

UNIVERSITY OF CAPE COAST

EMPLOYEE PARTICIPATION IN DECISION MAKING AND EMPLOYEE  
COMMITMENT: EVIDENCE FROM GHANA REVENUE AUTHORITY  
(GRA), TAKORADI



CONSTANCE TOPPAR

2018

UNIVERSITY OF CAPE COAST

EMPLOYEE PARTICIPATION IN DECISION MAKING AND EMPLOYEE  
COMMITMENT: EVIDENCE FROM GHANA REVENUE AUTHORITY

(GRA), TAKORADI

BY

CONSTANCE TOPPAR

Dissertation presented to the Department of Human Resource Management,  
School of Business, College of Humanities and Legal Studies, University of Cape  
Coast, in Partial Fulfilment of the Requirements for the Award of the Masters'  
Degree in Business Administration in Human Resource Management.

NOVEMBER 2018

## DECLARATION

### Candidate's Declaration

I the author of this work do hereby declare that this dissertation is solely my handwork except for references made to another people's work which have been duly acknowledged.

Candidate's Signature: ..... Date.....

Candidate's Name: Constance Toppar

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date.....

Supervisor's Name: Dr. N. Osei Owusu

## ABSTRACT

The purpose of the study is to investigate employee participation in decision making and employee commitment of Ghana Revenue Authority (GRA), Takoradi. The specific objectives were to examine the influence of employee participation in decision making on continuance commitment; assess the influence of employee participation in decision making on affective commitment and finally examine the influence of employee participation in decision making on normative commitment of the staff of Ghana Revenue Authority (GRA), Takoradi. The study adopted the quantitative research method. The study was a descriptive and inferential statistics with 200 employees surveyed. A self-administered questionnaire was the main research instrument and the study surveys were analysed with the help of the Statistical Package for the Social Sciences (SPSS 22.0 version) software. The findings have revealed that employee participation in decision making has a positive influence on all the three dimensions of employee commitment. This was noted through the use of regression analysis, which showed that the coefficient of determination indicates a positive influence of employee participation in decision making on all the three dimensions of commitment; namely affective, normative and continuance. Additionally, the study found that employee participation in decision making has a positive correlation with employee commitment. Based on these findings it was recommended that Management should encourage employee participation in decision making to enhance employees' commitment.

## ACKNOWLEDGEMENT

I wish to express my sincerest gratitude to all individuals who contributed to the success of this project. My special thanks to Dr. N. Osei Owusu, my supervisor for his direction and assistance in supervising this work. Also, special thanks go to all my families and friends who helped me through all these endeavours.



## DEDICATION

To my children



## TABLE OF CONTENT

DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
DEDICATION	v
TABLE OF CONTENT	vi
LIST OF TABLES	viii
FIGURE	ix
CHAPTER ONE: INTRODUCTION	
Introduction	1
Background of Study	1
Problem Statement	5
Purpose of the Study	7
Objectives of the Study	7
Research Questions	7
Significance of the Study	7
Delimitations of the Study	8
Limitations to the Study	9
Organisation of the Study	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	11
Theoretical Framework	11
Conceptual Review	15
Empirical Review	24
The Conceptual Framework	26
Chapter Summary	27

CHAPTER THREE: RESEARCH METHODS

Introduction	28
Research Approach	28
Study Design	29
Study Area	30
Population	31
Sample Size and Sampling Procedure	31
Data Analysis	36
Ethical Consideration	36
Chapter Summary	38

CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction	39
Response Rate	39
Demographic Characteristics of the Respondents	40
Main Study Findings	43
Discussions	50
Chapter Summary	52

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction	53
Summary of the Study	53
Key Findings	54
Conclusion	55
Recommendation	55
Suggestions for Further Studies	56
REFERENCE	57
APPENDICES	70



## LIST OF TABLES

Table	Page
1 Reliability of Scales and Cronbach's Alpha of Study Variables	35
2 Response Rate	40
3 Background Information of Respondents	40
4 Model Summary on the Relationship between Employee Participation in Decision Making and Staff Continuance Commitments	44
5 T-Value on the Relationship between Employee Participation in Decision Making and Staff Continuance Commitments	45
6 Model Summary of Influence of Employee Participation in Decision Making On Employee Affective Commitment	46
7 T-Value on the Relationship between Employee Participation in Decision Making and Staffs' Affective Commitments	47
8 Model Summary on Influence of Employee Participation in Decision Making on Normative Commitment	48
9 T-Value on the Relationship between Employee Participation in Decision Making and Staffs' Normative Commitments	49

**FIGURE**

Figure	Page
1 Conceptual Framework	27



## CHAPTER ONE

### INTRODUCTION

#### **Introduction**

This section presents the overview of the study which includes the background to the study, statement of problem, purpose of the study, objectives of the study, hypotheses of the study, significance of the study, delimitation of the study, and organisation of the study.

#### **Background of Study**

In this modern business climate, command and control is no longer an adequate model to ensure productivity. In fact, a modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. Instead, a more open and collaborative framework will exploit the talents of all employees by trusting them and involving them in decision making at all levels (Hewitt, 2002). For several years now, participation in decision making by employees has been a human resource management practice that signals to employees that they are valued by their employer (Irving & Taggar, 2004).

Historically, it was Saint Benedict who articulated employee participation which led to widespread use and extensive consultations within the monastery (Vroom & Jago, 1988). Miller & Monge's (1986) review of employee participation noted that workers often have more complete knowledge of their work than managers. As a result, decisions made in conjunction with employees will be made with a better pool of information. Also, employees who are involved in such decisions subsequently are better

equipped to implement work procedures following the decision (Miller & Monge, 1986). It is suggested that employee participation in decision making boosts employee morale because workers who are accorded recognition through participation perceive that management views them as intelligent, competent, and valued partners. This perception of being recognized and valued leads to employee commitment, satisfaction and subsequently greater productivity (Cotton, Vollrath, Froggatt, Lengnick-Hall & Jennings, 1988).

Many experts have argued that employees must be involved in decision making if they are to understand the need for creativity and if they are to be committed to changing their behaviour at work, in new and improved ways (Singh, 2009; Kingir & Mesci, 2010). Noah (2008) has argued that employee involvement in decision making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations. Cohen, Chang, & Ledford (1997) have also asserted that in order to increase the workers commitment and humanise the workplace with the intention of improving work performance and good citizenship behaviour, managers need to permit a high degree of employee involvement. Thus, the involvement of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high productivity (Noah, 2008). Armstrong (2009) also observed that involving subordinates in decision making improves the quality of the decision and the effectiveness of the organisation which leads to achievement of the organisational goals.

In general there has been a wide range of employee participation in decision making implemented in many organisations (Cotton, et al. 1988). For

example, employees may be involved in joint decision making with supervisors. In other situations, employees could be delegated to make decisions without supervisory oversight (Daniel & Bailey, 1999). According to Cotton et al. (1988) employee participation in decision making can be described in terms of several dimensions including direct and indirect, formal and informal, short and long term, and the degree of employee access to information about and influence on decisions. In their review, Cotton et al. (1988) ultimately categorized employee participation in decision making as direct employee participation with management in making work-related decisions, consultative participation where employee opinions are considered by managers in making decisions, employee partial ownership of the organisation, and representative participation through a union or staff association.

Thus, employee participation in decision making could be said to be seen within the context of employee empowerment which could be perceived to include the transfer of organisational power (Hill & Huq, 2004). Hill & Huq (2004), argue that employee empowerment may be related to personal outcomes such as perceived equity, personal control, self-esteem, and self-efficacy. Gernalis & Terziovski (2003) describe empowerment as involving delegation of responsibility from management to employees, and collapsing hierarchical forms of organisation. In an employee participation scheme, employees have rights to help determine a firm's decisions.

In context of Africa, especially Ghana, employees have often suffered from poor participatory management styles, and employee participation in decision making are poorly understood or applied in Ghana thereby making

them at the end of the organisational pipeline (Hewitt, 2002; Halliday, 1993). They seem to be mostly recipients of decisions and instructions to be implemented at organisational level of decisions made either at organisational, departmental or office levels. At the organisation, the manager is placed in a position of responsibility and authority where all major decisions; curriculum and instruction, management of employees' discipline, work organisation and staff personnel matters, financial matters, institutions and community relations among others are centred on his/her office.

This makes him/her wield a lot of power in line with the view that, 'I have the responsibility I must have the power' (Musgrove, 1971). To assist the manager in decision making and policy formulation and implementation is the Board of Governors, which deliberates on important decisions like hiring of support staff and budgeting for the organisation. This kind of structure leaves out the inputs of the recipients of the organisational policies, the employees, in making decisions with the control of decisions remaining at the firm level. This feature distinguishes employee participation in decision making from autonomous control over one's job tasks or organisational power as suggested by empowerment (Moriarty, 2010).

However, according to Markey (2001) employee participation in decision making is generally divided in three basic forms that can exist at the same time within the organisations, which are financial participation, direct participation and representation or indirect participation. In this study, direct employee participation is the main focus and has to be introduced in organisations where power is shared and everyone is given an opportunity to participate. With this work is conducted by consensus and multidisciplinary

teams are utilized to implement processes. All this demands a change in corporate culture, in which everyone must adopt the new principles and values, particularly senior managers. Such a change to employee participation in decision making can have significant effect on commitment, and an attempt to understand such an influence is what has necessitated this study.

### **Problem Statement**

Influence sharing and joint decision-making which is often referred to as participation in the decision making between hierarchical superiors and their subordinates in joint decision-making, has been a topic of discussion for more than 50 years (Kim, McDuffie & Pil, 2010). The consideration of organisational outcomes of employee participation has become a significant topic in employment relations, human resource management (HRM) and related fields. Indeed over several decades the focus of employee participation has shifted from one of sharing power and improving workers' rights to one of improved organisational efficiencies, productivity and other organisational outcomes (Gollan & Wilkinson, 2007; Markey, 2001).

However, while employee involvement may reside at the core of many contemporary practices and research, the extent to which employee participation in decision making at organisational-level influence employee commitment remains unclear (Richardson, Stewart, Danford, Tailby, & Upchurch, 2004). Latham, Winters & Locke (1994) contend that there is much less research evidence for the value of employee involvement in decision making in terms of commitment in developing countries. This is in contrast to employee involvement in decision making which has primarily been

researched in developed countries such as North America, Europe, and Australia.

However, it is worth noting that employee participation in decision making can differ in results when implemented in numerous contexts. This is commonly found when contexts are different to cultural factors commonly found in Western countries (Hofstede, 1980). Although previous studies have explored relationships between employee participation in decision making and employee outcomes like performance and job satisfaction, little is known about its relationship with employee commitment in Africa and for that matter Ghana. The few existing ones in Africa have various conflicting outcomes. For example, employee participation in decision making has found to have negative results within the public sector (Worsham et al., 1997). Worsham et al. (1997) found that employee involvement have had negative impact on job satisfaction.

