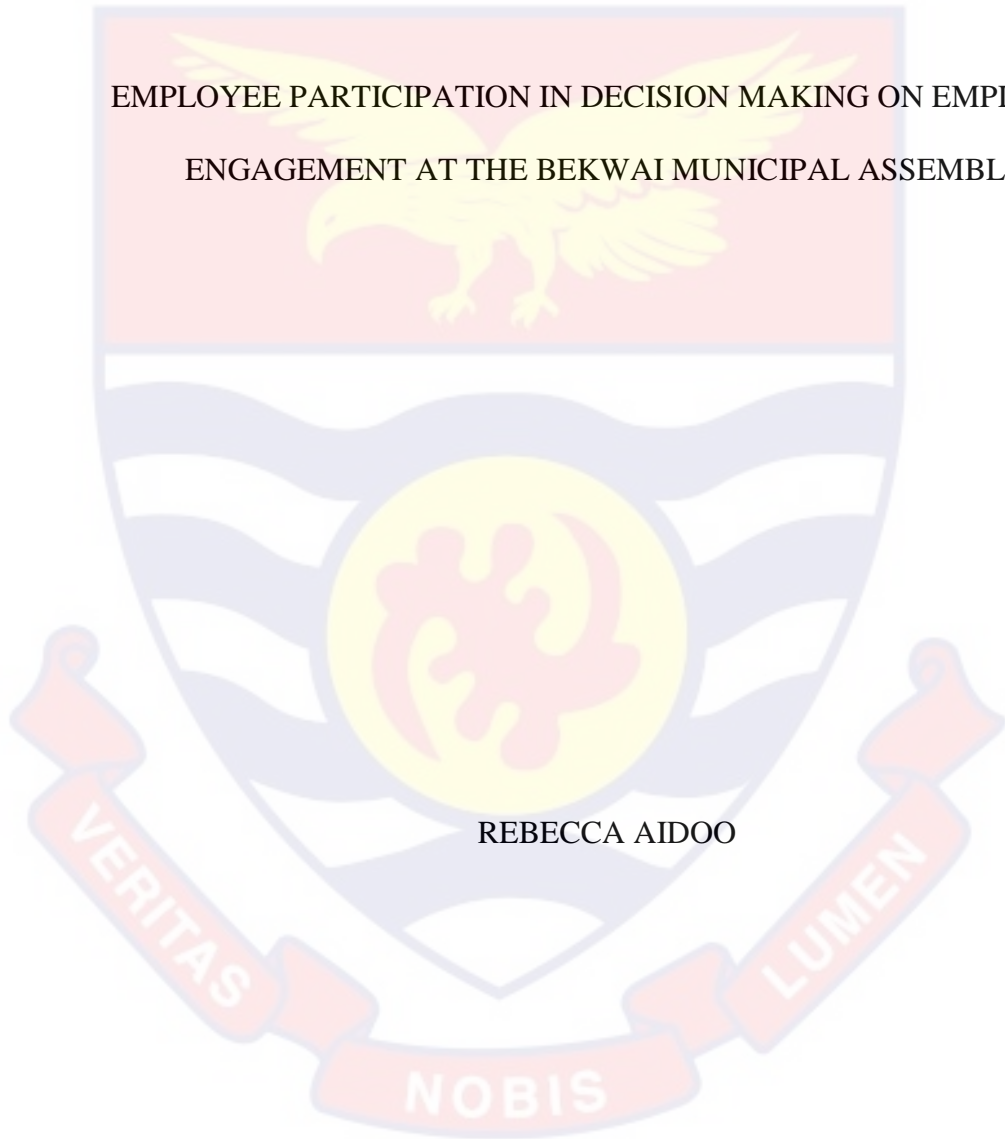


UNIVERSITY OF CAPE COAST

EMPLOYEE PARTICIPATION IN DECISION MAKING ON EMPLOYEE
ENGAGEMENT AT THE BEKWAI MUNICIPAL ASSEMBLY

REBECCA AIDOO



2023

UNIVERSITY OF CAPE COAST

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BY

REBECCA AIDOO

Dissertation submitted to the Department of Management, School of Business,
College of Humanities and Legal Studies, University of Cape Coast in Partial
Fulfillment of the Requirements for the Award of Master of Business
Administration degree in Management

SEPTEMBER 2023

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in the University or elsewhere

Candidate's signature..... Date.....

Name: Rebecca Aidoo

Supervisor's Declaration

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

Supervisor's signature..... Date.....

Name: Prof. N. Osei Owusu

ABSTRACT

This study sought to examine the effect of employee participation in decision making (EPDM) on employee engagement at Bekwai Municipal Assembly. The specific objectives were to examine effect of: consultative, representative and delegative types of EPDM on employee engagement. The study was quantitative and the study design was explanatory. The population size was known to be 340 out of which 175 was used as sample size based on Krejcie and Morgan (1970 Table). A self-administered questionnaire was the main research instrument was used to collect data from the employees with the response rate of 91% (160) and 9% (15) as non-response rate. Simple random sampling technique was used to select the sample and data processing was done using SPSS version 22. The analytical tools employed were descriptive statistics using percentages and frequencies and inferential data analysis techniques such as linear and Multiple Regression analysis with T-test and F (ANOVA) test respectively. The results of the study revealed that each dimension of EPDM (Delegative, Consultative and Representative) as well as all the three combined had positive significant effect on employee engagement. However, in the context of this study, it was found out that Delegative had the highest (22.5%) level of influence on employee engagement, followed by Consultative (21.2%) and finally the Representative (16.9%). In conclusion it can be stated that EPDM has significant influence on employee wellbeing. To this end, it was recommended that Bekwai Municipal Assembly Authorities should endeavour to promote EPDM in order to sustain their employees' engagement.

KEY WORDS / PHRASES

Employee Participation in Decision Making

Consultative Participation

Delegative Participation

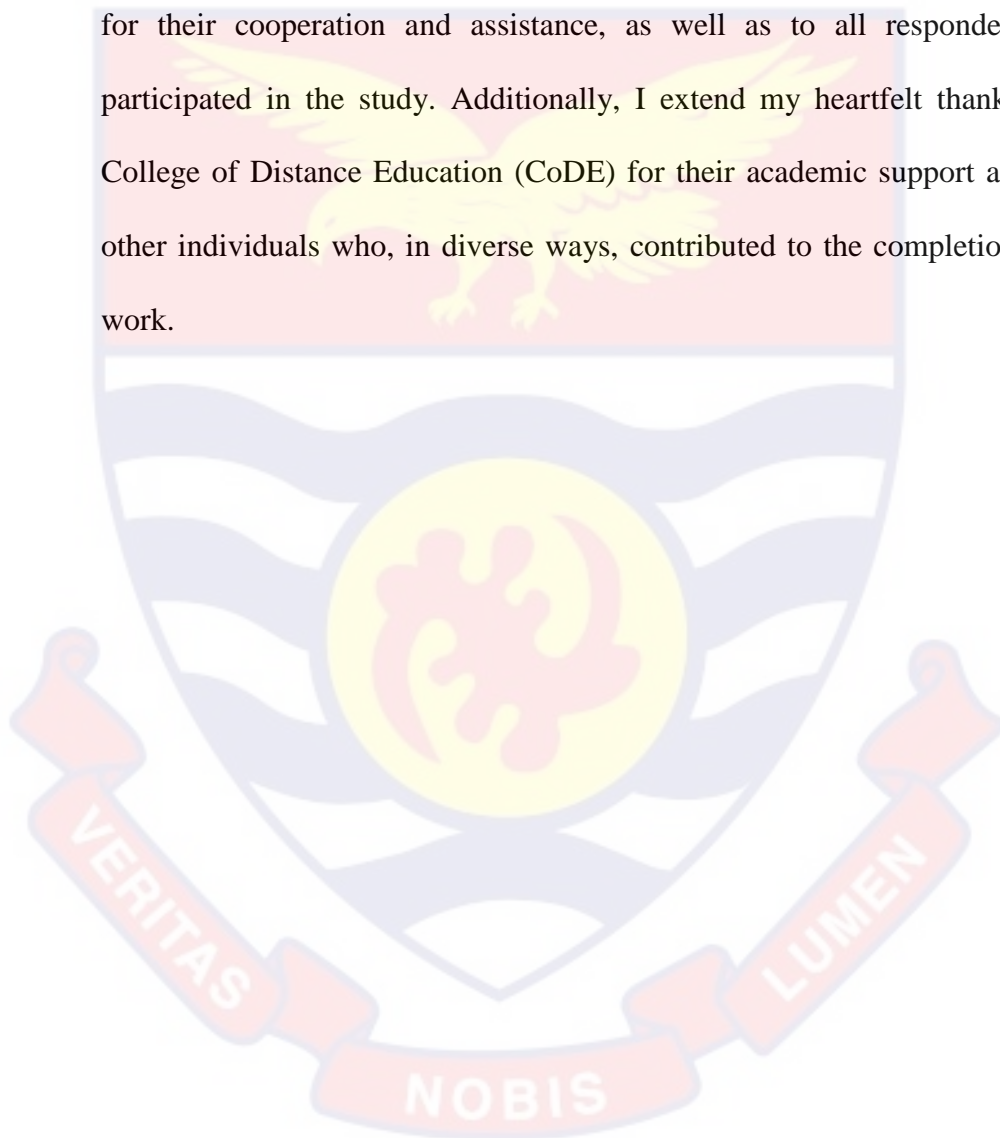
Representative Participation

Employee Engagement



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DEDICATION

This work is dedicated to my only son



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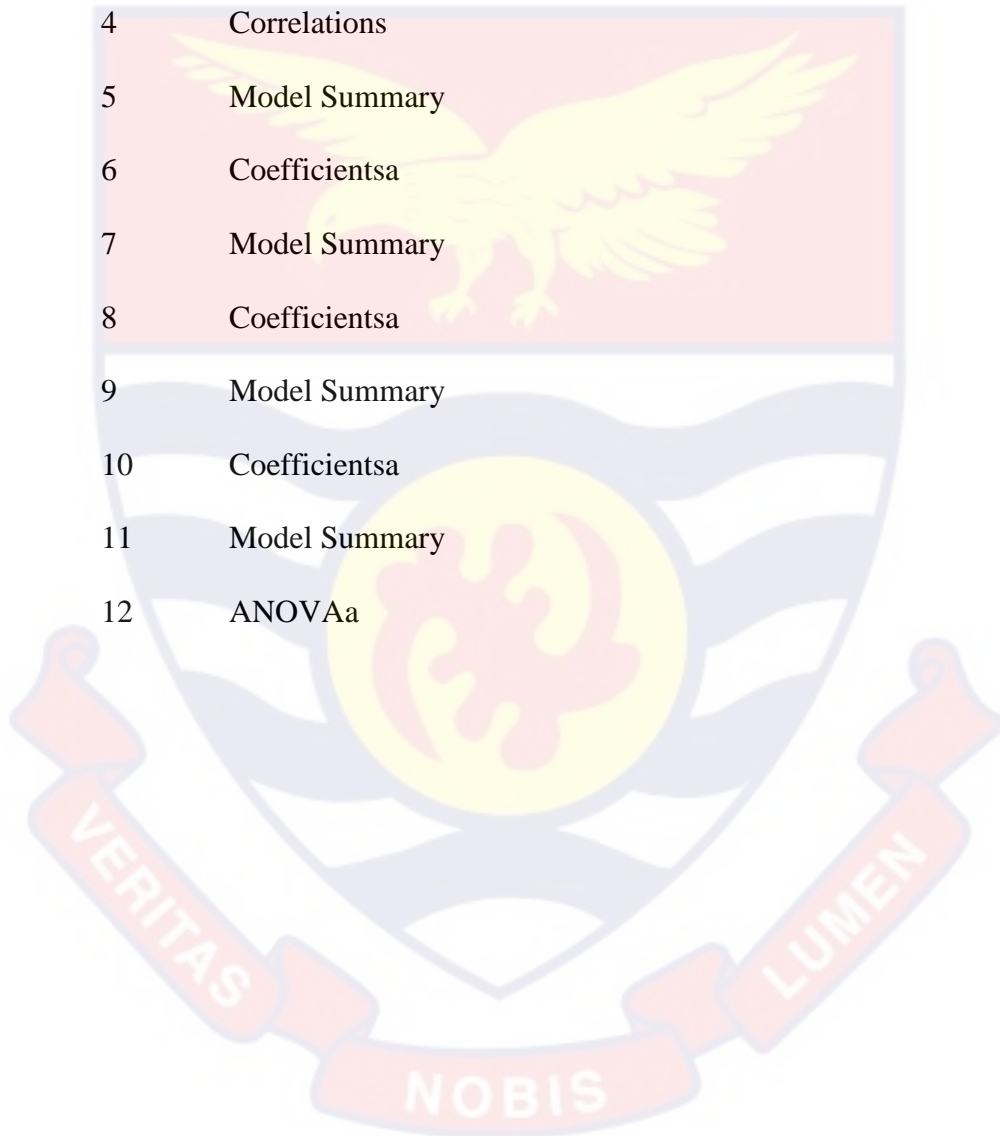
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CHAPTER ONE

