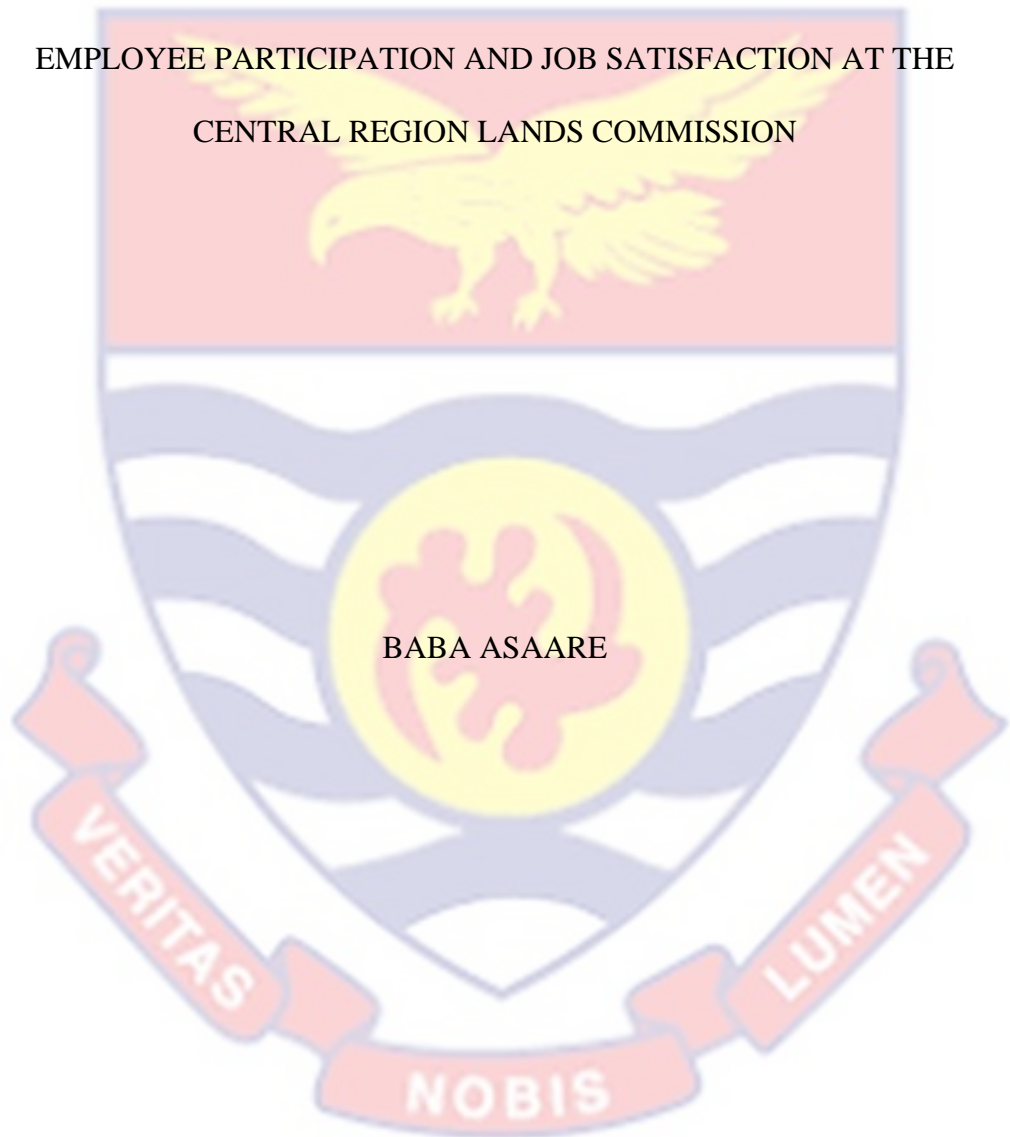


UNIVERSITY OF CAPE COAST

EMPLOYEE PARTICIPATION AND JOB SATISFACTION AT THE
CENTRAL REGION LANDS COMMISSION



BABA ASAARE

2021

UNIVERSITY OF CAPE COAST

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CENTRAL REGION LANDS COMMISSION

BY

BABA ASAARE

Dissertation submitted to the Department of Management, School of Business,
College of Humanities and Legal Studies, University of Cape Coast in partial
fulfilment of the requirements for the award of Master of Business

Administration Degree in General Management.

August, 2021

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 this university or elsewhere.