Additionally, Ledford and Lawler (1994) have reported similarly that although employees may desire employee participation in decision making, it may not necessarily result in positive outcomes. Researchers such as Wagner (1994), Sagie (1994) and Wagner & Gooding (1987) have reported that the relationship between employee participation in decision making and commitment is minimal; while others' reports have claimed that the relationship is statistically important. The implication here is that despite the fact is that the reason for the research in employee participation in decision making can be seen to be flourishing, research concerning the relationship between employee participation in decision making and employee commitment is still lacking. It is on this basis that this study is conducted.



### **Purpose of the Study**

The main purpose of the study is to investigate into the employee participation in decision making and employee's commitment of Ghana Revenue Authority (GRA) in Takoradi, Ghana.

### **Objectives of the Study**

The following are the specific objectives of the study:

1. to examine the influence of employee participation in decision making on continuance commitment,
2. to assess the influence of employee participation in decision making on affective commitment,
3. to examine the influence of employee participation in decision making on normative commitment.

### **Research Questions**

The study was guided by the following questions:

1. What is the influence of employee participation in decision making on continuance commitment?
2. What is the influence of employee participation in decision making on affective commitment?
3. What is the influence of employee participation in decision making on normative commitment?

### **Significance of the Study**

This study is of great importance to many stakeholders. In the first place, the management of GRA intends to benefit from it because it revealed to the management the significance of employee participation in decision

making and how it can such a practice can be used to enhance human resource development to ensure employee commitment and to reduce employee absenteeism. Secondly, the study intends to provide practical information about employee participation in decision making can be used to steer the affairs in public sector organisation so as to promote individual loyalty. This could help managers in the public sectors to understand and appreciate the need to involve workers in decision making process. In addition GRA management can take advantage of the results by using them to minimise turnover intentions among the staff. Thus, the findings of this study contribute and complement the already existing Management knowledge on the role of employee participation in decision making in particular in the public services sector in Ghana.

From the theoretical viewpoints, the study also intends to be productive in the academic arena because the study adds to the current literature by providing more insights into the relationship between employee participation in decision making and commitment of employees. Therefore it would serve as a stepping stone for further research into the subject matter of employee participation in decision making and various kinds of employees' commitments.

### **Delimitations of the Study**

The study covered human resource practice of involving employees in the decision making process at GRA at Takoradi of Ghana. It specifically focuses on the Regional headquarters in the Western region. The main respondents for the study were both senior and junior staff at the headquarters.

### **Limitations to the Study**

This research encountered several problems especially in gathering the appropriate data for the analysis. Generally, indifference was the major problem since some of the respondents failed to answer the questionnaire. The respondents were likely not having disclosed their actual opinions on certain issues related to the organisation which could be confidential in nature. Therefore bias in their responses was possible. Another limitation is that the quantitative nature of the research which might not have allowed respondents to express themselves in detail. Respondents had to answer questions by choosing the options that had been provided. Thus while this method provided answers to the problems of the study that are relatively more objective, respondents had to answer questions by choosing the options that had been provided. In this case they had no room to air their views in greater depth.

Furthermore, while the study examined the employee participation in decision making and its effect on employee commitment, the study involved only a very limited sample of respondent not only from one region but also only the headquarters. As a result the conclusion that could be drawn from the study results could not be generalized as the views of these administrative staff would not reflect the views of all the others in the country.

### **Organisation of the Study**

The study is organised into five chapters. The first chapter which is chapter one includes the background to the study, the statement of the problem, objectives, research questions, significance of the study, scope of the study and the organisation of the chapters. Chapter two covers the review of

related literature on both the commitment and the employee participation in decision making. It enumerates the theories and concepts available on employee participation in decision making and commitment and conceptual framework as well as empirical literature. Chapter three dealt with the methods to be used and how the data for the study was analysed and presented. Chapter Four provides information on data presentation, analysis and discussion of findings. Chapter five covers the summary, conclusion, and recommendations for the study and suggested areas for further studies.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter serves as the foundation for the development of this study. The purpose of this chapter is to review the relevant literature on employee participation in decision making and employee commitment. The first section explores the theoretical models underpinning the study. The second section examines concepts of employee participation in decision making and employee commitment. The chapter concludes with the identification of the literature gap.

#### Theoretical Framework

Theoretical models are body of knowledge that seeks to observe, understand and explain concepts and in the context of this study there are two basic theories underpinning this study. Among them include: Dual-model theory and Stakeholder theory to explain the concept of employee participation in decision making and commitment to the organisation.

#### Dual-Model Theory

This theory is based on human relations and the human resources models of management. These models form the dual-model theory advanced by Miles (1975). According to Miles (1975), managers subscribe to two management models which include: the human relations model and the human resources model. The human resources model has it that people not only feel useful to their organisations, but they are capable of exercising far more initiative, responsibility, and creativity than their present jobs, or work circumstances require or allow. Thus this model professes that the capabilities

to contribute to the achievement of the objectives represent untapped resources, which are presently being wasted. This makes involvement of employees in decision making useful and therefore should be seen as part of the employees' resourcefulness in contributing to the achievement of the organisational goals (Miles, 1975) cited by Sergiovanni and Carver (1980); Cascio (1989).

On the other hand, the human relations model accepts the fact that people share a common set of needs: to belong, to be liked and to be respected while the human resources model professes that people not only share the needs to belong and be respected, but they also desire to contribute effectively and creatively to the accomplishment of worthwhile organisational objectives. In addition, this model asserts that people want to feel useful to their organisation and therefore tend to co-operate willingly and comply with goals if the needs to belong and be liked are fulfilled. In this way, the task of the organisational executives is to make subordinates know that they are useful and important members of the team; to explain their decisions and to discuss subordinates' objections to their plans. On routine matters, they encourage their subordinates in planning and in decision making. Therefore the executives' basic task in reference to subordinates is to create an environment in which subordinates can contribute their full range of talents to the accomplishment of the organisational goals participating in decision making process.

Thus, they must allow and encourage subordinates to participate in important as well as routine decisions and they should work to expand the areas where subordinates can exercise self-direction and self-control as they

develop and demonstrate the greater insight and ability (Miles (1975) cited by Sergiovanni and Carver, 1980); Cascio (1989).

### **Stakeholder Theory**

The stakeholder model shows that all stakeholders, regardless of power or influence, are connected to a company by dyadic relationships. In other words, the actions and decisions made by stakeholders can have a direct effect on other stakeholders (Freeman, 1984). This theory asserts that organisation that takes into consideration the opinions of stakeholder interests will have a competitive advantage over organisations that do not (Lopez-De-Pedro, & Rimbau-Gilabert, 2012). Scholars have reported that by collaborating with stakeholders e.g. employees, uncertainty will decrease and organisations will prove to be more flexible to different situations. Hence, organisations will prove to be more successful in decision-making by interacting with customers, employees, communities and governments (Kotter & Heskett, 1992; Hillman & Keim, 2001; Harrison & Thompson, 2015).

According to McVea & Freeman, (2005), stakeholders should be looked at as real individuals and not as intangible individuals, so that managers of the firm consider co-operative aspects to help in making the proper organisational decision that have stakeholder interest as the main focus. In other words, this theory argues that there should be focus on the construction of value, decision-making processes and relationships/communication with real individuals, specifically internal stakeholders. Thus, organisations must incorporate stakeholder interests into organisational management, and demand full participation of internal

stakeholders within the decision-making processes (Hendry, 2001; Flak, Nordheim & Munkvold, 2008).

However, it is important to recognize that conditions vary regarding employee participation in decision making in terms of the desired amount of employee participation in decision making, the extent to which employees want to be involved in decision-making, and the “actual” amount of employee participation in decision making, how much employees should actually be involved in decision-making. Previous studies suggest that participation can be of great valuable if it allows for the integration of different knowledge and information to multiple issues, which is highly beneficial for the quality of the decisions being made (Black & Gregersen, 1997). This can be achieved with the use of interaction between management and employees, as when interaction increases, more information is being shared within the hierarchy structure (Eden, & Ackermann, 1998).

The importance of involving employees in decision-making is also apparent according to Miller & Monge (1986), in which it was reported that employees commonly obtain richer information and knowledge than that of managers, assisting in more informed decision-making. When referring to the employee participation in decision making approach, the key principal issue is to increase improvements in productivity, in which employees at all levels are more knowledgeable regarding decisions made in order to benefit the organisation through commitment (Miller & Monge, 1986). As suggested by Miller & Monge (1986), the use of engagement will enhance the information use and flow within the organisation. The reason for importance placed on employee participation in decision making is because managers will have a



better understanding of problems and also may have a better understanding of how to solve problems. Preventing employee participation in decision making may result in a loss of innovative suggestions and organisational efficiency and productivity (Rodgers & Hunter 1993).

## **Conceptual Review**

### **Concept of Decision-Making**

According to Mitchell, (1973) employee involvement in decision making, which is also often referred to as participative decision-making is concerned with shared decision making in the work situation. Locke & Schweiger (1979) define it as ‘joint decision making’ between managers and subordinates. Noah (2008), on other hand, sees it as a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. Participatory Decision-making is also defined as shared influence of managers and employees in a firm. From the perspective of Heller, Pusic, Strauss & Wilpert (1998) employee participation in decision making is “the totality of forms, i.e. direct (personal) or indirect (through representatives or institutions) and of intensities, i.e. ranging from minimal to comprehensive, by which individuals, groups, collectives secure their interests or contribute to the choice process through self-determined choices among possible actions during the decision process” (p. 42).

Additionally, Cotton et al. (1988) summarizes employee participation in decision making as involving employees directly within the decision-making process alongside managers; and or managers taking into account the views and opinions of employees when faced with a decision. In this way,

employees are being recognized as stakeholders of the organisation. In this way, the employee participation in decision making process refers to the distribution of influence between superiors and hierarchically inferior employees (Mitchell, 1973). This approach presents high levels of participation from employees in decisions, increasing the communication between them. Employee participation in decision making should therefore be seen as the distribution of power and decision-making duties of managers towards employees. In other words, employee participation in decision making is the cooperative method of sharing responsibility of decisions in the workplace (Heller et al., 1998).

In all, employee participation in decision making can be seen as the degree of employee's involvement in a firm's strategic planning activities. A firm can have a high or low degree of employee involvement. A high degree of involvement (deep employee involvement in decision making) means that all categories of employees are involved in the planning process. On the contrary, a low degree of involvement (shallow employee involvement in decision making) indicates a fairly exclusive planning process (Barringer & Bleudorn, 1999) which involves the top management only. A deep employee involvement in decision making allows the influence of the frontline employees in the planning process. These are the people who are closest to the customer and who can facilitate new product and service recognition, a central element in the entrepreneurial process (Li, Tse & Gu, 2006). This means that employee participation in the planning process surrounding the potential innovations may facilitate opportunity recognition throughout the organisation (Kemelgor, 2002).

## Benefits of Employee Involvement in Decision Making

There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, then there will be benefits for both the organisation and the individual (Shadur, Kienzle, & Rodwell, 1999). Hence, the following are the benefits of employee involvement in decision making. In the first place, it contributes to greater trust and a sense of control on the part of the employees and this consequently increases employee's commitment or job satisfaction and enhances productive efficiency (Chang & Lorenzi, 1983). Additionally, through employee involvement, resources required to monitor employee compliance (e.g., supervision and work rules) can be minimized, hence reducing costs (Arthur, 1994; Spreitzer & Mishra, 1999).