INTRODUCTION

This chapter presents the overview of the study which includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, hypotheses of the study, the study's significance, the delimitation as well as the limitations of the study, and organisation of the study

Background of Study

Throughout the world, since the dawn of the millennium, an era of political reforms has been sweeping through most of the countries in both the developed and developing countries. This has not just involved change at the level of how government is conducted but has seen a change in the whole social and political atmosphere (Boukherroub et al., 2018; Irawanto, 2015). One of the most significant changes is related to democratization of organizational behaviour (Boukherroub et al., 2018). Many organizations are now trying to transform from the old custom of authoritarian organizational style to a way of working, which is more democratic and participative. They are allowing their employees to contribute opinions and some are beginning to involve employees more in the process of making organizational decisions (Boukherroub et al., 2018; Cebulla, Principi & Socci, 2020).

An effective engagement of workers' strategy has called for greater participation in decision making of employees in the social, financial, and organisational realms (Cebulla, Principi & Socci, 2020). This is particularly the case in the public sector as the reforms of public administration have led to a decentralisation of power and a redistribution of responsibilities to the

lowest possible level of government (Fuldauer et al., 2019). In other words, decentralisation is closer to the citizens and other stakeholders in the territory that are influenced by its decisions (Vitálišová et al., 2021).

From the above perspective, it can be said that there is a growing need to build partnerships by most organisation, support stakeholder participation and a move from centralised system of administration to lower level of administration that will allow individuals to take part in the decision-making process (Boukherroub et al., 2018). To this end, the modern system of management is now expected to be characterised by openness, efficiency, the will to research the needs of the staff, encourage active participation of actors in organisational matters and involve them in whatever decision that pertains to them (Azeez, 2017). In essence, an increase in stakeholder engagement and participation have become the norm in recent organisational issues (Benites-Lazaro & Mello-Théry, 2019) since individual to participate is also to act can be seen as a way to end social and environment injustices (Hornik et al., 2016; Fuldauer et al., 2019).

In the context of this study, employee participation is defined as a process of employee involvement designed to provide employee with the opportunity to influence and where appropriate, take part in decision making on matters that affect them (Kim, MacDuffie & Pil, 2010). In essence, participation in decision making means individuals is involved and have influence on relevant decisions that have effect on them. It is therefore a joint consultation between employees and managers to address problems and reach decision working together as a team (Lundmark, 2023). Therefore, participation is an organizational mechanism, giving employees the right to

make decisions and the matching amount of responsibility, so that they become part of contributing to organizational performance (Lundmark et al., 2021).

From the perspectives of organizational researchers, (Khalid and Nawab, 2018; Lundmark, 2023; Helland et al., 2021) there are several dimensions of participation in organization. According to Lundmark, (2023) comprises consultative, delegation and representative participations. Delegation is the practice of assigning key duties to subordinates, providing subordinates responsibility for management's formal decisions and providing subordinates more work-related discretion, such as the authority to make decisions without consulting the management first (Ugoani, 2020). This means *delegative participation is a situation* where employees are allowed to make decisions on their own (i.e., power is distributed). Consultation is the process of engaging workers in an organized committees with a view to sampling their opinions and informing them about planned actions (Kpakol, Obiora & Jaja, 2015).

In this context Consultation means the exchange of views between employers and employees or their representatives but which stops short of formal bargaining, so that final responsibility for decision-making remains with management (Falanga et al., 2021). This helps further to build an environment of trust and co-operation which brings about a “feeling of shared ownership” in the employee. This would also increase the tendency of workers to identify with the organization since they too were inclusively informed and possibly contributed to the planning and decision-making process (Kpakol, Obiora & Jaja, 2015). Representative participation in decision-making (i.e.,

indirect) can be seen as power sharing on an individual level, even though the representative may have involved others before engaging in the decision-making process. In turn, they can also involve the employees in the process to a greater or lesser extent (Helland et al., 2021).

From the discussion above, it can be argued that employee participation, by international standards, is by no means a new innovation, but has been considered as one of the best human resource managements practices which organizations can adopt to strengthen their base and employee engagement (Wainaina, Iravo & Waititu, 2014). As a result, for some time now, employee participation in decision making has attracted a lot of attention and today it has been recognized as a managerial tool for improving organizational engagement by striving for the shared goals of employees and managers (Imna & Hassan, 2015). With the participation in hand, their motivation increases, and this brings about both individual engagement and organizational effectiveness (Nielsen & Noblet, 2018). Thus, employee participation can be considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction, which, in turn, increases the engagement of the employee (von Thiele Schwarz et al., 2021)

In this context, employee engagement refers to an employee's attitude and emotional state towards their work and employer, characterised by a motivated mindset, elevated energy levels, and a strong sense of enthusiasm and focus on their tasks (Bakker & Albrecht, 2018). In this sense, being committed means that the employee has an emotional attachment to and involvement with an organization such that the employee wants to continue

serving the organization and helping it achieve its objectives (Inegbedion, 2022). Thus, the concept of engagement is also linked to the psychological contract which is nurtured through individualistic involvement practices and is based on shared values, which incorporate the internationalization of organizational objectives (Nwankwo, 2019).

In Ghana, particularly the district assemblies, it has been noted that employees' engagement is deficient as a result of perception of unlimited time contract with the public sector workers (Abdul-Nasiru et al. 2014). There are therefore calls for a several strategies and policies to increase engagement of workers (Kumasey et al. 2016). Donkor (2022) has asserted that the past decade experience of dramatic changes in the global economic downturn have significant implications for reciprocity between employers and employees and thus for employee engagement. This situation calls for a strategy like participation in the decision making in public sector institutions because where employees actively participate in the decision-making process, with their individual goals being set, they internalize the organization goals which leads to engagement (Irawanto, 2015).

The theory that supports the positive relationship between participation in decision making and employee engagement is based upon social exchange theory characterised by the principle of reciprocity. Social exchange theory states that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives (Blau, 1986; Cook & Rice, 2006). The social exchange context argues that people calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides (Monge 2003). In this regard, employees would act in ways that

reflects how they are treated by the organisations or their managers. Employees become motivated to pay-off beneficial treatment received from the organisation or manager by acting in ways that the organisation values, such as being committed to the organisation (Sharma, 2017). Thus, one party would reciprocate benefit considering previous benefit gained from the other party and where employees are given the opportunity to participate in the decision-making process of an organisation, for example, it is most likely for these employees to feel the need to become committed towards the organisation.

The idea here is that considering the situation in Ghana, where employees are usually seen to be recipients of decisions and instructions to be executed at the lower levels or departmental or office levels, most employees will be satisfied if they are allowed to take part in the decision making. This is particularly true taking into account the fact that at the organisation, the manager is placed in a position of responsibility and authority where all major decisions relating to work organization and staff personnel matters as well as financial matters are based on the decisions of the manager (Kok, Lebusa, & Joubert, 2014). This structure excludes the input of employees, who are the recipients of organisational policies, in decision-making. As a result, many employees become disillusioned and less committed, leading to negative work attitudes and lower performance levels (Quagraine & Asiedu-Appiah, 2019).

Problem Statement

In Ghana today, it is fair to say that although some organizations have implemented participatory programmes as part of the ongoing democratic principle, employee engagement has not been encouraging. This is particularly

the case in public sector institutions, which traditionally have a highly structured bureaucracy (Obuobisa-Darko & Domfeh, 2019). In most public institutions, it has been noted that while public servants are indispensable players in the delivery of quality services, they are often described as lacking engagement (Ohemeng, Obuobisa-Darko, & Amoako-Asiedu, 2020; Brenyah & Obuobisa-Darko, 2017). Obuobisa-Darko and Domfeh (2019) also asserted that in Ghana, civil servants are usually not committed to their work. In fact, they are often perceived as idling around, engaging in non-work-related activities at times when they are expected to be working towards achieving organizational goals (Ohemeng et al., 2020). Thus, while the public service as an institution plays very important roles for both the government and the citizens, the level of employee engagement leaves much to be desired (Brenyah & Obuobisa-Darko, 2017).

This calls for the identification of factors that increase engagement among public sector employees. Many experts have found that participatory management is key to increasing public sector employee engagement (Obuobisa-Darko & Domfeh, 2019; Ohemeng et al., 2020). This contrasts with the popular view held by those in leadership positions in Ghana's public sector institutions that workers are morally obliged to follow bureaucratic rules and require proper guidance (Ohemeng et al., 2020). As a result of this perception, managers often fail to recognize that involving workers in the decision-making process can improve these processes and increase worker engagement.

While the above assertion is convincing, there is a lack of empirical studies on the relationship between employee participation in decision-making (EPDM) and employee engagement (EE) in the context of Ghana. Although

studies have been conducted, most were outside Ghana (Ngwane & Dachapalli, 2022). Additionally, studies conducted in Ghana have often focused on the variables as a whole without reference to the types of EPDM (Brenyah & Obuobisa-Darko, 2017; Ohemeng et al., 2020). However, with different dimensions associated with EPDM, some studies have found that each type of employee participation in decision-making does not have the same effect, hence the need for researchers to study multiple types of employee participation (Ngwane & Dachapalli, 2022). This has created a knowledge gap, as some scholars have argued that the existing body of knowledge is not sufficient in explaining specifically the relationship between employee participation and engagement in developing countries (Ohemeng et al., 2020). It is in light of this that this study is conducted.

Purpose of the Study

The main purpose of this study is to examine the influence of employee participation types (consultative, delegation and representative participation) on staff engagement in the Bekwai Municipal Assembly in The Ashanti Region of Ghana.

Research Specific Objectives

In line with the purpose of the study, the main specific objectives were to:

- 1) assess the influence of consultative participation on employee engagement;
- 2) examine the impact of delegation participation on employee engagement;
- 3) assess the influence of representative participation on employee engagement;

- 4) analyse the combined influence of employee participation on employee engagement

Research Hypotheses

H1: There is a significant positive relationship between consultative participation and employee engagement

H2: There is a significant positive relationship between delegation participation and employee engagement

H3: There is a significant positive relationship between representative participation and employee engagement

H4: There is a significant positive relationship between the combined effect of the three dimensions (consultative, delegation and representative) of employee participation and employee engagement.

Significance of the Study

The study is significant in the sense that it would add to existing knowledge on participation types among employees and how each influences employee engagement literature especially within Africa and specifically in Ghana within the public sector. The government will also be informed on the importance of EPDM, which will help government appreciate and understand the need for EPDM. Furthermore, district assembly authorities may find this study helpful to would offer a comprehensive overview of findings and discussions on the service of the district assemblies in Ghana. Findings from the study will also help employees' representatives and trade unions appreciate and understand the role that EPDM plays and its contribution towards organizational performance. Moreover, the study will serve as a spring board

for future students who will be interested in this field. This will help fill the knowledge gap in this area.

Delimitations of the Study

The study was limited to the Bekwai Municipal Assembly in The Ashanti Region of Ghana. Employees gave their views on how consultative participation; delegation participation and representative participation influence their engagement. The theory to be used has been limited to the social exchange theory

Limitations of the study

The study has certain limitations that affect the generalisability of its findings. Firstly, it was conducted within a single district, covering a limited geographical area, which restricted the sample size. As a result, the perspectives captured in this study may not be fully representative of all employees across districts in the Ashanti Region, limiting the broader applicability of the findings.