Candidate's Signature..... Date

Name: Baba Asaare

Supervisor's Declaration

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

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

Name: Prof. Daniel Agyapong

ABSTRACT

The study's goal was to assess the effect of employees' participation and their job satisfaction at the central region lands commission (CRLC). Specifically, the study sought to address the effect of staff empowerment, orientation and capacity on job satisfaction. The study adopted a quantitative method of research and a sample size of 78 which also the entire population size was selected using a census sampling technique. Structured-questionnaires was used as the research instrument and the data was inputted into the Statistical Package for Social Sciences Version 24 (SPSS 24) for the processing of data. Findings from the study revealed that staff empowerment had a positive but weak significant effect on job satisfaction, it further revealed that staff orientation had a positive but weak significant effect on job satisfaction and finally, the result found that staff capacity had a strong positive significant effect on job satisfaction customer satisfaction. The study recommended that Government as well as the local governance should establish practices to enhance their staff capacity, orientation and empower them to improve on their satisfaction and subsequently improve on their performance.

KEY WORDS

Employee Participation

Job Satisfaction

Staff Empowerment

Staff Orientation

Staff Capacity

Central Region Lands Commission

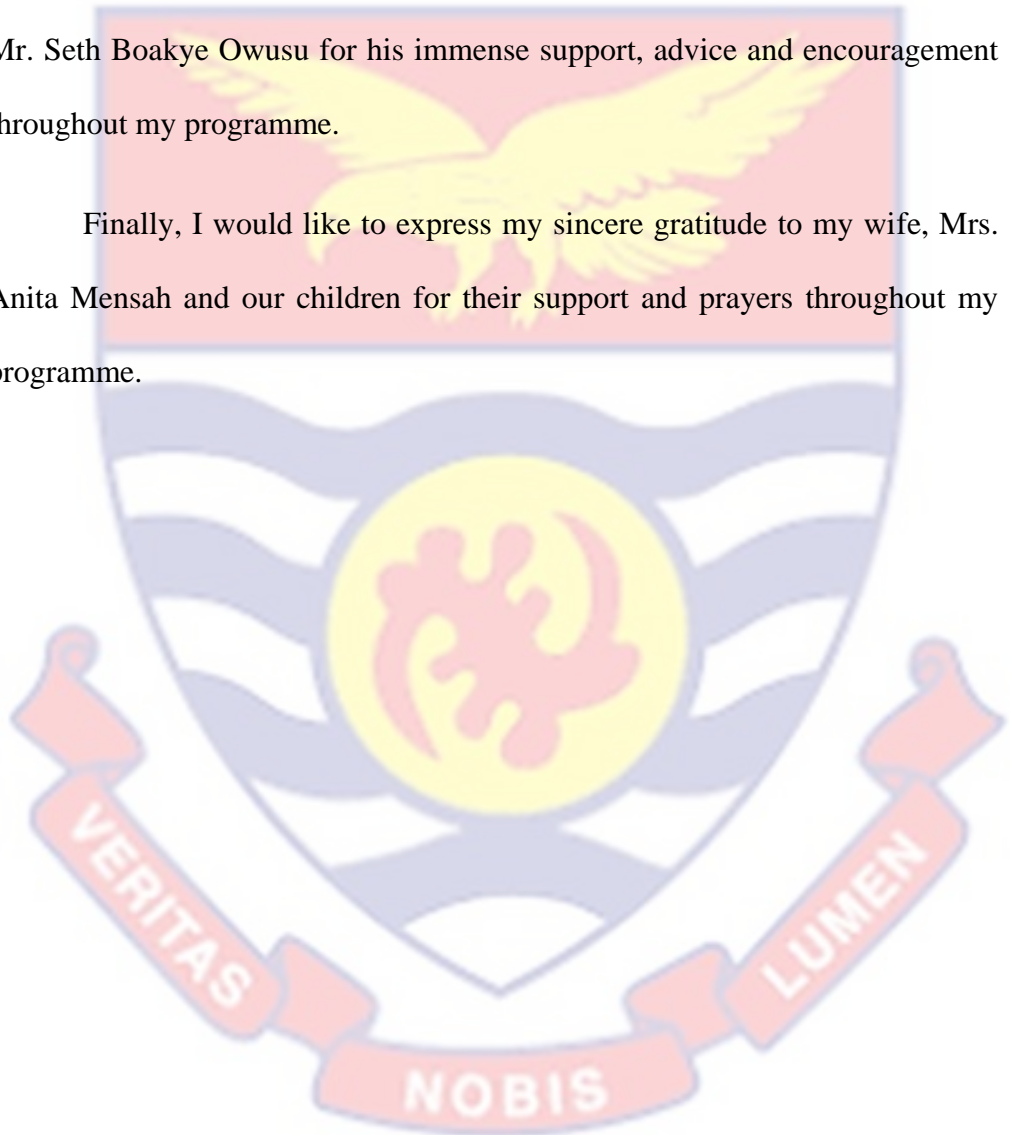


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Finally, I would like to express my sincere gratitude to my wife, Mrs. Anita Mensah and our children for their support and prayers throughout my programme.