Secondly, it provides employees the opportunity to use their private information, which can lead to better decisions for the organisation (Williamson, 2008). Additionally, as a result of the incorporation of the ideas and information from employees, organisational flexibility, product quality, and productivity may improve (Preuss & Lautsch, 2002). Thirdly, when employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives (Kemelgor, 2002). Also Sashkin (1976), argues that employees 'participation in decision making brings about better information flow- and use- can clarify tasks goals, and bring about qualitatively better decisions. Moreover, participation of employees leads to increase in

employees' commitment and acceptance of decisions through a sense of "ownership" (having been involved in decision-making). This outcome increases the likelihood that goals will be effectively implemented (Sashkin, 1976).

Finally, it has been found out that participation of employees brings about support of the participative approach and continuance of its effects overtime, due to learning through behavioural practice. This represents the behavioural process effect. In addition, the practice of involving employees in decision making increases adaptive capacity of the organisation. Thus, development of shared norms and values may result into more effective use of inter-dependency relations among organisation members, through an organisational process based on collaboration, as opposed to win-lose conflict (Sashkin, 1976).

However, any potential benefits from greater employee involvement in decision making require that employee interest be aligned with firm's interests (Ogden, 1992; Spreitzer & Mishra, 1999). Individual contingency factors which support or hinder participative decision-making have also been identified by Sashkin (1976). According to Sashkin (1976), participative decision-making is appropriate when sets of choices are clear, individuals show desire for greater involvement, and several individuals can be given similar choice sets (that is, effort in developing choices does not render such a plan economically impractical) this would always be true when technology is low. Moreover, while participative decision-making may be useful in developing greater individual job responsibility, it is inappropriate

when choices are complex, difficult to define, when task interdependence is very high and when environmental change is rapid.

### **Concept of Employee Commitment**

The concept of employee commitment is multidimensional and its definitions differ greatly. Steers (1977) defines employee commitment as “the relative strength of an individual's identification with and involvement in a particular organisation” (p. 46). This suggests that employee commitment suggests that individuals within an organisation are willing to be more determined for the success of an organisation, by partaking in such efforts such as being creative or resolving work related issues. However, according to Ambar et al. (2015), commitment of the employee is the degree to which employees of an organisation identify themselves with it. Employee commitment hence relates to attachment, belief in the organisational values, and a demonstrated desire and the desire to remain at the organisation even under changing conditions. Yap et al. (2010) also see employee commitment as a subjective measure that illustrates the perceptions employees hold in regard to how they identify and involve with their current employer organisation, their manifested desire to remain with this organisation, and their unforced willingness to put an effort degree of effort than it may necessarily be expected of them by their employer.

In the context of this research study, employee commitment is viewed as the relative strength with which employees identify and involve themselves with a specific organisation (Newman, Thanacoody & Hui, 2010). In effect, employee commitment is described as that self-instilled willingness by the employees to contribute with determination and zeal toward attainment of the

organisational goals. Allen and Meyer (1996) elaborated on this definition stating that employee commitment generally is a psychological link between the employee and his or her organisation that makes it less probable that the employee will leave the organisation. Thus commitment can be seen as “*a psychological state that binds the individual to the organisation*” as perceived by many researchers (Mathieu Zajac, 1990; Meyer & Allen, 1996; Morrow, 1993).

Despite the fact that these definitions have some differences, it is clear that commitment includes strong feelings towards the organisation. In addition, Brown’s (1996) definition takes into consideration that commitment requires not only the dedication of the employee but the support of the organisation as well. What seems still uncertain in employee commitment is how employees commit to an organisation. Porter et al. (1974) argue that an employee, who is committed to the organisation, (1) accepts and agrees with the organisational goals and values, (2) is willing to put more effort to his/her work on behalf of the organisation, and (3) has a strong desire to maintain as a part of the organisation.

Lamba & Choudhary (2013) concur that committed employees will demonstrate the tendency to perform their job well, eventually with an ultimate improvement on the overall performance of the organisation. Employee commitment is therefore reflective of individuals’ attitudes against organisational values and objectives. It shows a force, which bounds the individual to stay in an organisation and try to achieve organisational goals with a sense of belonging (Almodarresi & Hajmalek, 2015). With certainty that there is room and support from the employer to advance their skills from

the employer, employees' degree of commitment and dedication to remain with that particular organisation is higher (Ismail, 2013).

Bartlett (2001) argued that commitment of the employee closely share similar elements with other aspects relating to the organisation such as organisational loyalty, work group commitment, workplace supervision, job, career, and union. The desired level of commitment mostly emanates from the fruitful and positive interactions between an employee and the employer organisation (Brum, 2007). Dedicated as well as committed employees to their employer have the tendency to not only accept, but also acknowledge objectives and values of the employer. Moreover, such employees demonstrate a substantial amount of effort for their employer, essentially with an aim to support and remain active in the organisation (Warsame, 2015).

### **Components of Employee Commitment**

Allen and Meyer (1996) have created a three component view to explain the meaningfulness of organisational commitment. They argue that organisational commitment has three different components or scales of commitment namely: *affective, continuance and normative commitment*. These three scales differ in reasons why employees stay in the organisation and how they are committed to the organisation.

### **Employee Affective Commitment**

The extent to which employees associate themselves to the organisation in which they are employed in terms of emotional connection, involvement and identification is referred to as affective commitment. As reported by Porter et al (1974), affective commitment can be characterized in three different factors which include: belief in and acceptance of the

organisation's goals and values, a willingness to focus effort on helping the organisation achieve its goals, and a desire to maintain organisational membership.

In addition, Mowday, Steers & Porter (1979) also reported that affective communication is “when the employee identifies with a particular organisation and its goals in order to maintain membership to facilitate the goal” (p.225), in which Meyer and Allen (1997) also reported that employees remain committed to the organisation out of free will. Affective commitment is also influenced by positive work involvements and organisational support, and may be measured by the strength of an employee's involvement within the organisation (Mowday et al., 1979). Finally, affective commitment is influenced by a robust belief in the acceptance of both the organisation's values, as well as goals in which the determination to apply a high amount of effort for the organisation and to continue to be employed by the organisation.

### **Employee Normative Commitment**

Weiner's 1982 work considers normative commitment as being a “generalized value of loyalty and duty”. Hence, the degree to which staff believes they should be committed to their organisation and can be influenced by social norms is referred to as normative commitment. Meyer and Allen (1991) go on to explain this type of commitment as “a feeling of obligation”. This feeling of obligation is not just a product of internal organisational culture, but also due to external social culture. Such factors that influence this “feeling of obligation” can include attitudes towards marriage, family and religion.



Therefore, employees may interpret feelings towards their workplace as a moral obligation, similar to other more personal aspects of life (e.g. marriage). Since these feelings of obligation often stem from other personal aspects of life, the foundation for such emotions most probably transpire before an employee is taken aboard an organisation (Allen & Meyer, 1996; Schappe & Doran, 1997).

### **Employee Continuance Commitment**

Continuance commitment is the degree to which staffs wish stay employed by a particular organisation, in comparison to the perceived costs coupled with them exiting. Therefore, factors of their employee package (e.g. benefits, insurance, and bonuses) are all significant when making a decision (Reichers, 1985). Another important factor to what employees acquire during their time at an organisation is the attainment of “non-transferable” investments. Such investments include things like certain retirement plans and relationships (Reichers, 1985). Keeping this in mind, employees who develop a personal relationship or are committed to their employer or organisation will understandably find leaving their position arduous (Meyer and Allen, 1984).

Therefore continuance commitment involves the need to remain in the organisation because of accumulated 'side-bets' and generally the lack of alternative employment opportunities (Becker, 1960). Basically, side-bets refer to anything of importance that an employee has invested, such as time, effort or money that would be lost or devalued at a cost to an employee, if he or she left the organisation (Meyer & Allen, 1984). This approach suggests that commitment is the outcome of inducements and contribution between an organisation and an employee (Morris & Sherman, 1981). Continuance

commitment increases as more side-bets are accumulated and if they are contingent upon continued employment in the firm (Becker, 1960; Meyer & Allen, 1997). The accrual of side-bets over time should make leaving more costly and hence increase continuance commitment (Mathieu & Zajac, 1990; Meyer & Allen, 1984).

However, Mowday et al (1992) suggest both are inter-linked in that each reinforces the other. According to Meyer & Allen (1991) both affective and continuance commitment represent psychological states that have implications for the organisation. Side-bets urge an employee to continue with the organisation, and affective commitment closely relates to the possession of a positive attitude towards the organisation. The two aspects of commitment are possibly inseparable if employees are to show a strong willingness for the good of the company. Support for this view is offered by McGee & Ford (1987) and Allen & Meyer (1990). They state that research findings raise the possibility that although they are distinct concepts, continuance and affective commitment might be related, suggesting a process by which one view of commitment influences the other. Nevertheless, an equal number of studies support the distinctiveness of affective and continuance commitment (Angle & Lawson, 1993; Hackett, Bycio & Hausdorf, 1994; McGee & Ford, 1987).

## **Empirical Review**

### **Empirical Studies on the Relationship between Employees' Participation in Decision Making and Employee Commitment**

There is growing evidence that firm performance as a results of employees' commitment rests increasingly on the involvement of workers in decision making (Arthur, 1994). Scholars have argued that employee

involvement contributes to organisational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promotes commitment to the outcomes of the decision making process in the workplace (Markey, 2001; Daft & Lewin, 1993; Deninson & Mishra, 1995; Spreitzer & Mishra, 1999). According to Spreitzer, Kizilos, & Nason (1997), workers who have greater choice concerning how to do their own work have been found to have high employee commitment, job satisfaction and ultimately high performance. A significant relationship between frequency of employee's consultation and organisation commitment has also been established. Scholars have also argued that employees' involvement in decision making may primarily serve to make them feel good about their jobs and the commitment to their organisations (Noah, 2008, Wagner, 1994).

A study conducted by Alutto & Belasco (1972) also concluded that in America, both decisional deprivations, when desired employee participation in decision making is higher than actual employee participation in decision making, and decisional saturation, when desired participation is less than that of actual employee participation in decision making, resulted in low employee commitment. On the other hand, a study conducted by Alutto & Acito (1974) found that there existed a positive relationship between decisional equilibrium (symmetric amount desired and actual employee participation in decision making) and employee commitment. In other words, both decisional deprivation and saturation reduce employee commitment while decisional equilibrium increases employee commitment.