Additionally, the study employed a quantitative approach using a cross-sectional descriptive-explanatory design, with questionnaires as the sole data collection instrument. This methodological choice meant that respondents were not given the opportunity to provide detailed qualitative insights. Consequently, the study lacked additional contextual information that could have enriched the findings and provided a more comprehensive understanding of the subject matter.

Operational Definitions of Terms

Employee Participation (EP): Employee Participation (EP) also referred to as Employee Participation in Decision Making (EPDM) is described as the

process by which top-level management allow all workforce take part and influence the decision-making process of the organization directly by themselves or indirectly through their representatives, especially, on issues related to their work.

Employee Engagement: Engagement is considered as a psychological state in which an employee identifies with a specific organisation, its goals, and desires, to maintain their membership.

Representative Participation (RP): This form is considered to be indirect, informal, and the level of influence is generally low and includes members of Boards of Directors, work councils and committees

Consultative Participation (CP): This participation type allows employees participate formally, directly by themselves and in a long-term on issues affecting the work

Delegation Participation (DP): With this type of participation, management gives power to and allowing employees to perform the task of making decisions gives thereby giving employees autonomy and responsibility to organise and perform their jobs as they deem fit (Agebure, 2013).

Organisation of the Study

This study is structured into five chapters. Chapter One presents an introduction and background to the study, statement of the problem, the purpose of the study, research objectives, research questions, hypothesis, significance of the study, delimitations, limitations as well as the definition of terms. Chapter Two covers a detailed review of literature on the topic, emphasizing more on the theory underpinning the study, in-depth overview of both the dependent and independent variables, conceptual framework and

empirical studies. Chapter Three deals with the research design, study area, population, data collection instruments and procedures as well as the method of data analysis. Chapter Four covers a presentation and analysis of results obtained as well as a discussion of the results in light of literature on the subject matter. Chapter Five gives a summary, conclusion of findings and recommendations for consideration in future study attempts.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter focuses on reviewing the literature on the basis of the objectives. The first section discusses the theory underpinning the study which is social exchange theory. The second section talks about the concepts of Employee Participation in decision making and Engagement laying emphasis on various definitions and explanations and the relationship between these two concepts. The last section focuses on empirical literature of the subject matter of this study in terms of the previous study findings between the two variables. The last section discusses the conceptual framework within the context of the study.

Theoretical Foundation of the Study

This section explains the main theory of underpinning this study. In this regard, this study borrows significantly from the *Social Exchange Theory* (Blau, 1964) forming the fundamental theoretical basis. The primary reason for the choice of this theory is because the aforementioned theory focuses on explaining how employee participation in decision making can influence employee engagement

Social Exchange Theory (SET)

This theory was first proposed by Blau (1964) to elucidate that the psychological contract that exists between the employees and their employer is crucially significant in determining behaviour verified by employees within the organization. The theory is founded on an agreement of implicit nature between the employer and the employee, an agreement in study of

organizational behaviour is known as psychological contract (Newman, Thanacoody & Hui, 2010). According to Sharma, (2017) Social exchange theory states that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The social exchange context argues that people calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides. According to Alhassan (2012), this theory is based on the reasoning that workplace relationship involves the exchange of two kinds of resources, namely economic and social types of resources. In light of the theory, the resources of economic nature could include money and material resources while the social resources are love, respect and support etc. In this way, social exchange includes both a concept of a relationship, and some belief of a shared obligation in which both parties perceive responsibilities to each other. In this way, one party would reciprocate benefit considering previous benefit gained from the other party (Armstrong 2012;_Yazdani, Azandehi, & Ghorbani, 2017).

In the context of this study, it can be argued that employees after perceiving that their employer grants them the reward of participating in the decision making often will reciprocate by giving their total engagement to the organisation. Thus, once employees are given the opportunity to participate in the decision-making process of an organisation, it is most likely for these employees to feel the need to become committed towards the organisation. In this regard, employees will often exchange their competencies (intangibles) with a mixture of tangible and intangible benefits (e.g. recognition, salaries, allowances, opportunity to develop one's career, etc.) and depending on how

this exchange meets or exceeds employees' expectations, they become committed to their organisation (Abdul-Nasiru et al., 2014). A key limitation of Social Exchange Theory (SET) is its assumption that all social interactions are driven by rational cost-benefit analyses. This perspective overlooks the role of emotions, altruism, and intrinsic motivations in relationships. Additionally, SET does not fully account for power imbalances, cultural influences, or long-term commitments that may not be based purely on reciprocal exchanges. Overall, the study followed the social exchange theory's idea that people are attracted to those who grant them rewards.

Concept Review

Employee Participation in Decision Making (EPDM)

Employee participation has even been suggested as a possible intervention in itself because the empowerment experience that comes with active participation contributes to improved employee well-being (Lundmark et al., 2021). However, although participation is widely recommended, there is little guidance on what it really means in terms of whom should participate, to what extent, and how it can be achieved (Lundmark., 2023). However, Brownell (1982) focusing on individual influence defined participation as an organizational process, in which individuals are involved and have influence on relevant decisions (that have effect on them). Moreover, Markey & Townsend (2013) define EPDM as the direct and indirect involvement of employees in the decision-making process of the organization/workplace. For this reason, participation is an organizational mechanism, giving employees the right to make decisions and the matching amount of responsibility, so that they feel aware of contributing to organizational performance (Richardson et

al. 2021) With the participation in hand, their motivation increases, which brings about both individual benefits and organizational effectiveness ((Cheong et al., 2019). This assertion is in line with the earlier argument made by to Drah (2011), who argued that one important issue in the policies of HRM is ‘Employee Influence’ which shows the essential role employee participation in decision making must have. The fact of the matter is employees serve as sources of knowledge and ideas and if allowed to take part in the decision-making process of the organisation, would become empowered and committed to contribute to the success of the organization (Lundmark., 2023).

From above discussions, it can be noted that participating in decision making is a process in which superiors and subordinates share vital information in order to come out with various alternatives, new ideas and results which would help achieve organizational set goals (Abildgaard et al., 2020). This becomes possible because employee participation in decision making paves way for them to exercise some influence over their work and the conditions under which they work (Richardson et al. 2021). In this case, employees take part in the formulation and implementation of various decisions that affect their jobs. However, it has to be noted that in all circumstances, participation is dependent strongly on management’s readiness to agree to employees to be involved in the decision-making process as participation can be seen as sharing of power (Lundmark, 2023).

In organizational intervention literature, employee participation has been discussed in terms of a decision on the content and/or process of an intervention (Abildgaard et al., 2020). According to Richardson et al. (2021)

there are two forms of decisions that employees are involved in: job-focused (i.e., core tasks and how and when they are performed) and job-spanning (i.e., strategic, administrative, or operational challenges that require taking over managerial tasks). When the latter occurs, employees' roles are not just enlarged but enriched, and a ground for growth and deep empowerment (as opposed to surface empowerment). When employees are given influence over the content and process of an intervention, they, by definition, have a say in what areas of work should be targeted, what the goal of the intervention should be, and what activities should be included. Such decisions could be considered job-spanning. In contrast, interventions with predefined goals, content, and activities have fewer job-spanning decisions that need to be made and therefore leave room mainly for engaging in job-focused decisions (Lundmark et al., 2020; Richardson et al. (2021).

Participating in decisions concerning the content also means that when power sharing takes place seems to matters. Power sharing at the planning stage has been shown to promote participation throughout the implementation and sustainment of the intervention (Smith et al., 2023). It also positively influences intervention outcomes, especially when combined with supportive actions from managers (e.g., following up on delegated tasks; Tafvelin et al., 2019). Thus, from an empowering perspective, the cost in time to involve employees at an early stage in job-spanning decision-making may be returned later on in the process as it may enhance motivation and satisfaction, and reduce time spent later on in the dissemination of the intervention (Cheong et al., 2019). These results are also consistent with suggestions on the importance of involving employees at an early stage to create a fit between intervention

content, the context where the intervention takes place, and the people involved (Lundmark et al., 2018).

Types of EPDM

In general, according to Bhatti, (2013), employee participation in decision making (EPDM) is a product of a mixture of interconnected variables which comprises: delegative participation, consultative participation, and representative participation. These three types of employee participations would be discussed in details in the present study.

Delegative Participation (DP)

According to Yang, (2015) delegation involves fundamentally a transfer of decision-making authority to a subordinate with the manager “stepping back,” from his or her duty and allowing a subordinate the freedom to manage work that might be expected to fall to the manager him or herself. In delegation, managers allocate decision-making authority to employees as opposed to situations where leaders make decisions either alone or jointly and because it emphasizes employees’ autonomy and enhanced responsibilities, it is also seen as the direct opposite of autocratic decision-making (Cheong et al., 2019). In this sense, *delegation* is suggested as the power-sharing practice that can enable employee empowerment to the highest degree (Richardson et al., 2021). Thus, delegation implies moving the authority from one level to another distributing rather than sharing the power.

The implication here is that delegation reflects the distribution of new responsibilities to subordinates, along with the decision-making authority to effectively carry them out (Chen & Aryee, 2007). In this case, through delegation, subordinate autonomy is increased as they make decisions without

their managers' interference (Noris et al., 2021). Additionally, through delegation, subordinates experience an opportunity to fulfil job duties that would normally fall under their managers' roles, whether due to the managers' absence or direction. In this case, employees are allowed to make decisions on their own with power being distributed rather than shared (Yukl & Mahsud, 2010). Thus, delegative participation gives employees autonomy and responsibility to organise and perform their jobs as they deem fit as management gives power to subordinates and allowing them to perform the task of making decisions (Agebure, 2013).

According to Bhatti (2013), delegation allows managers to assign certain responsibilities to others in order for them to be effectively executed. This helps to decrease the workload of managers and ensures that instead of executing functional tasks, they focus on managing. Unlike other types of participation where employees' opinions are sought or employees partake in the decision-making process of the organisation through their representatives, delegation simply allocates duties to employees to be executed (Abildgaard et al., 2020).

Consultative Participation (CP)

From the perspectives of Tangirala and Ramanujam, (2012), consultation involves managers asking for employees' ideas or suggestions. This means consultation is limited to the collection of employees' opinions about a specific issue and frequently results in low-profile deliberation. In this case, employees are given the possibility to influence decisions prospectively and indirectly by giving their views on matters. The important point to be made here is that with consultative participation, management support

employees to give or share their opinions and ideas on work related issues before final decisions are made by management. It can take the form of suggestion plans, attitude surveys and meeting supervisors on regular basis (Shaed, Zainol, Yusof, & Bahrin, 2018).

However, in consultation, while the management pursues the advice of employees, takes cognizance of their feelings and interests before any decision is made, management is not obliged to implement the views of the employees (von Thiele Schwarz et al., 2016). Thus, employees' contributions are only put into practice if the manager finds them appropriate. Therefore, consultation risks being viewed as power sharing on a pseudo-level, with managers seeking acceptance and justification for their own decisions rather than employee participation in decisions (Biron and Bamberger, 2011). In the long run, employees' unfulfilled expectations of having their suggestions and ideas accepted may instead discourage them from such participatory practices. Nonetheless, if managers listen to employee concerns, consultation can enhance the employees' sense of control and confidence in their abilities to influence decisions (Tangirala & Ramanujam, 2012).

From an organizational intervention perspective, it can be argued that employee involvement in decisions on a consultation level has been highlighted as a minimal form of participation (Abildgaard et al., 2020). Even if intervention goals are preset, consultation allows for the creation of a better fit between the intervention and the employees' concrete needs and competences as well as between the intervention and the context in which it takes place (Randall & Nielsen, 2012). For example, employees can contribute with suggestions for how activities can be adapted or adjusted and can provide

input on the timing of different activities (von Thiele Schwarz et al., 2016). This means, where employees are often consulted and their views and opinions generated and assessed, it leads to the organisation having quality decision making.

