles, committees, survey feedback, or suggestion systems, or work design power sharing practices such as job enrichment and redesign, self managing work teams, mini-business units, and participation on decision-making boards and committees that enable workers to use and apply the information and knowledge effectively, key strategies include locating decisions at the lowest possible level in the organization.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 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 the area of validity, and reliability will also be discussed in order to justify the approach taken.

#### **3.2 Research Strategy**

Research strategy, according to Yin (2003), “is an empirical inquiry that investigates a contemporary phenomenon within its real life context especially when the boundaries between phenomenon and concept are not clearly evident”. The researcher has chosen to make a single case study on a particular phenomenon in an organization. Yin (2003), further explained that, a case study as a research strategy is used in many situations to contribute to the knowledge of an individual, group, organizational, social, political, and related phenomena. Case studies are one of several ways of doing social science research; other ways include experiments, surveys, histories and the analysis of archival information. He again argue that, the first and most important strategy for differentiating among the various research strategies is to identify the type of research question being asked and suggest that

in general “how and why” questions are likely to favor the use of case studies, experiments or histories. However, the case study is preferred in examining contemporary events but when the relevant behaviors cannot be manipulated.

### **3.3 Qualitative and Quantitative Research**

Qualitative research is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data. It is inductive, constructionist and interpretive (Bryman 2004). It is based on methods of analysis and explanation building which involve understanding of complexity, detail and context. It also aims to produce rounded understandings on the basis of rich, contextual and detailed data. There is more emphasis on ‘holistic’ forms of analysis and explanation, in this sense, than on charting surface patterns, trends and correlations (Mason 1996). Mason (1996) 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, Bryman (2004). Due to the aim of this research work, that is, impact of material management on profitability, a qualitative design method was chosen in order 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 also give a thorough understanding and analysis.

### **3.4 Reason for choice of study area**

The researchers were motivated to write this research work on Kumasi Metropolitan Assembly (KMA) as a result 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.

### **3.5 Data Collection**

According to Saunders et al (2007), “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.

### **3.5.1 Primary data**

Burns (2000) argued that, primary data are firsthand information gotten for a 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, Patton (2002). 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 Yin (2003) "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).

### **3.5.2 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 Saunders et al (2003), the advantages of using this source of data is to that resource are saved, in particular, time and money. Secondly, the researcher is able to analyze far and larger data sets. More so, one has the opportunity to think about theoretical aspirations and substantiate issues as there is more time to analyze and interpret data. According to Saunders et al (2007), 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 researches.

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

### **3.6 Data Collection Instrument**

#### **3.6.1 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 as a result of significant issues that emerge in the course of interviews Bryman (2004). Furthermore, Saunders et al (2007) 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.

#### **3.6.2 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.

### **3.7 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 similar to the research topic. Some respondents refused to grant interviews for personal reasons.

### **3.8 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.

### **3.9 Reliability**

Burns (2000) 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 a number of 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.

### **3.10 Credibility Of Research**

According to Patton (2002) 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, status, 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.

### **3.11 Data Analysis**

Miles and Huberman (1994) 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.

### **3.12 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 extent the completion of the study within the time frame.

## CHAPTER FOUR

### DATA ANALYSIS, DISCUSSION AND RESULT

#### 4.1 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.

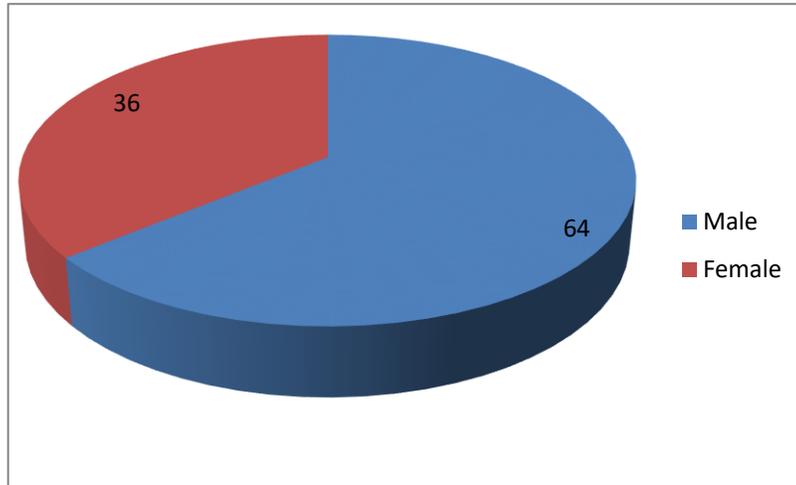
Setting the, the researchers wanted to know the demographics of the respondents and the following tables give the representation of these respondents.