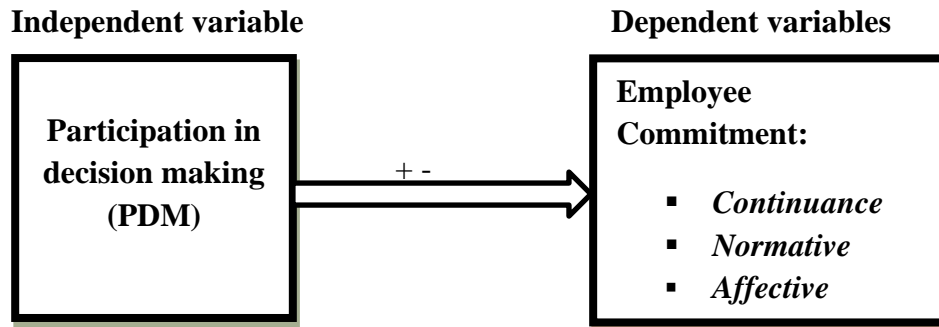
Scott-Ladd & Marshall (2004) tested employee participation in decision making employees in the public, private and local government

(including a state government agency, three local government agencies, a hospital, a resort hotel and a small manufacturing company) in relation to employee's commitment within Australia. Surveys were distributed through internal mail systems, and employee participation in decision making was found to have positive relationship with employee commitment. Also, employee participation in decision making in relation to employee commitment has been tested within Pakistan in the Oil and Gas, Banking and Telecommunication sectors (Bhatti & Qureshi, 2007).

Results concluded that the implementation of employee participation in decision making was positively correlated with employee commitment. Finally, Scott-Ladd., Travaglione, & Marshall (2005) conducted research regarding employee participation in decision making's relationship on employee commitment within Australian medium sized Organisations, including one state and three local government agencies and a private hospital. Findings proposed that employee participation in decision making promoted employee commitment. Hence, one can notice a trend in which the implementation of employee participation in decision making influences high employee's commitment. However, research concerning the relationship between employee participation in decision making and employee commitment is still lacking.

### **The Conceptual Framework**

This framework has been taken from the theoretical principles of the research in which the variable employee participation in decision making has been considered as an independent variable and the various variables of employee commitment have been thought of as the dependent.



**Figure 1: Conceptual Framework**

Source: Toppar, 2018.

From the above conceptual frame, employee participation in decision making can influence staff commitment either positively or negatively in the context of this study. The variables to be considered in association with the commitment are continuance, normative and affective.

### Chapter Summary

This chapter has reviewed the literature based on the objectives and research questions. This literature was reviewed under the following sub-headings. The first section explored the theoretical models underpinning the study and these theories included: Dual-model theory and Stakeholder theory. The second section also examined concepts such as employee participation in decision making; benefits of employee participation in decision making; and the concept of employee commitment. Finally, the last section focused on empirical literature of the relationship between employee participation in decision making and employee commitment with a conceptual framework within the context and scope of the study also discussed.

## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter presents the research methods to be employed in the study. This includes the research design, target population, sample size, sampling and sampling technique, data collection procedure (instrumentation) and data analysis.

#### Research Approach

The study adopted the quantitative research method as its primary approach in collecting and analysing data. Quantitative research methods are the logical assembly by which, through the research, the theoretical submission is accepted to proceed or rejected based on findings. It is the study of social matters, based on Figures using statistical methods to conclude if the hypothesizes are correct, based on multiple variables. Perceptions and factors are represented by numbers, which is perceived as convincing in terms of the logical verification to understand the phenomena in terms of its functioning. When conducting the research with a quantitative approach, it is mostly found being partnered with statistical data (Creswell, 2003).

This approach was adopted because according to Johnson et al., (2004) quantitative research approach is a type of research approach in which quantitative techniques in the form of descriptive and inferential statistics are used to describe issues study. Also, the approach was used based on the aim of having objective answers to the research questions and to help the researcher to remain unbiased and independent of what is being researched. In addition, such an approach helps the values of the researcher not to interfere with, or

become part of, the research. Finally, such method can help measure variables with numbers, and analyse the issues using statistical techniques. In this way, the method can help minimize the problem associated with the generalizations of the study outcome since the views are more objective than being subjective. However, the use of this research approach requires a lot of scientific cautions and principles which when violated could distort findings (Creswell et al. 2003).

### **Study Design**

The research design selected for the study is descriptive survey. According to Gay, Mills and Airasian (2011), descriptive survey design involves collection of data to answer questions concerning the current status of the subject of the study. The design reports the way things are. This design is deemed appropriate as an attempt was made to describe the existing situation by asking respondents to complete questionnaires in order to obtain data to draw meaningful conclusions. Fraenkel and Wallen (2000) identified two difficulties associated with the design. They include the difficult of ensuring that items to be responded to are very clear, getting respondents to respond to the items thoughtfully and honestly; and the difficulty in getting sufficient number of questionnaire completed and returned. In spite of the difficulties, the major advantage of this design is that it has the potential of providing a lot of information from a large sample of individuals. Necessary measures such as obtaining the validity of the instruments and direct instrumentation were taken in order to minimize the difficulties mentioned above.

## Study Area

The study was conducted in the Ghana Revenue Authority (GRA) headquarters in Takoradi. GRA was selected due to the potential in having cooperation from the staff in the collection of the data. Besides, the proximity of the institution to the habitation of the candidate contributed to the selection of the study area. From historical point of view, the institution was established by the Ghana Revenue Act 2009 (Act 791) as a semi-autonomous body charged with the task of assessing, collecting and accounting for tax revenues. The core mandate of the Authority is to ensure maximum compliance with all relevant laws in order to ensure a sustainable revenue stream for government and the controlled and safe flow of goods across the country's borders (GRA 2nd Strategic Plan 2015 – 2017 Annual Report, 2018).

As part of efforts to improve compliance, the Authority is required to assist taxpayers to understand and meet their tax obligations by providing robust and comprehensive advice. Within this past years, since its inception, the Ghana Revenue Authority has built a solid foundation by completing the physical integration of the four erstwhile revenue institutions namely the Customs, Excise and Preventive Service (CEPS), the Internal Revenue Service (IRS), the Value-Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB). Geographically GRA is spread across the country with 180 Offices. The roles of GRA in the context of development of the country can be that it is the leading institution mandated to mobilize tax revenue. The Authority is expected to maximize revenue to bridge the fiscal gap and to fund the deficit. The Authority plays a pivotal role in improving the



conduct of business in the country. The Authority also plays a role in trade facilitation (GRA 2nd Strategic Plan 2015 – 2017 Annual Report, 2018).

### **Population**

According to Sekaran (2003), a study population is the study object and consists of individual groups, institutions, human products and events or the conditions to which they are exposed. Thus, the study population is the subset of the population with the condition or characteristics of interest defined by the eligibility criteria. Although it is usually not practically and economically feasible to involve all members of the population in a research project due to mainly cost, time constraints and population size, it was felt that it would be important to involve all eligible employees of the institution who meet the criteria of having been with the institution for at least one year and who had voluntarily consented to participation in the study. In essence, the group of participants actually studied is selected from the study population.

In this study the population covered the whole staffs of the GRA at the regional office who were considered to be approximately 220. The frame of the available population was identified through personnel records of the individual provided by the Division of Human Resource of the institution.

### **Sample Size and Sampling Procedure**

In the context of this study, a census was used because of the relatively small number of population size. In view of this a sample size of two hundred and twenty (220) was used which was made up of employees from the upper level management, middle level management and lower and other junior staff. The advantages of a census are that although cost consideration makes this

impossible for large populations, it is attractive for small populations (e.g., 200 or less). A census eliminates sampling error and provides data on all the individuals in the population. This means that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out. In addition, some costs such as questionnaire and developing the sampling frame are “fixed,” that is, they will be the same for samples of 50 or 200 and census tends to enhance feelings of security surrounding the accuracy of the results (Parker, 2011).

Finally, virtually the entire population would have to be sampled in small populations to achieve a desirable level of precision. This implies that while administration of sample surveys is more complicated, a census survey is easier to administer, because it includes all persons. To this end, results from a census survey can be used to “drill down” into the organisational structure and highlight departmental results, and because all employees participate, there is a greater chance of obtaining responses that are representative of all sub-groups within the organisational structure. Thus, the volume of surveys that need to be distributed may increase with a census survey, but figuring out who receives a survey is clear – everyone (Kraut, 1996).

### **Data Collection Methods**

The selection criteria for selecting participants in the study was determined by the requirement of the potential participant to have voluntarily consented to participation in the study and must have done one performance appraisal at the institution. The instrument used for data collection was a self-

administered questionnaire. Questionnaire is a set of questions with a definite purpose designed for a target group of people to be administered by them within a particular time frame. According to Plano (2010), questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. However, Creswell & Plano (2011) emphasise that questionnaire lacks flexibility in that once a questionnaire has been designed and distributed out it becomes difficult to change the categories of data collected. Questionnaire was selected for this kind of study, because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit truthful response with regard to the information required from the respondents.

The questionnaire was composed in a brief and appropriate language to avoid ambiguity and to attract respondent's interest. (It is attached as an Appendix B). The questionnaire consisted of different types of questions. Information about the demographic data of the participants is gathered from the multiple choice questions (closed), which just required that the right answers be ticked by the respondents. There were also open-ended questions that required the respondents to reply in their own words and give freedom of opinions. Open ended questions also allowed the researcher to explore ideas that would not otherwise be heard (Creswell & Plano, 2011)

The main part of the questionnaire, which concerns the objectives of the thesis, consisted of likert-scale questions. These questions help to ascertain how strongly the respondents agreed with a particular statement. Convenience sampling technique was used to distribute questionnaires. A four point likert-

scale was used with 4 representing strongly agree and 1 representing strongly disagree. The questionnaires were personally distributed to respondents.

### **Pre-Test Study**

Validity and reliability indicates how best the instrument used in the study best measures the parameters it is meant to measure and it is the measure of accuracy in terms of results attained in the study (Cook & Campbell, 1979). In this study, a pre-test of the research questionnaire was done at the GRA regional quarters at Central Region, Cape Coast since it has similar structure just like the Takoradi, GRA. This process was aimed at testing the accuracy and strength of the questionnaire in eliciting data needed for the study. In other words, this was to help in assessing the clarity of our questions to the respondents and to elicit their understanding in regards to answering questions. Twenty questionnaires were administered and after receiving them back, it was realized that the questionnaires did not need any significant changes.

### **Validity and Reliability**

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means to what extent that the selected tool measures the intended research objectives (Bowling, 2009). In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire so as to ensure the validity of the study. To address the face validity, the researcher painstakingly read the questionnaires and the appropriate corrections were made before it was given out. Peer review was

also of immense importance as the candidate allowed his colleagues to go through the questionnaires to correct all the mistakes. Content validity was further enhanced by asking experienced experts in the field such as the researcher’s supervisor to go through the questionnaire before it was administered to the respondents. Also the pretesting contributed to the validity of the questionnaires.

The Cronbach’s coefficient alpha ( $\alpha$ ) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach’s alpha ranged from 0 to 1. It is worth noting that, the closer the value of  $\alpha$  to 1, the better is the reliability. Nunnally (1967) suggested an alpha threshold of 0.5 for basic research and later adjusted the value to 0.7 (Nunnally, 1978). Table 1 shows Cronbach’s alpha of all indicators.