Representative Participation (RP)

According to Holetzek and Holmberg, (2020) representative participation (RP) involves employee's participation in decision-making through their selected executives. Earlier, Abdulai and Shafiwu (2014) also stated that representative participation is a form of participation where employees' grievances and complaints are made known through their elected or selected executives in management decision meetings. Representation is therefore a form of social interaction in which different types of actors are brought into relation to each other. Each such social interaction includes at least two types of actors: those being represented (also called the constituency) and those representing them.

Representatives are individuals who speak, advocate, and act on behalf of others, serving as their voice and symbol in various contexts. Their task is thereby to ensure that those represented have a stake in the action (Ekenberg et al., 2017). Representatives thus have to ensure that the actions 'are being performed not just on behalf of the represented but also in the name of the represented (Runciman, 2007, p.96). By speaking and acting on behalf of others who cannot be present themselves, representatives allow these others to be present by making certain characteristics visible. Representation can relate to many things, including preferences, interests, identities and values (Urbinati & Warren, 2008). In this way, representation circumvents the impossibility of

involving all people affected by potential decisions (Holetzek & Holmberg, 2020)

From the above, it can be stated that representative participation is an indirect form of participation as all employees do not participate directly. Moore, Chandrasekaran, Sheldon-Wilson and Scholtz, (2022) asserted that that RP includes members of Boards of Directors, work councils and committees. These committees are usually elected by the members, appointed by unions, management or both who are to act as representatives to take decisions on behalf of its members. Being represented by a small group of people is beneficial because, DeBrin (2007) contends that involving a lot of people in the decision-making process at the same time often leads to inefficiency, indecisiveness, incompetence and will also be time-consuming. Hence, allowing only the employees' representative to be involved in decision-making in the organisation will save time and aid better, faster, and timely delivery of service (Olatunji, Nwachukwu & Worlu, 2017)

Concept of Employee Engagement

Meyer and Allen (1991) have argued that engagement is a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization and has implications for the decision to continue membership in the organization. Badola, Chauhan, and Mittal (2020) have also argued that organizational engagement can be operationally defined as multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership.

Similarly, Muthuveloo and Rose (2005) defined organizational engagement as employees' acceptance, involvement and dedication towards achieving the organization's goals, while Akintayo, (2010) as cited in Mathotaarachchi et al, (2018) also opined that employee engagement can be defined as the degree to which the employee feels devoted to their organization. Thus, in general, organizational engagement has been defined as a psychological concept that reflects the employees' attitudes toward their organization (Ahmed & Oranye, 2010). Organizational engagement and employee engagement are considered as interchangeable since a committed employee is the one who feels a strong sense of organizational engagement (Fu & Deshpande, 2014).

From the perspectives of Allen and Meyer, (1990), employee engagement could be conceived as a multidimensional concept composed of the employee's normative, continuance and affective engagement. Affective engagement is described as a passionate love for, empathy with and participation in the achievement of organisational objectives (Ugboro, 2006; Burmansah, Sujanto, & Mukhtar, 2019). Affective engagement occurs in an organisation when employees' values are aligned with those of the organisation. In such a case, it becomes normal for the employees to be emotionally attached to the organisation (Burmansah, Sujanto, & Mukhtar, 2019). Continuance engagement, on the other hand, is described as employees' keenness to continuing working in an organisation because they have served it for many years; they stand to lose should they leave the organisation (Ugboro, 2006; Mathotaarachchi et al, 2018).

Normative engagement can be described as a broad loyalty and feeling of duty to the organisation that results from an individual's belief that this is the moral and right thing to do. Employees believe that they ought to be committed to the organisation that provides them with their daily bread, even if this requires personal sacrifices (Jabeen, Qamar, & Ansari, 2014; Fabiene & Kachchhap, 2016).

However, it has been noted that engagement does not happen a vacuum, rather there are various factors that enhance employees' organizational engagement, taking into account changes in time and workplace environment (Boontantrapiwat & Kitcharoen, 2022). Miedaner et al. (2018) have classified the factors that influence organizational engagement into organizational and individual-related variables. Suryani (2018) similarly classified these factors as employer and employee's perspective. In that sense, employer-related factors influence organizational engagement by alleviating employee's intention to leave an organization by supporting, encouraging, sharing, and building a positive team experience. Meanwhile, employee's perspective includes assisting with the work process, fostering a sense of belonging, and being more satisfied with their work. Organizational-related variables, according to Boontantrapiwat, and Kitcharoen, (2022) include: leadership and learning organization, while individual-related variables were empowerment, motivation, positive psychology capital, perceived organizational support, and positive thinking.

Locke et al. (2019) revealed that enhancing organizational engagement by focusing on organizations and individuals separately could result in better implementation of organizational engagement strategies in which

organizational variables related to leadership behaviour and organizational climate, whereas individual variables corresponded to employee attitudes. Bodjrenou, Xu, and Bomboma (2019) agreed, suggesting that organizational engagement could be affected by both organizational- and individual-related variables, and concentrating on either one might not effectively enhance organizational engagement levels.

Theoretical Relationship between Employee Participation in Decision Making and Employee Engagement

From the literature review, it can be argued that employee participation can be an expedient management strategy to increase organisational engagement. This is reflected in many studies which have shown that there are positive and significant relationships between employee participation in decision making and employee engagement (Alias, Noor & Hassan, 2014; Cadwallader, Ojasalo & Tahtinen 2016; Jarvis, Khalid & Nawab, 2018). Employees participation increases their engagement due to the fact that by informing employees of the state of the organisation and prominent decisions being made, employees' understanding can be increased (Khalid & Nawab, 2018). Moreover, if employees are generally encouraged to influence or make decisions, it can increase their sense of responsibility toward the decisions and the fate of the organisation. This can further create a psychological ownership and attachment towards the organisation, and by extension increased organisational engagement. This is supported in a study by Nwagbala, Ezeanokwasa, and Ani, (2023). The relationship between employee participation in decision-making, psychological ownership, and organizational engagement has been explored in various studies. For instance,

Han et al. (2010) found that employee participation in decision-making positively influences psychological ownership, which in turn enhances organizational commitment. Similarly, Saha and Kumar (2017) demonstrated that participation in decision-making positively impacts job satisfaction and group learning, factors closely related to organizational engagement. Additionally, it can be noted that employee participation involves open communication between employees and employer which then decreases status barriers and creates an egalitarian work environment. All of these are theorised to encourage engagement (Agwu & Olele, 2014). Thus, participation tends to improve motivation because employees feel more accepted and involved in the situation. Their self-esteem, job satisfaction and cooperation with management may also improve which could result in reduction in conflict and stress, more engagement to goals, and better acceptance of change. Eventually, turnover and absence may be reduced because employees feel that they have a better place to work and that they are being more successful in their jobs (Agwu & Olele, 2014; Khalid & Nawab, 2018). In so doing, employees who contribute to the decision-making process of an organisation positively interpret the exchanges that arise and trust the organisation is taking good care of them. Employees then in turn feel the need to give back by being committed to the organisation (Fabiene, & Kachchhap, 2016).

Empirical Review

Various studies have been conducted in different geographic regions to explore the impact of EPDM on employee engagement. For example, studies conducted in Canada (Appelbaum et al., 2013) and Nigeria (Elele & Fields, 2010) used sample sizes ranging from 200 to 500 respondents drawn from

public sector employees. In the Ghanaian context, studies have been conducted in municipal and metropolitan assemblies, typically involving sample sizes ranging from 150 to 300 respondents. Research has consistently shown that increased participation in decision-making positively influences employee engagement. For instance, Appelbaum et al. (2013) found that inadequate employee participation in decision-making resulted in lower job satisfaction and engagement levels. Similarly, Elele and Fields (2010) concluded that participation in decision-making significantly affected organizational commitment and engagement, though the impact varied across different cultural settings.

The findings from these studies are supported by other empirical evidence. Studies by Khalid and Nawab (2018) and Kamau and Chege (2016) indicate that different forms of employee participation yield varying effects on engagement. Furthermore, research by Sepahvand et al. (2019) and Grødal et al. (2019) supports the notion that participatory management enhances employee engagement, particularly in public sector environments. Overall, empirical research suggests a strong link between EPDM and employee engagement. However, studies in Ghana remain limited, necessitating further research to explore the specific dynamics within municipal assemblies like the Bekwai Municipal Assembly. Future research should also consider different dimensions of EPDM and how they uniquely impact engagement levels in local government institutions.

Empirical Review: Employee Participation in Decision Making and Employee Engagement at the Bekwai Municipal Assembly

Studies on employee participation in decision-making (EPDM) and employee engagement aim to examine the extent to which employees' involvement in decision-making processes influences their commitment, motivation, and overall work performance. Such studies often seek to establish a link between participatory management practices and employee engagement, particularly within public sector institutions like the Bekwai Municipal Assembly. Empirical research on EPDM and employee engagement typically employs both qualitative and quantitative research designs, using surveys, structured questionnaires, and interviews to collect data. Statistical analysis methods such as regression analysis, correlation analysis, and structural equation modeling are frequently used to determine relationships between employee participation and engagement levels.

Various studies have been conducted in different geographic regions to explore the impact of EPDM on employee engagement. For example, studies conducted in Canada (Appelbaum et al., 2013) and Nigeria (Elele & Fields, 2010) used sample sizes ranging from 200 to 500 respondents drawn from public sector employees. In the Ghanaian context, studies have been conducted in municipal and metropolitan assemblies, typically involving sample sizes ranging from 150 to 300 respondents. Research has consistently shown that increased participation in decision-making positively influences employee engagement. For instance, Appelbaum et al. (2013) found that inadequate employee participation in decision-making resulted in lower job satisfaction and engagement levels. Similarly, Elele and Fields (2010)

concluded that participation in decision-making significantly affected organizational commitment and engagement, though the impact varied across different cultural settings.

In the same way, Kumar and Giri (2013) conducted a quantitative study on the impact of teachers' participation in decision-making on engagement forms using a survey method. Data were collected from 655 teachers working in private engineering institutions affiliated with Jawaharlal Nehru Technological University Hyderabad, India. The study was based on the concept that work conditions are significant predictors of engagement. Results revealed that participation in managerial decisions was successful in predicting job involvement. This indicates that job involvement gets affected by work experience. The more encouraging these experiences, the higher the teachers' job involvement. In turn, job involvement exerts influence on teachers' engagement with the organization. Results also showed that participation in technical decisions played an important role in predicting affective organizational engagement, and teachers' autonomy in making classroom decisions showed a significant association with teachers' engagement with the organization.

In addition, Kamau and Chege, (2016) investigated employee participation in decision making on organizational engagement. The objective of the study was to examine employee participation in decision making influences organizational engagement at Savannah Cement Limited. This study adopted a descriptive survey design and the study population consisted of 302 employees working at Savannah Cement Limited. Using stratified random sampling technique, a questionnaire was used to collect primary data.

Data collected was analyzed with the aid of Statistical Package of Social Science SPSS (version 21). A multi regression model was generated to show the influence of the variables to organizational engagement. The regression showed that consultative management had the highest influence on organizational engagement with a coefficient of 0.488, followed by delegative participation with a coefficient of 0.384, and representative participation with a coefficient of 0.269.

Similarly, Ngussa, and Gabriel, (2017) conducted a study by assessing the influence of participation in decision making on teachers' engagement among secondary schools in Arusha city. It employed descriptive comparative design and a total of 159 teachers filled the questionnaires whose reliability was established through pilot study before actual data collection. The study concluded that there was significant relationship between participation in decision-making and teachers' engagement.

Saha and Kumar, (2017) also assessed the impact of participation in decision making on job satisfaction, group engagement, and group learning. Data were collected from 397 managerial employees working in public sector undertakings across India. Structural equation modeling as a statistical technique and WarpPLS as a statistical tool was used to verify the proposed relationships. The findings of the study suggest that participation in decision making had a positive and significant relationship with job satisfaction. Further, participation in decision making had significant impact on group learning, but had no impact on group engagement. However, job satisfaction had a positive and significant impact on group engagement, while Group learning was positively and significantly related to job satisfaction and group

engagement. The results suggest that employee participation in decision making process is highly desirable as it elevates employee identification with their respective organisation.