**Table 4.1 Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	290	64
Female	160	36
Total	450	100

*Source: field survey; 2020*

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



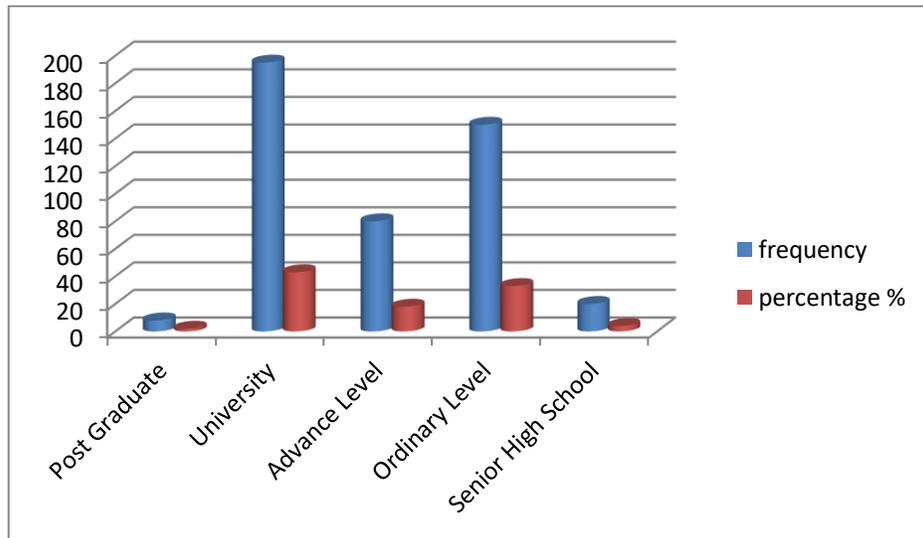
**Figure 4.1 Gender of Respondents**

**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; 2020*

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% whilst 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; 2020*

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

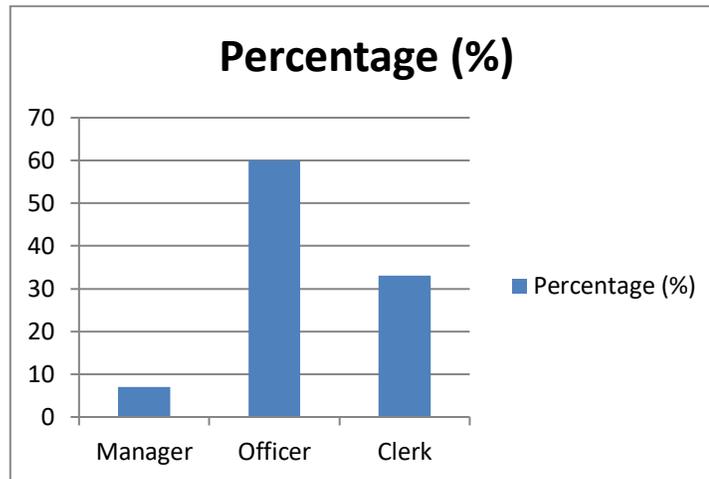
And Twenty Five (225) respondents forming 50% has been in the organization between 1-5years, 21% of the respondents fall between category 6-10, 10% of the respondents also been in the service between 11-15years, 11% of the respondents has work experience between 16-20, 5% of the respondents has also 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**

<b>Position</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Manager	30	7
Officer	270	60
Clerk	150	33
Total	450	100

*Source: field survey; 2020*

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%.



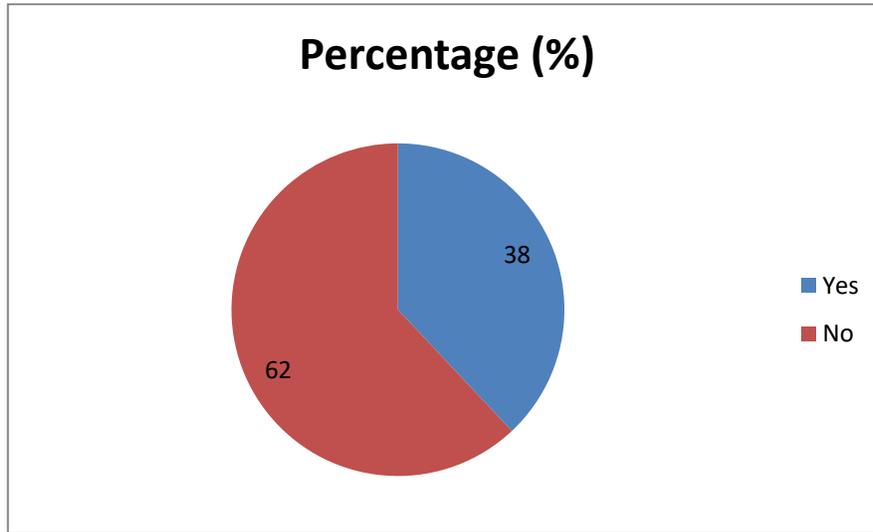
**Figure 4.4 Respondents' Position in the Organization**

**Table 4.5 workers involvement in Decision-Making**

<b>Involved in Decision-Making</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	170	38
No	280	62
Total	450	100