**Table 1: Reliability of Scales and Cronbach’s Alpha of Study Variables**

Variable	Items Retained	Cronbach's Alpha
Employee Participation In Decision Making	10	0.868
Commitment	7	0.785
Continuance	6	0.753
Normative	5	0.887
Affective	9	0.935

Source: Field Survey, Toppar, (2018)

The Table 1 above provides the values of Cronbach’s alpha for all the variables. It appears from the table that the values of Cronbach’s alpha range between 0.753 and 0.935. These values are all well above the minimum value

of 0.70. In this case, it can be concluded that the measures have an acceptable level of reliability.

### **Data Processing and Analysis**

The quantitative data collected was organized in accordance with the research questions. The data was processed and analysed using computer software called statistical package for social science (SPSS) version 21. The responses received from the respondents were initially tabulated according to five scales (options) contained in the questionnaire. These scales were Strongly Agree (SA), Agree (A), Strongly Disagree (SD), and Disagree (D). As per scoring given above, the entire data of one hundred and ninety (190) questionnaires were tabulated in an Excel Spread Sheet and later fed into SPSS for calculation of results. The results produced by the SPSS tool were then tabulated and interpreted.

Quantitative data analysis makes use of descriptive statistics including measures of central tendency (averages, mean, median and mode) and measures of variability about the average (range and standard deviation) (Cohen, Manion, & Morrison, (2007). Means and standard deviations, ANOVA as well as Inferential statistics such as correlation and regression analysis were used to test on the variables of the study.

### **Ethical Consideration**

Bless and Higson Smith (2000), state the main rules of data collection as: a) voluntary participation, (b) the right to privacy, (c) Freedom, (d) Anonymity and (e) Confidentiality. All these ethical rules have been met in this research study. In this case, in order not to waste the valuable time of the

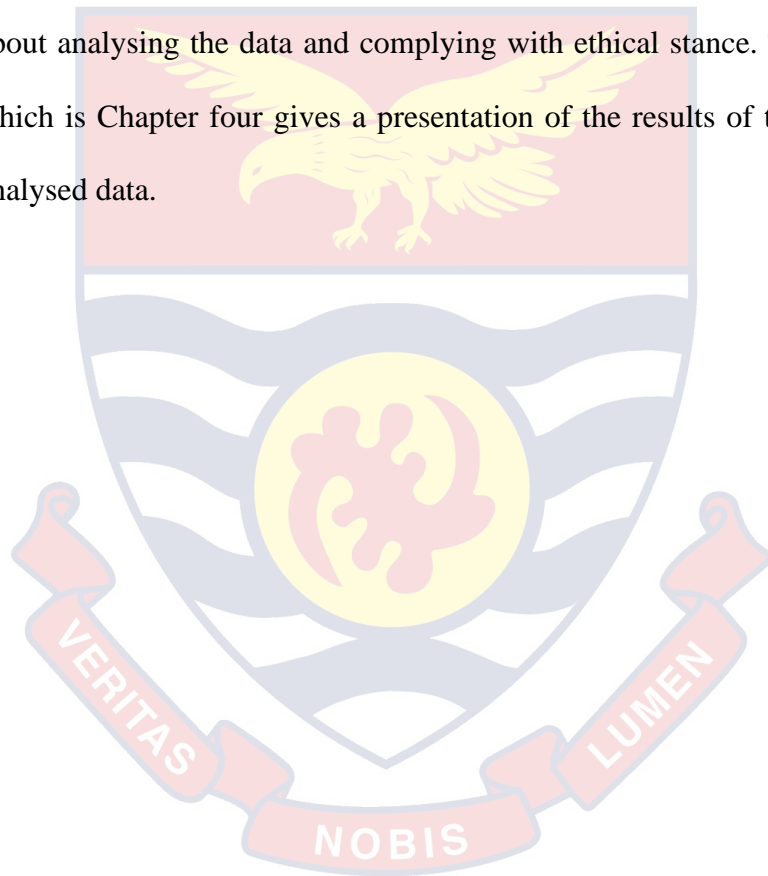
workers, and not to disrupt the work in the firm, as advised by the managers of the firm, the researcher visited the workers during the lunch breaks and collected the data.

An introductory letter was obtained from the Department of Human Resources, School of Business, of the University of Cape Coast to introduce the researcher to the institution. To gather data from the sampled staff, permission was sought from the management of the institution. Employees had their consents sought through the management. A research is expected to be free from any biases and it must be scientifically sound and reported honestly, thoroughly and completely (Malhotra & Birks, 2007). As such, potential respondents were informed about the purpose of the research and what objective it sought to achieve. They were encouraged to feel free and express their views as objectively as possible and that they have the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequences.

Anonymity and confidentiality were guaranteed and the researcher did not cause harm or mental stress to those who choose to participate. This research and its associated methodology adhere to all of these ethical considerations. An organisational entry protocol was observed before the data were collected. Individual staff was informed of the reason for the whole exercise and the tremendous benefit the institution would derive if the research was carried out successfully.

## Chapter Summary

This chapter was to describe the methods used in achieving the aim of this study. It has revealed the study design and the researcher's reason for choosing a particular design. The population, as well as the sample size for the study and the sampling techniques used had been discussed. For analysis sake, the chapter centred on the methods for collecting the data and the instruments employed in collecting the data. The chapter has shown enough information about analysing the data and complying with ethical stance. The next chapter which is Chapter four gives a presentation of the results of the collected and analysed data.





## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the results and discussion of the data gathered from the field. The issues covered include the demographic characteristics of the respondents, influence of employee participation in decision making on continuance commitment, influence of employee participation in decision making on affective commitment and influence of employee participation in decision making on normative commitment of the staff of Ghana Revenue Authority, Takoradi.

#### Response Rate

The data was collected from both the senior and junior staff drawn from the GRA regional headquarters, Takoradi. The population size was 220 employees and due to the small number of the population the same number was used for the sample size. This means that a total number of 220 were issued from which 200 were filled and returned which represented a response rate of (91%) whilst 20 representing 9% was not returned. This is more than acceptable level of acceptance considering the argument made by Mugenda & Mugenda (2008) who argued that 50% of response rate of any research could be judged to be acceptable and therefore satisfactory enough for analysis. The fundamental reason for this success rate could be ascribed to the hard work of the researcher who administered the questionnaires personally to the respondents. In addition, a lot of efforts were made in making many follow-up calls to clarify queries by the researcher with the intention to enhance the high response rate. The response rate is represented in table 2 below.

**Table 2: Response Rate**

Questionnaire	Count	Percentage (%)
Returned	200	91
Non-Returned	20	9
<b>Total</b>	<b>200</b>	<b>100</b>

Source: Field survey (2018)

### Demographic Characteristics of the Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fitting to find out the demographic data of the respondents. Table 3 presents demographic statistics on the frequencies and percentages of responses on gender received from the respondents.

**Table 3: Background Information of Respondents**

Variable	Frequency	Percentage (%)
<b>1. Gender</b>		
Male	125	62.5
Female	75	37.5
<b>Total</b>	<b>200</b>	<b>100</b>
<b>2. Age</b>		
21-30 years	30	15.0
31-40 years	45	22.5
41-50 years	85	42.5
51 years and above	40	20
<b>Total</b>	<b>200</b>	<b>100</b>

**3. Level of Education**

SSS	26	13.0
Diploma	19	9.5
1st Degree	93	46.5
2nd Degree	43	21.5
Professionals	19	9.5
<b>Total</b>	<b>200</b>	<b>100</b>

**4. Positions of the Officers in the Service**

Senior staff	101	50.5
Junior staff	99	49.5
<b>Total</b>	<b>200</b>	<b>100</b>

**5. Employees' Years of Work in the**

**Organisation**

1-5 years	32	16.0
6-10 years	101	50.5
11-15years	34	17.0
16 years and above	33	16.5
<b>Total</b>	<b>200</b>	<b>100</b>

Source: Field survey (2018)

Table 3 clearly illustrates that there were more male participants than their females counterparts in this survey. More than half of the respondents (62.5%) were males while the remaining respondents, (that is 37.5%) were females. This implies that a lot of males are employed in the service which is not surprising considering the gender inequality in terms of employment in the country. According to the Annual Report of Ghana Statistical Service, (2014)

generally, labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that the majority of the respondents (85) are between the age of 41 and 50 years representing 42.5%. This higher percentage of matured officers gives a positive impression that there are more experienced officers in the service. Again, the result shows that 45 respondents representing (22.5%) were between 31 to 40 years which implies that in the service, most of the respondents are in their prime age and that the institution can be considered to have had a lot of potentials in terms of development in the future. In addition, 40 of the respondents representing (20%) were between the ages 51 and above years. The least age group was those between 21 and 30 representing (15%) in the service. This implies that the succession plan in the organisation will be relatively easier as more experienced staff will be available to impact their knowledge on the young ones who have not got experience.

From the Table, it can be noted that 26 respondents representing (13%) had senior high school education from various fields, while 19 respondents representing (9.5%) had diploma education. However, a large percentage number of the staff had first degree. With this category of staff, a total of 93 representing 46.5% were the first degree holders. Also, with regards to professionals, 19 of them representing (9.5%) were found to be in this

category. Finally, 43 employees (21.5%) had second degree education. The study results from the table highlights the significance that the organisation attaches to education as most workers in the institution are qualitatively gifted with educational prowess.

The table also shows that majority of respondents, that is, 101 representing (50.5%) of the sampled population were in senior officers positions, whilst 99 respondents representing (49.5%) of the population were in junior officers positions. This implies that the bulk of officers fall within the senior officers' positions in the institutions. In terms of the how long the each employee has worked in the organisation, it was found that most of them fell within 6 to 10 years. Within these years, 101 (50.5%) has worked within them, while 34 (17%) has worked within the years of 11-15. This is followed by those who have worked for more than 16 years with a total number of 33 (16.5%) while those who have worked between 1 and 5 years make up 32 (16%).

### **Main Study Findings**

#### **Objective One: Examining the Influence of Employee Participation in Decision Making on Continuance Commitment**

In line with the first study objective, a simple linear regression analysis was done to determine the influence of employee participation in decision making on employee continuance commitment and the result is shown in Table 4 below.

**Table 4: Model Summary on the Relationship between Employee Participation in Decision Making and Staff Continuance Commitments**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.302 <sup>a</sup>	0.091	0.087	0.952

**a. Predictors: (Constant), Employee Participation In Decision Making**

Source: Field Survey (2018)

Table 4 above shows that the coefficient of determination R square is 0.091 and R is 0.302 at 0.05 significant levels. The coefficient of determination indicates that 9.1% of the variation in the response to employee continuance commitment is explained by employee participation in decision making, while the rest of 90.9% are explained by other variables which are not considered in this study. Pearson correlation produced a strong statistically significant positive association between employee participation in decision making and employees' continuance commitment (0.335, n=200, p<.000). The significance of these two variables; Independent (Employee Participation In Decision Making) and dependent (Continuance Commitment) can be also be seen from the t-value Table 5 below with, (p=000) which is less than 0.05 and the value of t-test (5.734) hence implying that there is a positive significant influence of employee participation in decision making on continuance commitment.