Nwulu and Ateke, (2018) conducted a study focusing on determining the relationship between participation in decision making and organisational engagement of customer service representatives. The study utilised participation in decision making as a unidimensional construct while engagement was treated as a multidimensional construct consisting of affective, continuance and normative engagement. The study adopted an explanatory research design. It used a questionnaire to collect primary data and employed the $P(r)$ as the test statistic, relying on SPSS version 20.0. The study observed that participation in decision making associate strongly with organizational engagement of customer service representatives. This is because participation in decision making posted strong, positive and statistically significant relationship with all the measures of organizational engagement accommodated in the study. The study therefore concludes that participation in decision making influences organisational engagement of customer service representatives, or that normative, continuance and affective engagement of customer service representatives depends on participation in decision making.

Furthermore, in recent times, Sokoh and Orhero, (2021) examined the effect of employee participation in decision-making on job engagement of workers in Delta State Internal Service (DIRS), Asaba, Nigeria. Specifically, they sought to determine the relationship between employee participation in decision making and affective, continuance and normative engagement of

workers in Delta State Internal Revenue Service. A descriptive survey research design was adopted and data was collected via a survey of one hundred and five (105) respondents randomly selected from the population of 143 employees. Data collected were analyzed using Pearson Product Moment Correlation and multiple regression analysis with the aid of Statistical Package for Social Science (SPSS) version 23. The results of the study showed that there is a significant relationship between employee participation in decision-making and affective engagement, continuance engagement and normative engagement of workers in Delta State Internal Revenue Service. As predicted, the study also revealed that employee participation in decision-making exerts a positive and statistically significant effect on job engagement of workers in Delta State Internal Revenue Service.

Finally, Nwagbala, Ezeanokwasa and Ani, (2023) undertook a study to establish the relationship between participative decision making and employee engagement of Banks in Awka, Anambra State, Nigeria. The study adopted descriptive survey research design and convenience sampling technique was used to select 3 notable banks in Awka, Anambra State namely; GTBank Plc, First Bank Plc and Fidelity Bank Plc. Data were collected from 386 respondents with the aid of structured questionnaire. Data analysis was done using simple frequency and percentage tables while responses relating to research questions were analyzed using descriptive statistics (Mean). Hypotheses were tested using Pearson Product Moment Correlation Coefficient via Statistical Packages for Social Science (SPSS). Finding revealed that there is significant relationship between participative decision making and employee engagement in Banks of Awka, Anambra State by

indicating positive relationship between participative leadership and normative engagement. The study further showed that employee group decision making is positively related to affective engagement.

Conceptual framework

Employee engagement is significantly influenced by various forms of participation in decision-making, including consultative participation, delegation participation, and representative participation. Each of these approaches fosters a sense of inclusion, autonomy, and ownership, which enhances employees' commitment and enthusiasm toward their work. By integrating these participatory mechanisms, organisations can create a work environment that promotes motivation, job satisfaction, and overall engagement.

Consultative participation plays a crucial role in employee engagement by allowing employees to express their opinions before decisions are made, even though the final authority remains with management. When employees see that their perspectives are valued and considered, they develop a greater sense of belonging and purpose. This involvement increases motivation and job satisfaction, as employees feel that they contribute meaningfully to organisational success. Furthermore, consultative participation reduces workplace resistance to change since employees are more likely to support decisions in which they had a voice.

Similarly, delegation participation enhances employee engagement by transferring decision-making authority to employees. Granting employees control over certain aspects of their work fosters a sense of autonomy, responsibility, and accountability. Research suggests that employees who are

trusted with decision-making opportunities exhibit higher levels of motivation, creativity, and job involvement. Additionally, delegation participation helps build a culture of trust between management and employees, reinforcing their psychological attachment to the organisation. When employees feel empowered, they become more committed to achieving organisational goals, leading to increased engagement and productivity.

In addition to consultative and delegation participation, representative participation provides employees with a structured means to influence organisational decisions. This form of participation occurs when employees elect or appoint representatives, such as union leaders, committees, or staff councils, to advocate for their interests. Representative participation enhances engagement by ensuring that employees have a voice in key organisational matters, which fosters a sense of fairness and inclusion. When employees feel adequately represented, they are more likely to develop an emotional connection to their organisation and remain dedicated to their roles.

Overall, these three forms of participation contribute to a more inclusive and engaging work environment. Consultative participation ensures employees feel valued, delegation participation empowers them with decision-making authority, and representative participation strengthens their trust in organisational leadership. By integrating these participatory mechanisms, organisations can significantly enhance employee engagement, leading to greater job satisfaction, commitment, and productivity.

Independent variables -Employee Participation (EP) Dependent variable
Employee Engagement

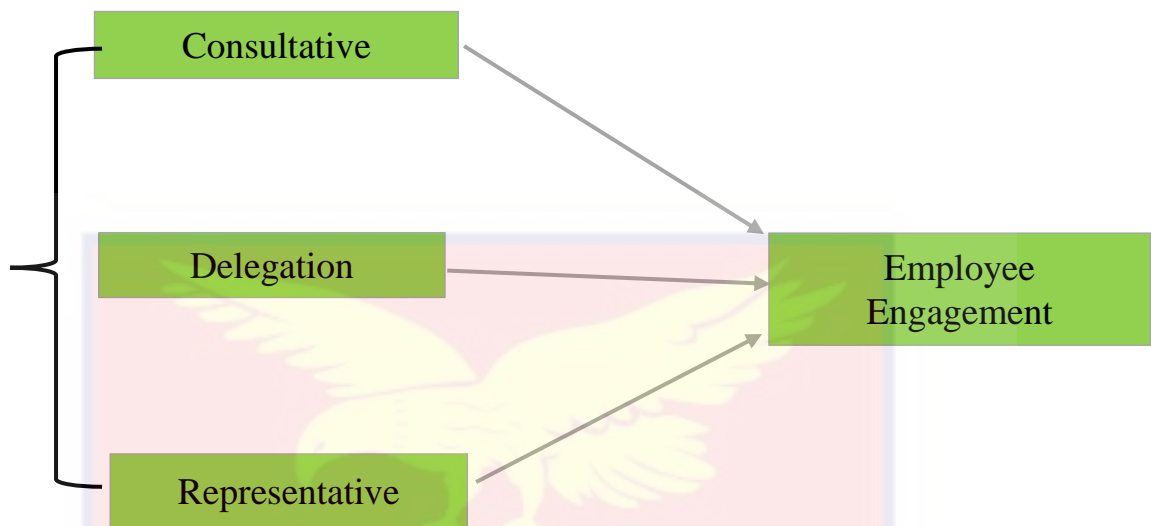


Figure 1: Conceptual framework
Source: Author's construct, (2023)

Chapter summary

This chapter examined the review of literature on the study. The Social Exchange is the theory underpinning the current study, which was discussed. The concepts of both employee participation and employee engagement were also discussed. The independent variables which consist the types of employee participation in decision making include; consultative participation, delegation participation and representative participation were among those discussed under the conceptual review. The dependent variable; employee engagement was also discussed. The relationship between the dependent and independent variables were also explained. Empirical reviews on both dependent and independent variables were also discussed. The chapter ended with the conceptual framework, which gave a pictorial view and the linkage among the various study variables.

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

Quantitative research approach was adopted. It relies on the principle of verifiability making it possible to establish the cause-and-effect relationship. The quantitative research method can take the form of a deductive approach. This technique adopts numerical and statistical procedures in analyzing and processing information gathered, while corroboration between the variables and experimenting with the theories to draw a valid conclusion (Oduro, 2020).

Research design

The researcher adopted for this study an explanatory and descriptive survey research. The study had a broader purpose of examining the relationship between types of employee participation and engagement among the study population. The study was based on the descriptive survey design because it allows for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Yin, 2014). The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion. The research design was therefore suitable for

the study because data was collected through questionnaire, to answer the research questions concerning employee participation and the engagement.

Study Area

The study area was Bekwai Municipal Assembly which is one of the forty-three districts in Ashanti Region, Ghana. Originally created as an ordinary district assembly in 1988 when it was known as Amansie East District. It was created from the former Amansie District Council. Later, the western part of the district was split off by a decree of the then president, John Agyekum Kufuor in 2003 (effectively 18 February 2004) to create Amansie Central District with the remaining part retaining as Amansie East District. Then the eastern part of the district was later split off to create Bosome Freho District in 2008; while the remaining part was elevated to municipal district assembly status on the same year to become and has since been renamed as Bekwai Municipal District (Ghana Statistical Service, 2018).

The municipality is located in the southern part of Ashanti Region and has Bekwai as its capital town. Bekwai is the seventy-ninth most populous settlement in Ghana, with a population of 7,267 people (Ghana Statistical Service, 2018). The Municipal Assembly is the highest political and administrative body of the Municipal and exercises deliberative, legislative and executive functions. The Municipality was established under Legislative Instrument (L.I. 1906, 2007). Politically and administratively, the municipality covered the entire Bekwai constituency. It covers a total land area of about 624sqkm representing 2.64 percent of the total land area of the region (Ashanti) and has 34 electoral areas (Ghana Statistical Service, 2018). The mission of the Assembly is in tandem with the prime functions of District

Assemblies as stated in the Local Government Act of 1993, Act 462, section 10, thus the district 'Shall be responsible for the overall development of the district and shall formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district (Local Government Report, 2018).

Population of the Study

According to Kumar (2011), 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. While 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 were senior members and 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 encompassed approximately 340 workers in the Bekwai Municipal Assembly. This figure was determined using personnel records provided by the Human Resource Division of the institution, 2023.

Sample Size and Sampling Procedure

Sampling is done to select from the population a representative. Data are often not taken from the entire population. The main objective of sampling is to select a representative group of components that reflect the characteristics

of the population. The population size was known to be 340 out of which 175 was used as sample size based on Krejcie and Morgan (1970 Table). A self-administered questionnaire was the main research instrument was used to collect data from the employees with the response rate of 91% (160) and 9% (15) as non-response rate as shown in the Table 1. Simple random sampling technique was used to select the sample.

Table 1: Response Rate

Questionnaire	Count	Percentage (%)
Returned	160	91
Non-Returned	15	9
Total	175	100

Source: Field data, 2023

Data Collection Instruments

The selection criteria for participants in this study were determined by the requirement of the potential participant to have voluntarily consented to participation in the study. The number needed was randomly selected. 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 themselves 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. Besides, 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. 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 (Sofu, Ocansey, Nabie & Asola, 2013). The main part of the questionnaire, which concerns the objectives of the thesis, consisted of Likert-scale questions. These questions helped to ascertain how strongly the respondents agreed with a particular statement. Convenience sampling technique was used to distribute questionnaires. A 5-point Likert Scale questions, with 1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree on employee participation in decision making.

Validity and Reliability

The Cronbach's coefficient alpha (α) was used to determine the reliability of items in the questionnaire. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. An alpha coefficient of 0.70 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, Revelle, Yovel, & Li, 2005).

In order to measure the reliability of the gathered data, Cronbach's alpha was used. The Table below shows Cronbach's alpha of all indicators.

Table 2: Results of the Cronbach's Alpha in this Study

Variable	Items Retained	Cronbach's Alpha
Employee Participation	7	0.833
Consultative Participation	5	0.783
Delegation Participation	5	0.774
Representative Participation	5	0.790
Employee Engagement	7	0.913

Source: Field survey, 2023

The Table 2 provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha were all above the minimum value of 0.70. It can be concluded that the measures have an acceptable level of reliability.

Data Collection Procedure

An introductory letter from the Head of Management department, University of Cape Coast (UCC) was presented to the management to prove the authenticity of this research work. Respondents were given Informed consent letter where they had to sign after reading to indicate their voluntary participation. Few questionnaires were collected the same day while majority were collected within one to four weeks in September, 2023.

Measurement of the variables

The variable of involvement in decision-making was measured through the four-point Likert-scale questionnaire with 12 items on workers' degree of satisfaction with their exposure to shared governance in the municipal, workers' involvement in the creation of teams for quality improvement in the municipal, workers' consultation in the determination of merit pays processes, and involvement of workers in the establishment of systems for suggestion.