*Source: field survey; 2020*

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; 2020*

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

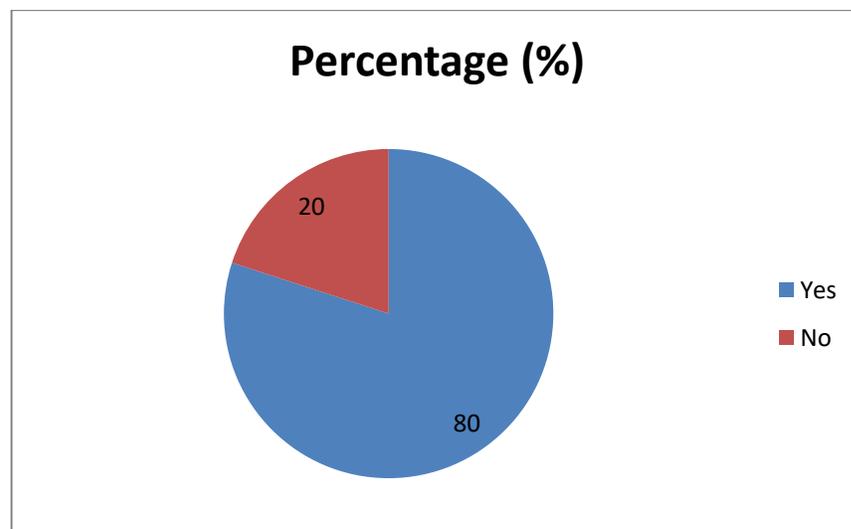
involving workers in decision-making would effectively contribute to the implementation of decisions arrived at by management.

**Table 4.7 Workers involvement in the decision-making**

<b>Response</b>	<b>frequency</b>	<b>Percentage (%)</b>
Yes	360	80
No	90	20
Total	450	100

*Source: field survey; 2020*

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.



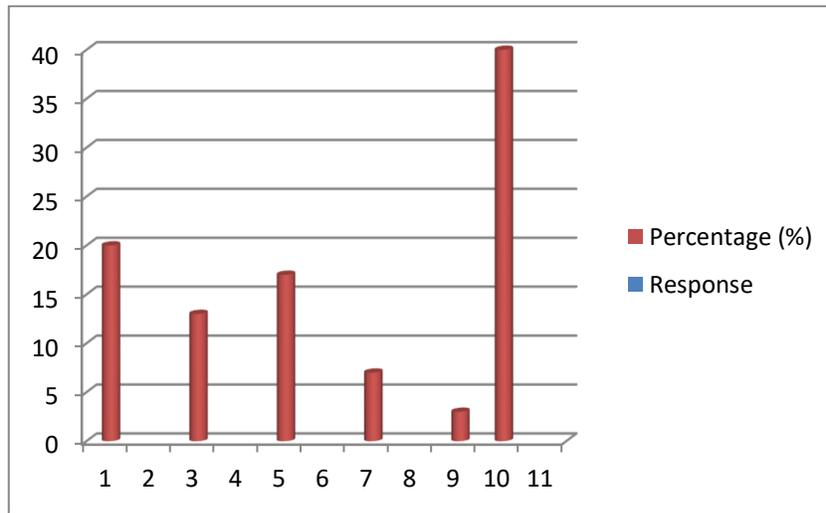
**Figure 4.7 Workers Involvement in Decision-Making**

**Table 4.8 Effects on non-worker participation on organization**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
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; 2020*

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**

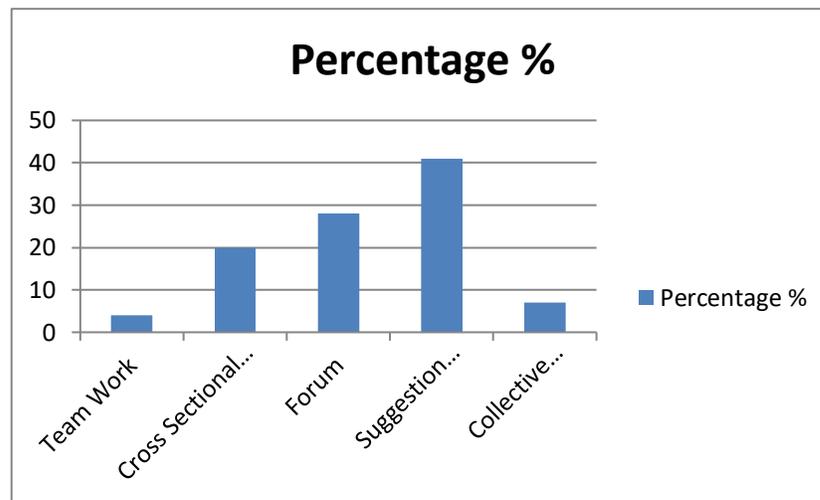
**Table 4.9 Methods of participation in decision making used in KMA?**

<b>Response</b>	<b>frequency</b>	<b>Percentage (%)</b>
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; 2020*

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**

#### **4.2 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.

#### **4.3 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.

#### **4.4 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.

#### **4.5 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.

#### **4.6 Worker Participation**

When the question of what is your understanding of worker participation in decision-making process 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**

#### **5.1 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 as a whole.

#### **5.2 Summary of findings**

The research was done to look into 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?

### **5.3 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.

#### **5.4 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.

#### **5.5 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.

### **5.5.1 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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## APPENDIXES

### APPENDIX A

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

.....  
.....  
.....

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

.....  
.....  
.....

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?