**Table 5: T-Value on the Relationship between Employee Participation in Decision Making and Staff Continuance Commitments**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.490	.260		5.734	.000
PDM	.367	.082	.302	4.465	.000

**a. Dependent Variable: CONTINUACE COMMITMENT**

Source: Field Survey (2018)

The meaning of the positive association here is that employees' commitment in the GRA is based on the recognition that the cost of leaving in the organisation is greater than staying. According Becker (1960), this kind of commitment involves the need to remain in the organisation because of accumulated 'side-bets' and generally the lack of alternative employment opportunities.

**Objective Two: Assessing the Influence of Employee Participation in Decision Making On Affective Commitment**

With regards to objective two, a similar simple linear regression analysis was performed to determine the influence of employee participation in decision making on employee affective commitment and the result is shown in Table 6 below.

**Table 6: Model Summary of Influence of Employee Participation in Decision Making On Employee Affective Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.496 <sup>a</sup>	.246	.242	.806

**a. Predictors: (Constant), Employee Participation In Decision Making**

Source: Field Survey (2018)

Table 6 above shows that the coefficient of determination R square is 0.246 and R is 0.496 at 0.05 significant levels. The coefficient of determination indicates that almost 25% of the variation in the response to employee affective commitment is explained by employee participation in decision making, while the rest of 75% are explained by other variables which are not considered in this study. As part of the examination of the influence of employee participation in decision making on affective commitment, the study conducted correlation analysis to test on the strength of association between the study's variables: the independent variable (Employee Participation in Decision Making) and dependent variable (Affective Commitment). The result of the Pearson correlations was obtained to be 0.222 (n=200, p<.000) which demonstrates that employee affective commitment has a positive correlation with employee participation in decision making.

The significance of the Independent (Employee Participation In Decision Making) and dependent (Affective Commitment) variables can in the same way be seen from the t-value result in Table 7 with (p=000) which is less than 0.05 and the value of t-test (5.393). This rightly suggests that there is a positive significant influence of employee participation in decision making on affective commitment.



**Table 7: T-Value on the Relationship between Employee Participation in Decision Making and Staffs' Affective Commitments**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.187	.220		5.393	.000
PDM	.559	.070	.496	8.039	.000

**a. Dependent Variable: AFFECTIVE COMMITMENT**

Source: Field Survey (2018)

The importance of the positive association here can be deduced from the arguments of Allen and Meyer (1996). According these authors, this kind of commitment (affective) provides a deeper sense of loyalty which involves the notion of wanting to remain in the organisation. This is due to the fact that through experience, one develops a positive attitude towards the organisation. Compared with continuance, one could see that the influence of employee participation in decision making on affective is more than that of the continuance, although there is positive relationship. From the point of Meyer and Allen (1991), both affective and continuance commitment represent psychological state and as such both affective and continuance are inter-linked in that each reinforces the other. However, in this study it can be inferred that the former commitment is influenced more by employee participation in decision making than the latter.

**Objective Three: Examining the Influence of Employee Participation in Decision Making on Normative Commitment**

The third objective of the study was about the extent of the influence of employee participation in decision making on normative commitment. As a result, a simple linear regression analysis was also performed and the result is shown in Table 8.

**Table 8: Model Summary on Influence of Employee Participation in Decision Making on Normative Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 <sup>a</sup>	.399	.396	.631

**a. Predictors: (Constant), Employee Participation In Decision Making**

Source: Field Survey (2018)

Table 8 above demonstrates that the coefficient of determination R square is 0.399 and R is 0.631 at 0.05 significant levels. The coefficient of determination means that at least 40% of the variation in the response to employee normative commitment is explained by employee participation in decision making, while 60% are explained by other variables which are not considered in this study. In order to confirm this positive association, an examination of the effect of employee participation in decision making on normative commitment correlation analysis was conducted to test on the strength of these two variables: the independent variable (Employee Participation in Decision Making) and dependent variable (Normative Commitment). The result of the Pearson correlations was obtained to be 0.592 (n=200, p<.000) which reveals that employee normative commitment has a positive correlation with employee participation in decision making. The

significance of these two variables: Independent (Employee Participation In Decision Making) and dependent (Normative Commitment) was confirmed by the t-value, (table 9) with (p=0.000) which is less than 0.05 and the value of t-test (6.521) hence implying that there is a positive significant influence of employee participation in decision making on normative commitment.

**Table 9: T-Value on the Relationship between Employee Participation in Decision Making and Staffs’ Normative Commitments**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.122	.172		6.521	.000
PDM	.623	.054	.631	11.454	.000

**a. Dependent Variable: NORMATIVE COMMITMENT**

Source: Field Survey (2018)

The idea here is that among the three kinds of commitments, *normative* commitment is the most predominant among the employees. From the perspective of Allen & Meyer, (1996), this could be attributed to the fact that employees stay in GRA because they ought to do so and this arises from the feeling of obligation to the organisation. Mouhamadou (2015) has also argued that such commitment is often associated with employees individual feeling of the necessity to reciprocate a good deed accorded to them by the employer. Hence, committed employees do not necessarily have only positive feelings or motives towards the organisation but instead commitment may also arise from

the feelings of compulsion or obligation towards the organisation due to what the employer does.

Accordingly, the tendency is generally an obligation based on personal morals in which the employees feel obliged to stay with an organisation to do it good because they have been offered some benefits (Sayani & Swamy, 2014).

### **Discussions**

This study has sought to examine the influence of employees participation in decision making on employees 'commitment and so far the finding has demonstrated that employees who claimed to have acquired competencies through participation in decision making are more committed to the organisation although there are variations in the extent of the commitment. The results of this study indicated that in GRA all three types of employee' commitments are significantly influenced by employee participation in decision making. This is in contrast to a research study conducted by Poole, Lansbury, And Wailes (2001) in American Organisation s.

In their study, the study showed that employee participation in decision making has very less contribution in enhancing Employee commitment although it has a positive and significant impact at workplaces. This result is in conflict with the findings of this study which indicates that employee participation in decision making has the strong influence on employee commitment. Instead, this study results is in support of the study result obtained by another study of Bakan, Suseno, Pinnington & Money (2004) who concluded that employee participation in decision making plans have been associated with increased commitment of employees.

As this study reveals that employee participation in decision making has a stronger influence on employee commitment in GRA, it is fair to conclude that the underlying reasons could be supported by, first, the dual-model theory. Out of this model, the *human relations model* accepts the fact that people share a common set of needs: to belong, to be liked and to be respected while the *human resources model* professes that people not only share the needs to belong and be respected, but they also desire to contribute effectively and creatively to the accomplishment of worthwhile organisational objectives.

In addition, this model asserts that people want to feel useful to their organisation and therefore tend to co-operate willingly and comply with goals if the needs to belong and be liked are fulfilled. In this way, it is appropriate to argue that by encouraging employee participation in decision making, the managers are making subordinates at GRA know that they are useful and important members of the team and therefore are willing to explain their decisions and to discuss subordinates' objections to their plans. On routine matters, they might have created an environment in which subordinates could contribute their full range of talents to the accomplishment of the organisational goals by participating in decision making process.

In terms of stake holder theory by Freeman, (1984), this study has revealed that the GRA authorities have focused on the construction of value, decision-making processes and relationships/communication with real individuals, specifically internal stakeholders. Thus, the executives have incorporated stakeholder interests into organisational management, and demanded full participation of internal stakeholders within the decision-

making processes, hence this positive commitment. Finally, the results of this study could be in line with the Hofstede's four dimensional model. Explicitly, this study reveals that direct participation has a stronger influence on employee commitment in Ghana as compared to other developed countries like America. The basic reason might be that it is because of the reason that in Ghana, employees accept hierarchical differences and when they are given more autonomy and their manager consults with them before taking decisions their commitment level with the organisation increases as they feel respected.

### **Chapter Summary**

In this chapter, the discussion has centred on the main research objective which reflects on the examination of the influence of employee participation in decision making on employee commitment of GRA at the Regional Office, Takoradi, Ghana. Based on this main research objective, four specific objectives were discussed in this chapter. However, the first section discussed the response rate and the demographic features of the respondents, while the second section, addressed the main specific research questions relating to the topic. These objectives were to examine: the influence of employee participation in decision making on continuance commitment; the influence of employee participation in decision making on affective commitment and the influence of employee participation in decision making on normative of the staff of GRA. So far the results have indicated that employee participation in decision making has significant influence on all the various employee commitments.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote staffs' commitments through employee participation in decision making. Finally, the suggestion for future research is also made.

#### Summary of the Study

The study set out to examine the influence of employee participation in decision making on employee commitment in the GRA, Regional Headquarters, Takoradi. There were three main specific objectives, which the study aimed to achieve and these included to:

1. examine the influence of employee participation in decision making on affective commitment,
2. examine the influence of employee participation in decision making on continuance commitment, and
3. investigate the influence of employee participation in decision making on normative commitment of the staff of GRA.

The study was based on the views of 200 employees from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 4

to 1 where 4 stands for Strongly Agreed, 3 is Agreed, 2 is Disagreed and 1, Strongly Disagreed.

### **Key Findings**

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 22.0 version) software. The major findings as they related to the specific objectives of the study have been summarized as follows. In general, the study result indicates that employee participation in decision making has a positive influence on all the three dimensions of employee commitment. This was noted through the use of regression analysis, which showed that the coefficient of determination indicates a positive influence on employee commitment. The implication is that as employees are given the chance to participate in decision making process, their confidence can be increased and their value can be enhanced as well. This is because through employee participation in decision making, new perception, beliefs and changing attitudes could be attained which in the end promotes the employees' abilities.

This is explained by the stakeholder theory which claims that people want to feel useful to their organisation and therefore tends to co-operate willingly and comply with organisational goals if their needs to belong and be liked are fulfilled. However, although the study results showed that employee participation in decision making has a positive influence on all the various types of commitment, in the context of the three dimensions, it was noted that their combined three dimensions of commitment was the highest, followed by Normative.



## **Conclusion**

The aim of this study has been to examine the influence of employee participation in decision making on employee's commitment in GRA at the Regional Headquarters, Takoradi. The findings of this research confirm that the employee participation in decision making brings about higher commitment from the staff. The belief here is that it is very necessary for the organisation to focus on the employee participation in decision making so as to achieve high commitments of employees. This comes about due to the conceived idea by the employees that through employee participation in decision making they are respected and at the same time valued by the organisational authorities.

The findings of this study reveal that firms with high employee involvement in decision making outperform firms with low employee involvement in decision making due to lack of commitment from the latter. Thus, this study signifies the need for organisational management to exhibit high level of commitment to employee involvement in decision making in order to enhance their performance. In other words, an intensive employee involvement in decision making regime is a probable approach for increasing firm performance in competitive markets with uncertainty. In a way, if the public sector must grow and be competitive, its managers should encourage increased involvement in employee involvement in decision making activities.