The variable of Engagement was measured through workers' intentions to stay in the district assembly for the next five years. The four point Likert scale was used to give respondents a room to provide definite choices to express their perceptions (Creswell, 2014), and as for that the commonly used neutral response was removed from the traditional five-point likert scale as recommended by researchers on the human behaviour (Nemoto & Beglar, 2014; Yin, 2013).

Data Processing and Analyses

Data processing operations carried out included data editing/ cleaning and classification. Data editing/cleaning is the examination of the collected data so as to detect omissions and errors and to correct them whenever possible. Data classification is the arranging of the collected data in classes or groups with common characteristics. Similar data were first tabulated before further analyses were conducted. The tabulated data were then analyzed using quantitative techniques.

Descriptive statistics was used for the analysis of the collected data which included parameters such as measures of central tendencies and the measure of dispersion. Percentages, ANOVA as well as Inferential statistics such as correlation and regression analyses were used to test on the relationship between the variables of the study. Inferential data analysis technique such as regression analysis was also used to analyze the collected data. These parameters were used to determine and evaluate the relationships of the variables being measured. The data analysis and presentation of findings was carried out using the Statistical Package for Social Sciences (SPSS) Version 24.

The software aided in the generation of suitable tables which were used in drawing conclusions as well as presenting the findings. Other tests done are analysis of variance (ANOVA) and t-test were undertaken. The ANOVA was helpful for testing three or more variables, where the combined effect of EPDM on engagement was determined whereas the t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be related in certain features. The t-test is one of many tests used for the purpose of hypothesis testing in statistics. For instance, the t-test to be determined in this study will help to know if each of the EPDM constructs (consultative, delegative and representative participation) has significant impact on employee engagement.

Further, linear regression was used to ascertain the extent of influence of employee participation on engagement. The model treated employee engagement as the dependent variable while independent variables were the forms of employee participation. A regression equation describes how the mean value of a response variable relates to specific values of the predictor variable (Kessler et al., (2004). The study used logistic regression analysis to test the statistical significance of the independent variables on the dependent variables. Multiple regression was therefore used to measure the relationship between the independent variable and the dependent variables. The multiple regression equation was used to analyse the relationship between variables under study and was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y = engagement of municipal employees

β_0 = the constant or coefficient of intercept.

X1 = Consultation Participation

X2 = Delegation Participation

X3 = Representative Participation

ϵ = Error term

β_1 ... β_3 = Corresponding coefficients for the respective independent variables.

Ethical Consideration

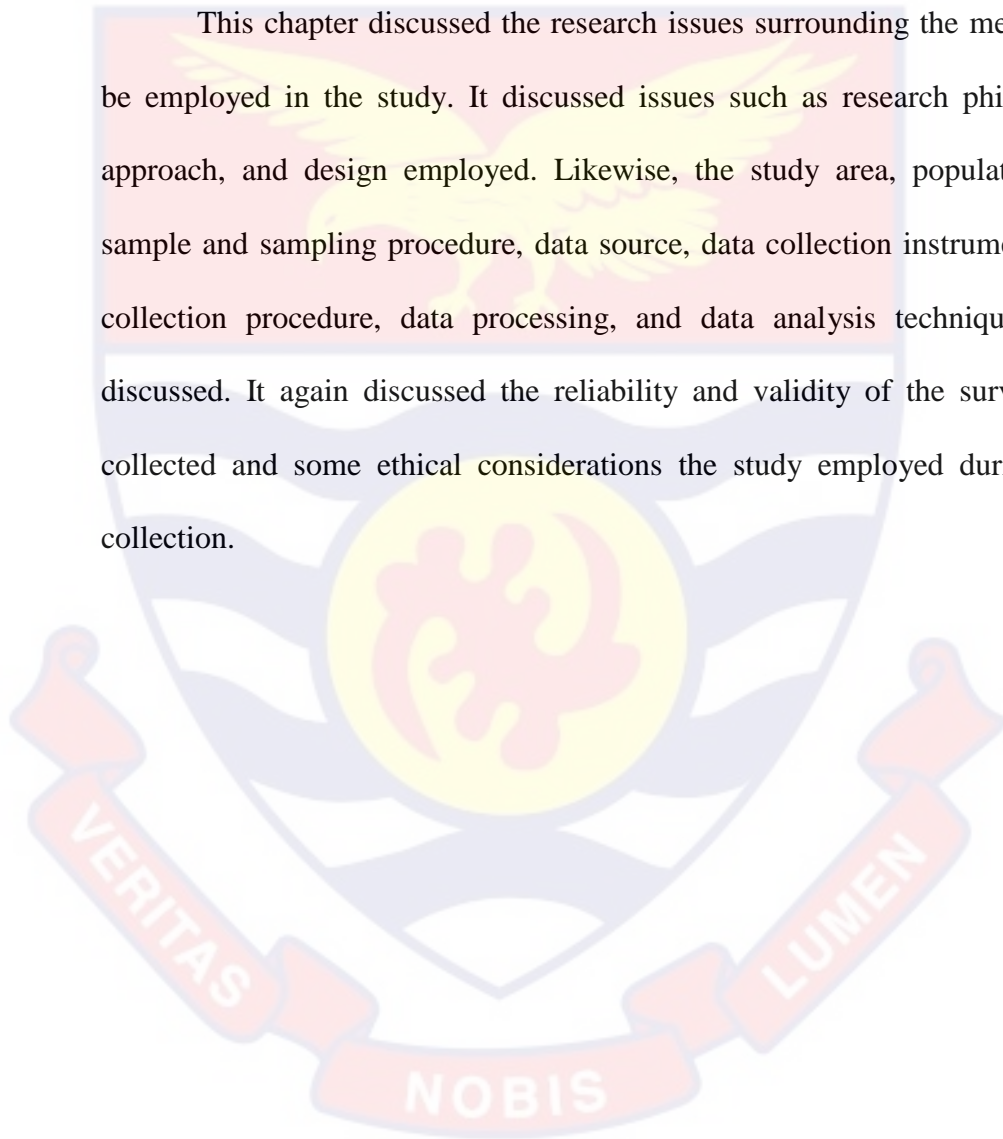
Bless and Higson Smith (2000), state the main rules of data collection as: a) voluntary participation, (b) the right to privacy, (c) Freedom, (d) Anonymity and (e) Confidentiality. An introductory letter was obtained from the Department of Human Resources, School of Business, of the University of Cape Coast to introduce the researcher to the authorities of the municipal. To gather data from the sampled staff, permission was sought from the management of the municipal. 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 adhered to all of these ethical

considerations. An organizational entry protocol was observed before the data were collected. Individual staff were 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 discussed the research issues surrounding the methods to be employed in the study. It discussed issues such as research philosophy, approach, and design employed. Likewise, the study area, population, the sample and sampling procedure, data source, data collection instrument, data collection procedure, data processing, and data analysis techniques were discussed. It again discussed the reliability and validity of the survey data collected and some ethical considerations the study employed during data collection.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this study, the main research objective has been, “to determine the influence of employee participation in decision making on engagement among employees at Bekwai Municipal Assembly in Ashanti, Ghana”. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the results and discussions which reflect on the core study specific objectives as outlined in Chapter One.

Table 3: Demographic Characteristics of the Respondents

	Frequency	Percentage
Gender		
Male	85	53.1
Female	75	46.9
Total	160	100
Age Group		
21-30	54	33.8
31-40	42	26.3
41-50	36	22.5
51 years and above	28	17.5
Total	160	100
Tenure		
1-5 years	75	46.9
6-10 years	50	31.3
11-15 years	22	13.8
16 years and above	13	8.1
Total	160	100
Level of Education		
SSS	31	19.4
Diploma	66	41.3
HND	38	23.8
First Degree	17	10.6
Professionals	8	5
Total	160	100
Positions		
Senior Staff	82	51.3
Junior Staff	78	48.8
Total	160	100

Source: Field Survey, (2023)

In order to understand the demographic features of the respondents, the study considered it appropriate to analyse the demographic data of the respondents. The first item on Table 3 presents demographic statistics on the frequencies and percentages of responses on gender.

From the Table 3, it is noted that there were more male participants than their females' counterparts in this survey. Most of the respondents were males 53.1% (85), while the remaining respondents, 46.9% (75) were females. This implies that more males are employed in the municipal assembly which is not surprising considering the gender inequality in terms of employment in the country. According to the Annual Report of Ghana Statistical Service (2018), 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.

In respect to the age distribution of the respondents, it was found out that the majority of the respondents 33.8% (54) were between the age of 21 and 30 years. This provides a positive impression that most of the respondents are in their youthful age and that the assembly can be considered to have had a lot of potentials in terms of development in the future. Again, the result shows that 26.3% (42) were between 31 and 40, while those between the ages of 41-50 represented 22.5% (36). Finally, those between 51 years and above were 17.5% (28). The idea here is that in the assembly, quite a number of employees are in the prime ages of their career. This mean that in the

assembly the young and inexperienced ones are going to benefit from the experiences of the matured ones. Implicitly, the succession plan in the organization will be relatively be easier as more young ones will be available to benefit from the few matured experienced staff.

In terms of education, the results indicated that the majority of employees were diploma holders with 41.3% (66), while HND holders were 23.8% (38). The Senior Secondary School holders were 19.4% (31) whereas the First-degree holders were 10.6% (17). Finally, it can be noted only 5% (8) were the professionals. Nonetheless, it can be stated that the Municipal Assembly comprises a relatively educated staff. However, amongst these surveyed staff, while 48.8% (78) were junior, 51.2% (82) were senior

With regards to the tenure (how long each employee has worked in the organisation), it was found that most of them were new with 46.9% (75) having 1-5 years working experience. This was followed by those with 6-10years with a percentage number of 31.3% (50), while 13.8% (22) having worked for 11 to 15 years. Those with greater number of experiences covering a period of 16 years and above were only 8.1% (13).

Main Study Findings

In line with the main study purpose, and to understand the relationship between the independent (EPDM) and dependent (EC) variables a correlation analysis was done. The Pearson product-moment correlation analysis was used to establish linear relationship between the independent and dependent variables. The correlation coefficient ranges from -1 to +1. A coefficient of -1.0 means there is a perfect an inverse correlation between the variables indicating that an increase in the independent variable will result to a decrease

in the dependent variable by the same measure. On the other hand, a coefficient of +1.0 means there is a perfect positive correlation between the variables indicating that an increase in the independent variable will result to an increase in the dependent variable by the same measure. A coefficient of 0 means there is no relationship between the two variables, which means that a change in the independent variable will have no effect on the dependent variable (Creswell, 2014). Consequently, the Pearson product-moment correlation analysis was performed with the results shown in table 4 below