## **Recommendation**

Based on the study findings with regards to the importance of employee participation in decision making it is recommended that the management must give full support to employee participation in decision

making as that could help workers to have an increased confidence and value which will in turn make the employees become loyal and committed. Secondly, management must be critical about employee involvement in decision making, and try to avoid the practice of high power distance culture which alienates the subordinates and makes lower level employees to be merely expected to be seen and not heard.

### **Suggestions for Further Studies**

This study was based on quantitative analysis as a result the employees were not able to describe the situation and also explain in detail the reasons behind the answers that were given. In view of this in the near future, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to be reach as both methods will complement each other's weaknesses. Also, future research could be conducted to address one of the limitations outlined in this study. For example, this study only concentrated on GRA at the regional headquarters alone. This means the views of the employees could not be generalized. As a result, the future research could extend the investigation to different regions and to obtain wider views of GRA employees which could be generalised.

## REFERENCE

- Allen, N. & Meyer, J. 1990. The measurement and antecedents of affective, continuance and normative commitment to the Organisation. *Journal of Occupational Psychology* 63, 1–18.
- Allen, N. J. & Meyer, J. P. (1996). Affective, continuance and normative commitment to the Organisation: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.
- Almodarresi, S. M. & Hajmalek, S. (2014). The Effect of Perceived Training on Organisational Commitment. *International Journal of Scientific Management and Development*, 3 (12), 664-669
- Alutto, J. A., & Belasco, J. A. (1972). A Typology for Participation in Organizational Decision Making. *Administrative Science Quarterly*, 17(1).
- Alutto, J. A., & Acito, F. (1974). Decisional participation and sources of job satisfaction: A study of manufacturing personnel. *Academy of Management journal*, 17(1), 160-167.
- Ambar, K., Saba, K., Asma W., Yasir, A. F. & Ayesha, N., (2015). Relationship between Organisational Commitment, Employee Engagement and Career Satisfaction: A Case of University Of Gujrat. *European Journal of Business and Social Sciences*, 3(11), 172 – 183
- Angle, H. L., & Lawson, M. B. (1993). Changes in affective and continuance commitment in times of relocation. *Journal of Business Research*, 26(1), 3-15.
- Armstrong, M., (2009). Armstrong's Handbook of Human Resource Management Practice, 11<sup>th</sup>ed, Kogan Page, London and Philadelphia.

- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management journal*, 37(3), 670-687.
- Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human resource development quarterly*, 12(4), 335-352.
- Barringer, B. R., & Bluedorn, A. C., (1999). "The Relationship between Corporate Entrepreneurship and Strategic Management," *Strategic Management Journal*. 20(50), 421- 444.
- Becker, H. S. (1960). Notes on the concept of commitment. *American journal of Sociology*, 66(1), 32-40.
- Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International review of business research papers*, 3(2), 54-68.
- Black, J. S., & Gregersen, H. B. (1997). Participative decision-making: An integration of multiple dimensions. *Human Relations*, 50(7), 859-878.
- Bless, C., Higson-Smith, C., & Kagee, A. (2006). *Fundamentals of social research methods: An African perspective*. Juta and Company Ltd.
- Bowling, A. (2014). *Research methods in health: investigating health and health services*. McGraw-hill education (UK).
- Brum, S. (2007). What impact does training have on employee commitment and employee turnover?.
- Wayne F. Cascio. (2013). *Managing human resources: Productivity, quality of work life, profits*. McGraw-Hill/Irwin.

- Chang, G. S. Y., & Lorenzi, P. (1983). The effects of participative versus assigned goal setting on intrinsic motivation. *Journal of Management*, 9(1), 55-64.
- Cohen, S. G., Chang, L., & Ledford Jr, G. E. (1997). A hierarchical construct of self-management leadership and its relationship to quality of work life and perceived work group effectiveness. *Personnel psychology*, 50(2), 275-308.
- Cohen, L. (2007). Experiments, quasi-experiments, single-case research and meta-analysis (Cohen, L., Manion, L., & Morrison, K. in Eds) *Research methods in education*. (6th eds.).
- Cook, T. D., & Campbell, D. T. (1979). *Quasi-experimentation: Design and analysis issues for field settings*. Boston: Houghton Mifflin.
- Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, M. L., & Jennings, K. R. (1988). Employee participation: Diverse forms and different outcomes. *Academy of Management review*, 13(1), 8-22
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed method approaches*. London: Sage Publications, Inc.
- Creswell, J. W., Plano Clark, V. L., Guttman, M. L., & Hanson, E. E. (2003). *Advanced mixed methods research design*. Thousand Oaks, CA: Sage.
- Creswell, J. W. & Plano Clark, V. L. (2011) *Designing and conducting mixed methods research*, Thousand Oaks, California, Sage Publications.
- Daft, R. L., & Lewin, A. Y. (1993). Where are the theories for the "new" organizational forms? An editorial essay. *Organization science*, i-vi.

- Daniel, K. and Bailey, A. (1999), “Strategy development processes and participation in decision making: predictors of role stressors and job satisfaction”, *Journal of Applied Management Studies*, No. 8, pp. 27-40.
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of Organisational culture and effectiveness. *Organisation Science*, 6(2), 204–223.
- Eden C and Ackermann F (1998). *Making Strategy: The Journey of Strategic Management*. Sage: London.
- Freeman, R.E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman Publishing Inc.
- French, J.R.P. Jr, Israel, J. and As, D. (1960). “An experimental study on participation in a Norwegian factory”, *Human Relations*, No. 13, pp. 3-19.
- Flak, L., Nordheim, S. and Munkvold, B. (2008), “Analysing stakeholder diversity in G2G efforts: combining descriptive stakeholder theory and dialectic process theory”, *e-Service Journal*, Vol. 6 No. 2, pp. 3-23.
- Geralis, M. and Terziovski, M. (2003), “A quantitative analysis of the relationship between empowerment practices and service quality outcomes”, *Total Quality Management*, Vol. 14 No. 1, pp. 45-62.
- Gollan, P. J., & Wilkinson, A. (2007). Contemporary developments in information and consultation. *The International Journal of Human Resource Management*, 18(7), 1133-1144.
- Guest, D. (1992). Employee commitment and control. In J. Hartley & G. Stephenson (Eds.), *Employment relations* (pp.111-135). Oxford: Blackwell.

- Hackett, R. D., Bycio, P., & Hausdorf, P. A. (1994). Further assessment of Meyer & Allen's three component model of Organisational commitment. *Journal Applied Psychology*, 79(1), 15-23
- Halliday, L. (1993). *Why delegate? A resource book for educational administration*. London: commonwealth Secretariat.
- Harrison, J.S. and Thompson, S.M. (2015). *Strategic management of healthcare Organisation s: A stakeholder management approach*. New York, Business Expert Press.
- Heller, F., Pusic, E., Strauss, G. and Wilpert, B. (1998) *Organisational Participation: Myth and Reality*. Oxford: Oxford University Press
- Hendry, J. (2001), "Missing the target: normative stakeholder theory and the corporate governance debate", *Business Ethics Quarterly*, Vol. 11 No. 1, pp. 159-76.
- Hewitt, P. (2002). *High Performance Workplaces: The Role of Employee Involvement in a Modern Economy*. [www.berr.gov.uk /files/file26555.pdf](http://www.berr.gov.uk/files/file26555.pdf). Accessed on the 16<sup>th</sup> June, 2018
- Hill, F. and Huq, R. (2004), "Employee empowerment: conceptualizations, aims and outcomes", *Total Quality Management*, Vol. 15 No. 8, pp. 1025-41.
- Hillman, A. J., & Keim, G. D. (2001). Shareholder value, stakeholder management, and social issues: what's the bottom line? *Strategic Management Journal*, 22(2), 125-139
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills, CA: Sage

- Irving, P., G. & Taggar, S. (2004), “*Perceived Organisational support as a mediator of participative decision making – Organisational commitment relations*”, unpublished research paper on Organisational behaviour, School of Business & Economics, Wilfred Laurier University, Waterloo.
- Ismail, N. (2013). Organisational Commitment and Job Satisfaction among Staff of Higher Learning Education Institutions in Kelantan. *Unpublished MSc Project*. Universiti Utara Malaysia
- Israel, Glenn D. (1992): *Sampling the Evidence of Extension Program Impact. Program Evaluation and Organisational Development*, IFAS, University of Florida.
- Johnson, R. B., Meeker, K. M., Loomis, E. J., & Onwuegbuzie, A. J. (2004). *Development of the philosophical and methodological belief inventory*. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Kemelgor, B.H. (2002). A Comparative Analysis of Corporate Entrepreneurial Orientation between Selected Firms in the Netherlands and the U.S.A. *Entrepreneurship and Regional Development*, 14: 67-87.
- Kim, J., MacDuffie, J. P., & Pil, F. K., (2010). Employee voice and Organisational performance: Team versus representative influence. *Human Relations*, 63(3), 371-394.
- Kingir, S., & Mesci, M. (2010) Factors that affect Hotel Employees Motivation the case of Bodrum, *Serbian Journal of Management*, 5(1): 59 - 76.
- Kotter, J. and J. Heskett: 1992, *Corporate Culture and Performance* (Free Press, New York.).



- Kraut, A. I. (1996). *Organisational surveys: Tools for assessment and change*. Jossey-Bass Publishers: San Francisco.
- Lamba, S. & Choudhary, N. (2013). Impact of HRM Practices on Organisational Commitment of Employees. *International Journal of Advancements in Research & Technology*, 2(4), 407 – 423
- Latham, G.P., Winters, D.C., & Locke, E.A. (1994) Cognitive and Motivational Effects of Participation: A Mediator Study, *Journal of Organisational Behaviour*, 15: 49-64.
- Ledford, G. E. and Lawler, E. E. (1994) ‘Research on employee participation: Beating a dead horse?’, *Academy of Management Review*, 19, pp. 633-636.
- Li, L., Tse, C., & Gu., B.Y. (2006) The Relationship between Strategic Planning and Entrepreneurial Business Orientation. *The Chinese Economy*, 39(6): 70-82.
- Locke, E. A., & Schweiger, D. M. (1979). *Participation in decision-making: One more look*. In B. M. Staw (Ed.), *New directions in Organisational behavior*, vol. 1: 265-339, Greenwich, GT: JAI Press.
- Lopez-De-Pedro, J. and Rimbau-Gilabert, E. (2012) “Stakeholder Approach: What Effects Should We Take into Account in Contemporary Societies?” *Journal of Business Ethics*, Vol. 107 (2), pp. 147-158.
- Malhotra, N., & Birks, D. (Eds.). (2006). *Marketing Research: An Applied Approach*: Financial Times/ Prentice Hall.