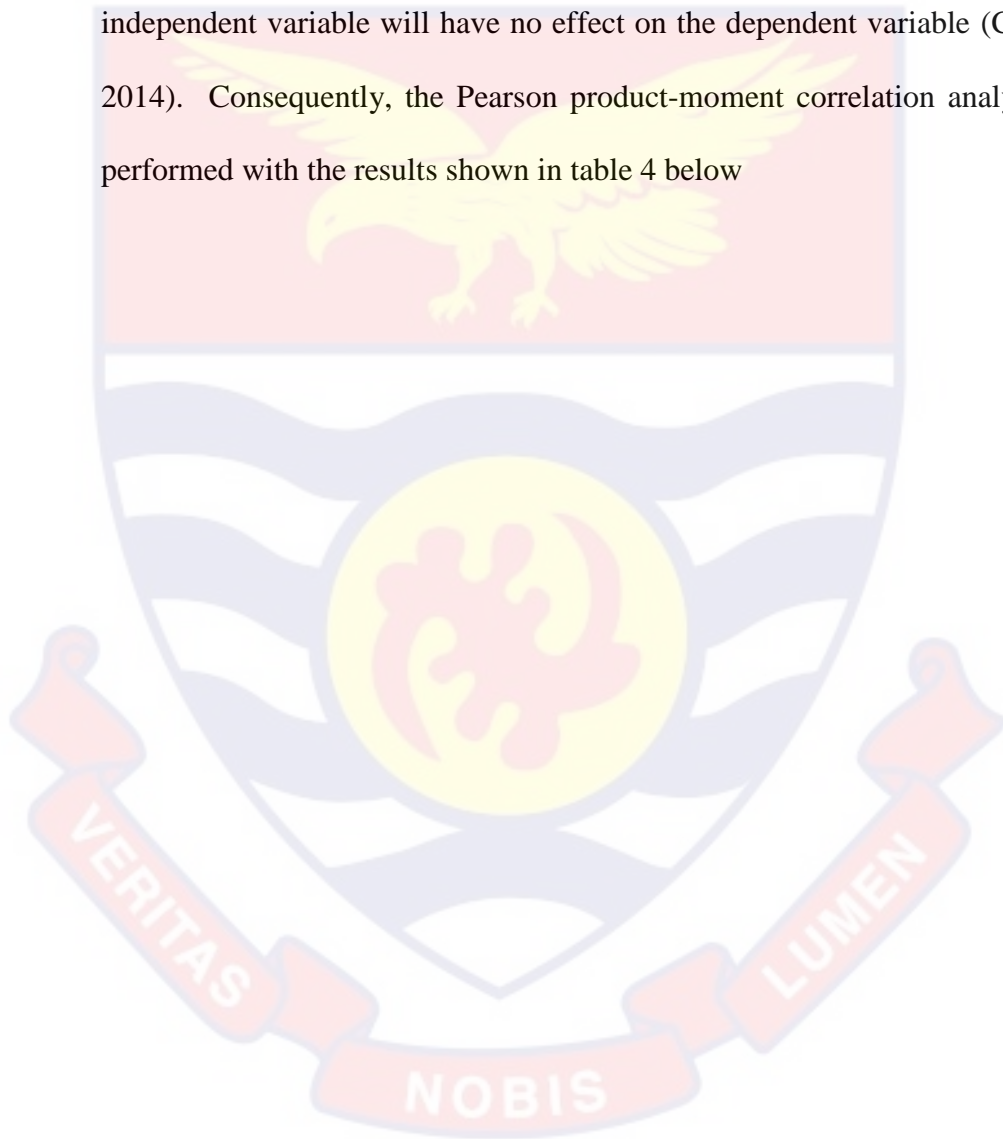


Table 4: Correlations

		Consultative Participation	Delegative Participation	Representative Participation	Employee Engagement
Consultative Participation	Pearson Correlation	1	.149**	.403**	.465**
	Sig. (1-tailed)		.030	.000	.000
	N	160	160	160	160
Delegative Participation	Pearson Correlation	.149**	1	.589**	.472**
	Sig. (1-tailed)	.030		.000	.000
	N	160	160	160	160
Representative Participation	Pearson Correlation	.403**	.589**	1	.628**
	Sig. (1-tailed)	.000	.000		.000
	N	160	160	160	160
Employee Engagement	Pearson Correlation	.465**	.472**	.628**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	160	160	160	160

*. Correlation is significant at the 0.05 level (1-tailed).

**. Correlation is significant at the 0.01 level (1-tailed).

Source: Field data, 2023

As presented in Table 4, it can be seen that significant level of 0.01, positive correlation exists between EPDM and Employee Engagement. This implies that there is positive relationship between each independent variable and the dependent variable. For example, correlation result shows that there is a positive significant relationship between Consultative Participation (CP) and Employee Engagement as shown by a correlation coefficient of 0.465 (r= 0.000 p<0.000). This implies that the variable CP and Engagement change in the same direction, and the presence of CP will lead to high engagement, and less or no CP will lead to low employee Engagement. Therefore, this correlation analysis confirms the hypothesis (H1) that CP positively influences employee engagement. The same can be said about the rest of the two independent variables (Delegative and Representative) to confirm the hypothesis 2 and 3.

In the case of Delegative participation (DP), the result shows a correlation coefficient of 0.472 ($r=0.000$, $p<0.000$). This implies that the change in variable DP and Engagement change in the same direction, and the presence of DP will lead to high engagement, and less or no DP will lead to low employee Engagement. Therefore, this correlation result confirms the hypothesis (H2) that DP positively influences employee engagement. Finally, the result of RP shows that there is a positive relationship between RP and Employee Engagement as shown by a correlation coefficient of 0.628 ($r=0.000$, $p<0.000$). This implies that the variable RP and Engagement change in the same direction, meaning the presence of RP will lead to high engagement, and less or no RP will lead to low employee Engagement. Therefore, this correlation analysis confirms the hypothesis (H3) that RP positively influences employee engagement.

However, in order to understand the extent to which EPDM influences Employee Engagement (EC) at the Municipal assembly of Bekwai, a regression analysis was run to predict the degree of the influence of the three dimensions (Representative, Consultative and Delegative) of EPDM on the dependent variable (EC). The results have been presented from Table 5 to Table 13.

Objective One: The Impact of Consultative Participation on Employee Engagement

In order to predict the extent of influence that Consultative Participation (CP) has on employee engagement, linear regression analysis was employed. Model summary in Table 5 shows the coefficient of determination (R^2) which tells us the percentage of the variation in employee

engagement explained by the model, while table 6 indicates the coefficient of variations with t-value

Table 5: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.466 ^a	.217	.212	.969

a. Predictors: (Constant), **Consultative Participation**

Table 6: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.771	.220		8.039	.000
	Consultative Participation	.434	.066	.466	6.593	.000

a. Dependent Variable: Employee Engagement

Source: Field data, 2023

Table 5 shows that the adjusted R square is 0.212 and R is 0.217 at 0.05 significant levels. This indicates that 21.2% of the increase in employee engagement is explained by CP, while the rest of 78.8% are explained by other variables, which are not considered in this study. Moreover, Table 6 indicates the significance of these two variables; Independent (CP) and dependent variable (EE) shows the t-value with (p=0.000) which is significant, and the value of t-test (8.089) hence implying that there is a significant influence of CP on Employee Engagement among the employees at the Bekwai municipal assembly

Objective Two: The Impact of Delegation Participation on Employee Engagement;

In order to predict the extent of influence that Delegation Participation (DP) has on employee engagement, linear regression analysis was employed. Model summary shows the coefficient of determination (R²) which tells us the percentage of the variation in employee engagement explained by the model. The result is shown in Table 7 and Table 8.

Table 7: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.480 ^a	.230	.225	.961

a. Predictors: (Constant), Delegative Participation

Source: Field data, 2023

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.234	.152		14.734	.000
	Delegative Participation	.429	.063	.480	6.851	.000

a. Dependent Variable: Employee Engagement

Source: Field Data, 2023

Table 7 shows that the adjusted R square is 0.225 and R is 0.230 at 0.05 significant levels. This indicates that 22.5% of the increase in employee engagement is explained by DP, while the rest of 77.5% are explained by other variables, which are not considered in this study. Moreover, Table 8 indicates the significance of these two variables; Independent (DP) and

dependent variable (EE) shows the t-value with (p=0.000) which is significant, and the value of t-test (14.734) hence implying that there is a significant influence of DP on EE among the employees at the Bekwai Municipal assembly.

Objective Three: The Influence of Representative Participation on Employee Engagement;

In respect to the extent of influence that Representative Participation (RP) has on employee engagement, linear regression analysis was performed. Model summary shows the coefficient of determination (R²) which tells us the percentage of the variation in employee engagement explained by the model in Table 9. The result is shown in Table 10.

Table 9: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.417 ^a	.174	.169	.995

a. Predictors: (Constant), Representative Participation

Source: Field data, 2023

Table 10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.258	.171		13.173	.000
	Representative Participation	.384	.067	.417	5.747	.000

a. Dependent Variable: Employee Engagement

Source: Field Data, 2023

Table 9 shows that the adjusted R square is 0.169 and R is 0.174 at 0.05 significant levels. This indicates that 16.9% of the increase in employee engagement is explained by RP, while the rest of 83.1% are explained by other variables, which are not considered in this study. Moreover, Table 10 indicates the significance of these two variables; Independent (RP) and dependent variable (Employee Engagement) shows the t-value with (p=0.000) which is significant, and the value of t-test (13.173) hence implying that there is a significant influence of RP on Employee Engagement among the employees at the Bekwai municipal.

Objective Four: The combined influence of employee participation (Representative, Consultative, and Delegative) on employee engagement

With regard to the extent of influence that the three components of EPDM has on employee engagement, multiple regression analysis was performed which is explained by the model in Table 11 and Table 12

Table 11: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.623 ^a	.389	.377	.862

a. Predictors: (Constant), employee participation (Representative, Consultative and Delegative)

Source: Field data, 2023

Table 12: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.165	3	24.388	32.854	.000 ^b
	Residual	115.061	155	.742		
	Total	188.226	158			

a. Dependent Variable: Engagement

b. Predictors: (Constant), (Representative, Consultative and Delegative)

Table 11 above shows that the adjusted R square is 0.377 and R is 0.389 at 0.05 significant levels. The coefficient of determination means that a unit increase of a combined effect of all the three dimensions of EPDM will increase employee engagement by 37.7% while the rest of 62.3% are explained by other variables, which are not considered in this study. Also, the significance of these two variables as shown on Table 12; Independent (EPDM) and dependent (employee engagement) has been confirmed by the F-test, with ($p=0.000$) which is less than 0.05, and the value of F-test (32.854) implying that the three dimensions of EPDM have a strong positive significant outcome on employee engagement. This confirms the hypothesis (H4) that the combined effect of the three dimensions of EPDM, (Consultative, Delegative, and Representative) have a strong positive significant effect on Employee Engagement

Discussions

This study has sought to explain the influence of EPDM on Employee Engagement among employees from Bekwai municipal assembly. Thus, the study sought to establish the nature of associations between the variables captured in the conceptual framework. The initial variable relationships were established through correlations analysis. After correlations, the variables were then tested for relationships with the outcome variable through linear and multiple regression.

In analyzing the extent of influence that the types of EPDM has on Employee Engagement, result showed that EPDM has a positive significant correlation on engagement. This implies that the EPDM being practiced at Bekwai municipal assembly, even though; each dimension has its own

degree of influence. Therefore, when combined and practiced in any of the municipal assemblies, it is likely to affect employee engagement positively by a degree.

These results are significant in that they confirm the earlier studies that have been conducted elsewhere in the literature. For example, this study result is in line with Kumar and Giri, (2013) study on the impact of teachers' participation in decision making on engagement forms in Jawaharlal Nehru Technological University Hyderabad, India. In this study, it was found out that participation in managerial decisions was successful in predicting job involvement which in turn exerts influence on teachers' engagement to the organization. In addition, this study result corroborates a study by Kamau and Chege, (2016) who investigated employee participation in decision making on organizational engagement. In that study, a multi regression model was generated to show the influence of the variables to organizational engagement. The regression showed that consultative management had the highest influence on organizational engagement with a coefficient of 0.488, followed by delegative participation with a coefficient of 0.384, and representative participation with a coefficient of 0.269

Additionally, this study results supports the earlier study of Nwulu and Ateke, (2018) who conducted a study focusing on determining the relationship between participation in decision making and organisational engagement of customer service representatives. In their study, the results indicated that participation in decision making associate strongly with organizational engagement of customer service representatives.

This study aligns with Sokoh and Orhero (2021), who examined the impact of employee participation in decision-making on job engagement in Delta State Internal Revenue Service, Nigeria. Using a descriptive survey design, data from 105 randomly selected employees were analysed with Pearson correlation and multiple regression in SPSS. The results of the study showed that there is a significant relationship between employee participation in decision-making and affective engagement, continuance engagement and normative engagement of workers in Delta State Internal Revenue Service. As predicted, the study also revealed that employee participation in decision-making exerts a positive and statistically significant effect on job engagement of workers in Delta State Internal Revenue Service.

Moreover, this study is consistent with this year's study by Nwagbala, Ezeanokwasa and Ani, (2023) who undertook a study to establish the relationship between participative decision making and employee engagement of Banks in Awka, Anambra State, Nigeria. The study revealed that there is significant relationship between participative decision making and employee engagement in Banks of Awka, Anambra State.