- Markey, R. (2001). Introduction: Global patterns of participation. In R. Markey, A. Hodgkinson, A. Chourraqui & U. Veersma (Eds.), *Models of employee participation in a changing environment: Diversity and interaction* (pp. 3-22). Aldershot, UK: Ashgate Publishing.
- Maritim S (1988). *Teacher participation in decision making: The Relationship between the need to participate.*
- Mathieu, J.E. & Zajac, D.M. (1990) "A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organisational Commitment". *Psychological Bulletin*, 108,171-194
- McGee, G. W. and Ford, R. C. (1987). Two (or more?) dimensions of Organisational commitment: Re-examination of the affective and continuance commitment scales. *Journal of Applied Psychology*, 72: 638-642
- McVea, J. F., & Freeman, R. E., (2005). A names and faces approach to stakeholder management. *Journal of Management Inquiry*, 14(1), 57–69
- Meyer, J.P., & Allen, N.J. (1991). A three-component conceptualization of Organisational commitment. *Human Resource Management Review*, 1, 61-89.
- Meyer & Allen, (1996). Commitment to Organisations and occupations: extension and test of a three-component conception. *Journal of Applied Psychology*, 78, 538-51.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Thousand Oaks: SAGE Publications.

- Meyer, J., & Allen, N. (1984) "Testing the 'Side-bet' Theory of Organisational Commitment: Some Methodological Considerations". *Journal of Applied Psychology*, 69, 372-378.
- Miller, K. and Monge, P. (1986) 'Participation, Satisfaction, and Productivity: A Meta-Analytic Review', *The Academy of Management Journal*, 29(4), pp. 727-753.
- Miles RE (1975). *Theories of Management; Implications for Organisational behavior and development*. New York. McGraw Book Co.'
- Mitchell, T. R. (1973): Motivation and Participation: An Integration. *The Academy of Management Journal*, 16 (4), pp. 670-67.
- Moriarty, J. 2010. Participation in the Workplace: Are Employees Special? *Journal of Business Ethics*, 92 (3), pp 373-384.
- Morris, J. H. & Sherman, J. D. (198 1). Generalizability of an Organisational commitment model. *Academy of Management Journal*, 24, 5 12-526.
- Morrow, P. C. (1993). *The Theory and Measurement of Work Commitment*, JAI Press Inc., Greenwich, CT
- Mowday R., Steers R. and Porter L. (1979). The measure of Organisational commitment. *Journal of Vocational Behaviour*. 14(2): 224-7.
- Mowday, R. T., Porter, L. W. & Steers, R. (1982). *Organisation al Linkagcr: The psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.
- Musgrove, F. (1971). *Patterns of power and authority in English Education*. London: Methuen and Co. ltd.
- Newman, A., Thanacoody, R. & Hui, W. (2010). *The Impact of Employee Perceptions of Training on Organisational Commitment and Turnover*

*Intentions: A Study of Multinationals in the Chinese Service Sector.*  
Nottingham and Middlesex University

Noah, Y. (2008) A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos, Nigeria. *Journal of Social Science*, 17 (1): 31-39.

Ogden, S. (1992) The Limits of Employee Involvement: Profit Sharing and Disclosure of Information. *Journal of Management Studies*, 29: 229-248.

Parker, J. (2011). *A design-based research approach for creating effective online higher education courses*. Paper presented at the 26th Annual Research Forum: Education Possibilities (Western Australia Institute for Educational Research Inc), University of Notre Dame. Fremantle.

Polit D & Beck C (2008) *Nursing research: generating and assessing evidence for nursing practice*, ed 8, Philadelphia, Lippincott Williams & Wilkins.

Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V. (1974). Organisational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*. 59, 603-609

Preuss, G.A., & Lautsch, (2002) The Effect of Formal versus Informal Job Security on Employee Involvement Programs. *Industrial Relations*, 57 (3): 517-541

Reichers, A. (1985) "A Review and Reconceptualization of Organisational Commitment". *Academy of Management Review*, 10, 465-476.

Richardson, M., Stewart, P., Danford, A., Tailby, S., & Upchurch, M. (2004) 'Employees' Experience of Workplace Partnership'. Pp. 210-26 in

- M. Stuart & M. M. Lucio (Eds.), Partnership and Modernization in Employee Relations. Basingstoke: Pgrave.
- Rodgers, R., & Hunter, J. E. (1993). A component process theorem of job satisfaction. *International Journal of Human Resource Management*, 4(2), 425-442
- Sagie, A. (1997) Leader direction and employee participation in decision-making: Contradictory or compatible practices? *Applied Psychology: An International Review*, 46, 387–416.
- Sashkin, M. (1976) Changing toward participative management approaches: A model and methods. *Academy of Management Review*, July, 75–86.
- Schappe, S. P. and Doran, A. C. (1997). Participative decision making and Organisational commitment Comparing Nigerian and American employees. *Cross Cultural Management: An International Journal*. 17 (4), 368-392.
- Scott-Ladd, B., & Marshall, V. (2004). *Participation in decision making: a matter of context? Leadership & Organisation Development Journal*, 25(8), 646-662.
- Scott-Ladd, B., Travaglione, A. and Marshall, V. (2006), “Causal inferences between participation in decision making, task attributes, work effort, rewards, job satisfaction and commitment”, *Leadership & Organisation Development Journal*, Vol. 27 No. 5, pp. 399-414.
- Sekaran, U. (2003). *Research methods for business: A skill-building approach*, Fourth edition. New York: John Wiley & Sons, Inc
- Sergiovanni, T. 1. & Carver. F. D. (1980). *The new school executive: A theory of administration*. (2nd ed). New York Harper and Row.

- Shadur, M.A., Kienzle, R., & Rodwell, J.J. (1999) The Relationship between Organisational Climate and Employee Perceptions of Involvement: The Importance of support. *Group and Organisation Management*, 24 (4); 479-503.
- Singh, (2009), —A Study on Employee Participation in Decision Makingl, *Unitar E-Journal*, Vol: 5, No: 1, pp: 20 -38.
- Spreitzer, G.M., & Mishra, A.K. (1999) Giving UP Control Without Losing Control: Effects on Managers' Involving Employees in Decision Making. *Group and Organisation Management*, 24 (2): 155-187.
- Spreitzer, G. M., Kizilos, M.A., & Nason, S.W. (1997). "A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction and strain". *Journal of Management*, 23, 679-704.
- Steers, R. M. (1977). Antecedents and outcomes of Organisational commitment. *Administrative Science Quarterly*, 22, 46-56.
- Vroom, V.H. and Jago, A.G., (1988). *The New Leadership: Managing Participation in Organisation s*, Prentice-Hall, Englewood Cliffs, New Jersey.
- Wagner JA III (1994). "Participation's effects on performance and satisfaction: a reconsideration of research evidence". *Acad. Manage. Rev.*, 19: 312-330.
- Wagner JA, Leana CR, Locke EA, Schweiger D (1997). "Cognitive and motivational frameworks in US research on participation: a metaanalysis of primary effects". *Journal of Organisational Behaviour*, 21: 49-65.

- Wagner, J.A., III and Gooding, R.Z. (1987) 'Effects of societal trends on participation research', *Administrative Science Quarterly*, Vol. 32, No. 2, pp.241–262.
- Warsame, A. S. (2015). Human Resource Management Practices and Organisational Commitment. *International Journal of Economics, Commerce and Management*, 3(8), 156 – 193
- Weiner, Y. (1982), "Commitment in Organisation s: A Normative View", *Academy of Management Review*, 7(3), 418-428.
- Williamson, M.G. (2008) The Effects of Expanding Employee Decision Making on contributions to Firm Value in an Informal Reward Environment. *Contemporary Accounting Research*, 25 (4): 1184-1209.
- Worsham J, Eisner MA, Ringquist EJ (1997). ``Assessing the assumptions: a critical analysis of agency theory". *Administrative Science.*, 28: 419-440.
- Yap, M., Holmes, M. R., Hannan, C. & Cukier, W. (2010). The Relationship between Diversity Training, Organisational Commitment, and Career Satisfaction. *Journal of European Industrial Training*, 34(6), 519-53
- Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed). Thousand Oaks, CA: Sage.

**APPENDICES**

**APPENDIX A**

**UNIVERSITY OF CAPE COAST**

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**SCHOOL OF BUSINESS**

**QUESTIONNAIRE ON EMPLOYEE PARTICIPATION IN DECISION**

**MAKING AND EMPLOYEE COMMITMENT**

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Administration (Human Resource Management) programme at the Department of Human Resource Management, School of Business. This questionnaire is designed to ascertain information for my research work on the topic: **“EMPLOYEE PARTICIPATION IN DECISION MAKING AND EMPLOYEE COMMITMENT OF GHANA REVENUE AUTHORITY (GRA), TAKORADI”** This research is in partial fulfilment of the requirement for the award of a Master of Administration (Human Resource Management) Degree at the University of Cape Coast.

All the answers you provide will be treated with utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Constance Toppar



## APPENDIX B

To answer a question, either tick [] or write short notes on the space provided where necessary.

### SECTION A: SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

1. Gender:

a. Female []

b. Male []

2. Educational level

a. SSS []

b. Diploma []

c. 1<sup>st</sup> Degree []

d. Professional []

e. 2<sup>nd</sup> Degree []

3. Age

a. 15-20 []

b. 20-39 []

c. 40-49 []

d. 50-59 []

4. Rank

a. Junior []

b. Senior []

5. Years of Experience

a. 1-5 yrs []

b. 6-10 []

c. 11-15 []

d. 16 and above []

**SECTION B: QUESTIONNAIRES TO THE EMPLOYEES**

<b>Affective commitment</b>	SD =1	D=2	A=3	SA=4
I would be happy to spend the rest of my career with the Organisation				
I really feel as if the Organisation 's problems are my own				
I do not really feel part of a family at my Organisation				
I do not feel emotionally attached to the Organisation				
The Organisation has a great deal of personal meaning to me				
I do not feel a sense of belonging to the Organisation				
I would give me great pleasure if I continue working with my current Organisation				
I really feel as if the Organisation 's problems are my own				
<b>Normative commitment</b>				
I do not feel any obligation to remain with my current employer				
Even if to my advantage, I do not feel it is right to leave the Organisation				
I would feel guilty if I left the Organisation right now				
The Organisation deserves my loyalty				
I would not the leave the Organisation right now because of a sense of loyalty				
I owe a great deal to my Organisation				
<b>Continuance commitment</b>				
It would be very hard to leave the Organisation right now even if I wanted to				
Too much of life would be interrupted if I decided to leave the Organisation				
Right now staying in the Organisation is as much of necessity as of desire				
I believe I have too few options to consider leaving the Organisation now				
One of the negatives of leaving the Organisation would be scarcity of alternatives				
Leaving would require considerable sacrifice and other Organisation s benefits do not match up				
The only reason I am still in the Organisation is because I feel it is a necessity for me				

**SECTION C: EMPLOYEE PARTICIPATION IN DECISION MAKING**

*Instructions:* Using the response scale, indicate the extent to which you agree or disagree with each statement with regards to the extent of your participation in decision making process. **“My Manager always asks for my opinion**

<b>PARTICIPATION IN DECISION MAKING</b>	SD =1	D=2	A=3	SA=4
About how my work gets completed				
On work quality				
About how fast my work is completed				
Before assigning work				
About work deadlines and allows me to Decide how to do my job				
Before hiring a potential employee				
Before disciplining a co-worker				
Before evaluating the performance of a co-worker				
My training needs as well as my co-workers' training needs				
Before setting goals and implementing organisational policies and rules				

**Thank you**