However, the findings of the current study differ from those of Saha and Kumar (2017), who examined the impact of participation in decision-making on job satisfaction, group engagement, and group learning among 397 managerial employees in Indian public sector undertakings. The findings of the study suggested that participation in decision making had a positive and significant relationship with job satisfaction. Further, participation in decision making had significant impact on group learning, but had no impact on group engagement. However, job satisfaction had a positive and significant impact

on group engagement, while Group learning was positively and significantly related to job satisfaction and group engagement. The results suggest that employee participation in decision making process is highly desirable as it elevates employee identification with their respective organisation.

In general, it can be argued that forms of employee participation have a significant influence on employee's engagement and are consistent with most of the studies conducted by experts in various areas in the literature. Thus, when organizations provide employees with opportunities of participation in decisions related to their job, employee's engagement increase. Employers should acknowledge that by using employee participation, they could enhance their dependence on specialized employee's knowledge, which make them very critical for organizational survival.

Chapter Summary

This chapter centred on the main purpose of the study including the specific objectives which reflects on the influence of EPDM on engagement among employees from Bekwai municipal assembly. Based on this main research objective, four specific objectives were discussed in this chapter. However, the first section discussed the demographic features of the respondents, while the second section, addressed the main specific research questions relating to the study. So far, the results have indicated that the EPDM has significant influence on employee engagement in Bekwai municipal assembly.

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 as well. Finally, the suggestion for future research is also made.

Summary of Key Findings

The study set out to examine the influence of EPDM on Engagement among employees. There were four main specific objectives, which the study aimed to achieve and these included to:

1. assess the influence of consultative participation on employee engagement;
2. examine the impact of delegation participation on employee engagement;
3. assess the influence of representative participation on employee engagement;
4. examine the combined influence of the three dimensions of employee participation on engagement

In general, the study was quantitative with an explanatory research design. The population size was known to be 340 out of which 175 was used as sample size based on Krejcie and Morgan (1970 Table). A self-administered questionnaire was the main research instrument used to collect data from the employees with the response rate of 91% (160) and 9% (15) as non-response rate. Simple random sampling technique was used to select the sampled and data processing was done using SPSS version 22. The analytical

tools used were descriptive statistics using percentages and frequencies and Inferential data analysis techniques such as linear and Multiple Regression analysis with T-test and F (ANOVA) test respectively.

The main findings of the study indicated that all the dimensions of the EPDM (consultative, Representative and Delegative as well as the combined effect of all the three dimensions) have significant effect on the employee engagement. However, in the context of this study it was found out that Delegative had the highest (22.5%) level of influence on employee engagement, followed by Consultative (21.2%) and finally the Representative (16.9%).

Conclusion

The three main hypotheses of this study were to investigate the influence of the forms of employee participation (delegative, consultative, and representation) on employee engagement. Overall, there is a positive relationship between employee participation (delegative, consultative and representation) and employee engagement. From these results it can be concluded that employee participation in decision making process is highly desirable as it elevates employee identification with their respective organisation. The results in this study have provided a first and obvious lesson for policy which is that consultative initiatives at the point of policy design can make a positive difference to meeting the needs of ordinary employees in an institution especially if supported by legislation and/or organisational) policy strategies. Also, it has to be stated that providing employees with a say in decisions on service delivery also have the potential to positively affect

inclusion of marginalized people in an organisation, thereby facilitating social participation through better infrastructure and support systems.

Thus, it is believed that the four patterns of findings found in this study can and ought to be more carefully assessed and refined to explore the potential benefits of EPDM so as to have a better understanding of their visibility and legitimacy within existing governmental structures. In this regard, municipal assemblies should develop such practices, which could enhance employee engagement and voice within their task-related decisions. These participation practices would in turn enhance employee satisfaction and reduce turnover intentions.

Recommendations

Following the results of this investigation, it is recommended that there is the need to enhance EPDM so as to enhance engagement of employees in Assemblies. In view of this, the following are the recommendations

In the first place, it is recommended that Local government authorities particularly the Municipal assemblies should put in more efforts in ensuring that EPDM is encouraged at all levels. All the three forms of EPDM should be promoted amongst all the municipals Assemblies.

Secondly, the government should take it upon itself rather than leaving it to the discretion of the MCEs by institutionalizing the EPDM strategies in the public sector code of ethics so that it will be a guiding principle for all the Municipals assemblies. The building of such norms and values enhance the shared vision, aspirations as well as goals and eventually the engagement of employees in the public sector.

Suggestions for Future Research

Suggestions for future research are as follows:

Considering the significance of the study findings, it is suggested that future research should include more municipalities so that a better generalisation of results could be made. For this study, only Bekwai municipality was considered which makes the respondents limited as the voices of other employees in various municipalities were not represented.

Furthermore, 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 reached as both methods will complement each other's weaknesses. For example, due to time constraints, the researcher utilized a limited sample size. More generalized results can be drawn by covering a larger portion of the population. In this study, only one method of data collection was utilized, which is the questionnaire, but future studies can utilize other methods of data collection like focus groups, interview, and observation methods to further strengthen our study.

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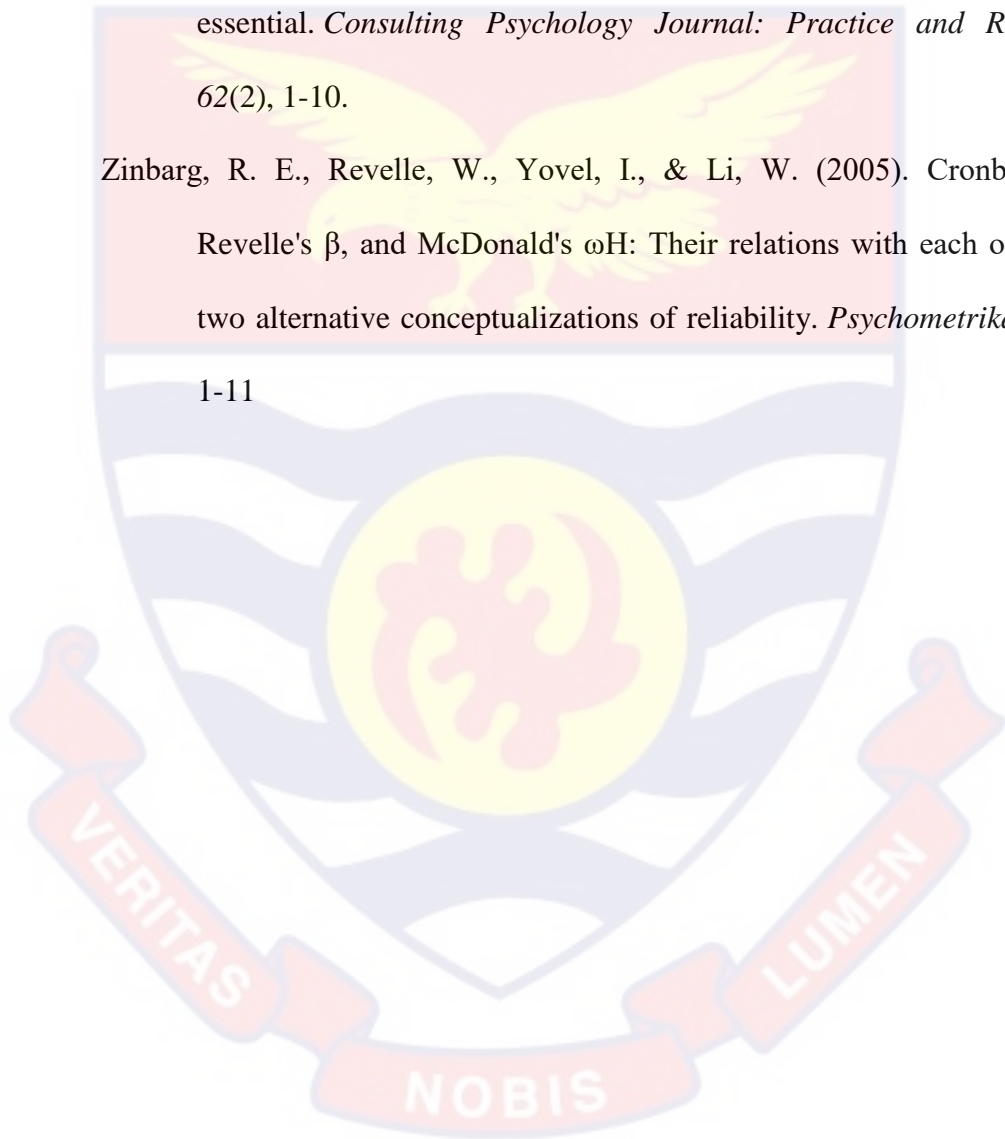
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APPENDICES

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

COLLEGE OF DISTANCE EDUCATION

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

Master of Business Administration (Management)

Dear Respondent,

This is purely an academic exercise and in partial fulfilment of the requirements for the award of Master of Business Administration (Management) by the University of Cape Coast. The main purpose of the study is to investigate the extent to which the dimensions (Consultative, Respenetative and Delegative) of Employee Participation in Decision Making (EPDM) have effect on Employees Engagement from the perspectives of employees at Bekwai Municipal Assembly. Please read each statement carefully and answer them as frankly as you can. Your responses will be accorded the utmost confidentiality they need. Your maximum cooperation is highly solicited.

Thank you.

SECTION A: DEMOGRAPHIC INFORMATION

Tick the appropriate answer where choices given are applicable.

1. **Sex:** (a) Male [] (b) Female []
2. **Age:** (a) 20-30 years [] (b) 31-40 years [] (c) 41-50 years []
(d) 51-60 years []
3. **Education level:** (a) Below First Degree [] (b) First Degree []
(c) Postgraduate [] (d) Professional Certificate []
4. **How long have you been working in this bank?**
1-5 [] 6-10 [] 11-15 [] 16-20 [] 21 and above []
5. **Positions:** Senior [] Junior []

PART TWO: Dimensions of EPDM and Employees' Engagement

This section seeks to solicit information on Employee Participation in Decision Making (EPDM). On a scale of 1-5 where *1=Strongly Disagree; 2=Disagree; 3=Uncertain; 4=Agree; 5=Strongly Agree*, indicate the extent to which you agree or disagree with the questions on participation in decisions in your organisation

	1	2	3	4	5
CONSULTATIVE PARTICIPATION	SD	D	UN	A	SA
1. We do have a number of regular meetings with our supervisors per month and we are satisfied with them.					
2. In general we do have a say or influence on our jobs and what goes on in our work groups					
3. In general we are able to decide on how to do our jobs?					
4. In general we are consulted to have a say or influence on decisions which affect our jobs?					
5. In general our supervisors are receptive and listen to our advice and suggestions					
6. We are satisfied with our suggestion plans carried out by our supervisors					
DELEGATIVE PARTICIPATION					
1. We are given the chance to make decisions on short-term goals.					
2. We are often given the power to make short-term decisions related to allocation of tasks.					
3 We are often given the authority to make short-term decisions related to choice of method of working and work pace.					
4. We often have the control on short-term decisions related to choice and use of equipment and machines.					
5. In general we are usually entrusted to make decisions that will make us committed to the organisations					
REPRESENTATIVE					
1. Normally decisions made by employee unions are taken seriously by the management					
2. We are usually satisfied with the extend of decisions that are made by our unions					
3. We are usually content with the way our representatives are consulted by the management in the decision making process.					
4. We are often satisfied with the way issues					

are discussed with our Union Heads in the board of governance					
5. Our unions are supported and our leaders views are respected by the management					

ENGAGEMENT

	SD	D	UN	A	SA
	1	2	3	4	5
I often think of quitting my present job					
I may leave this company and work for another company in the next year					
I plan to stay in this company to develop my career over a long period of time					
I may not have a good future if I stay with this organisation					
I really feel that this organisation's problems are my own					
I do not feel like "part of the family" at this organisation					
I do not feel "emotionally attached" to this organisation.					
I do not feel a strong sense of belonging to my organisation.					
I feel that I have too few options to consider leaving this organisation					
If I had not already put so much of myself into this organisation, I might consider working elsewhere					
My organisation provides its employees with good opportunities to undertake in-house job-specific training					
My organisation provides its employees with good opportunities to learn general skills inside the organisation which may be of use to me in my future career					
My organisation provides a good environment for new recruits to learn job-specific skills and knowledge					
I feel that I have too few options to consider leaving this organisation					

THANK YOU