DEDICATION

To my Godfather Mr. Alhaji Sulemana Mahama

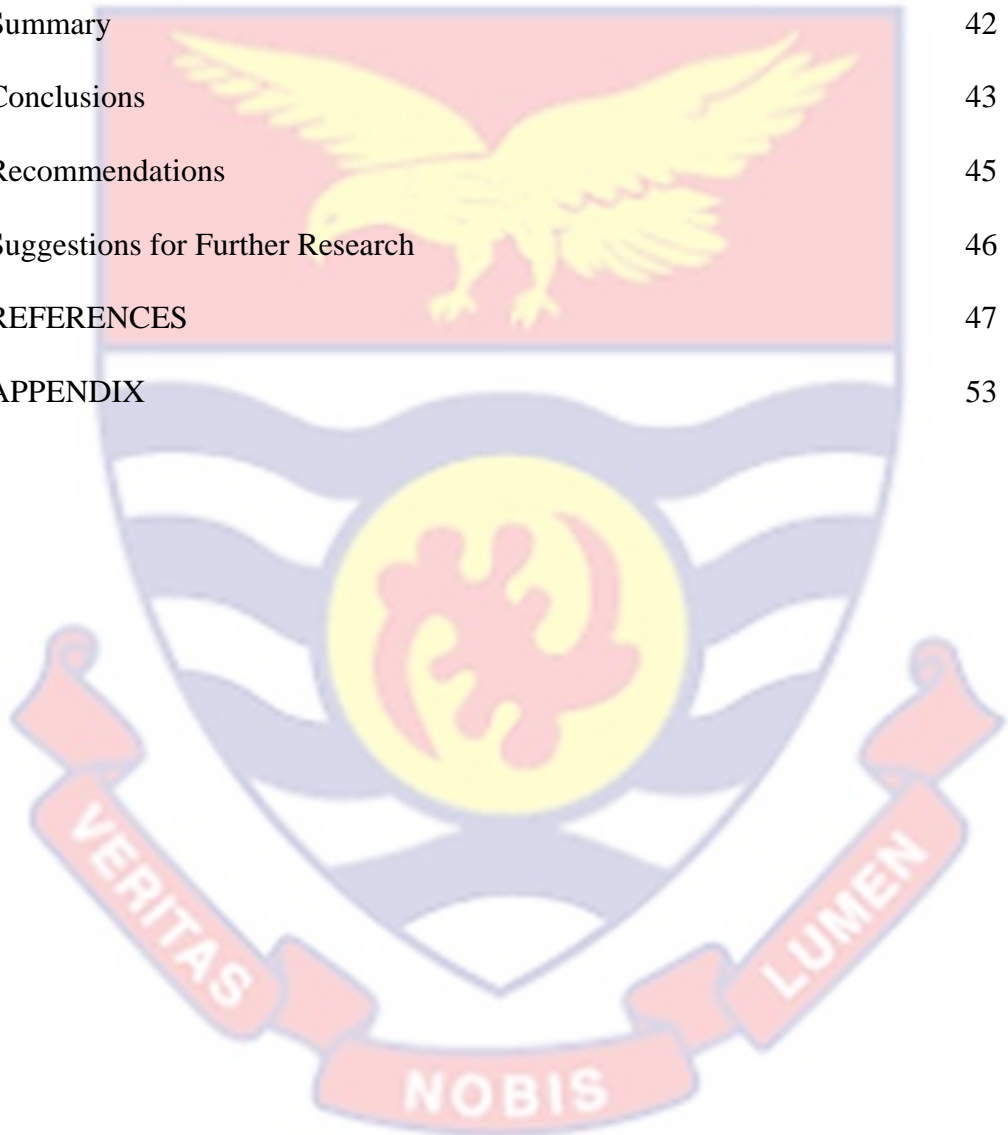


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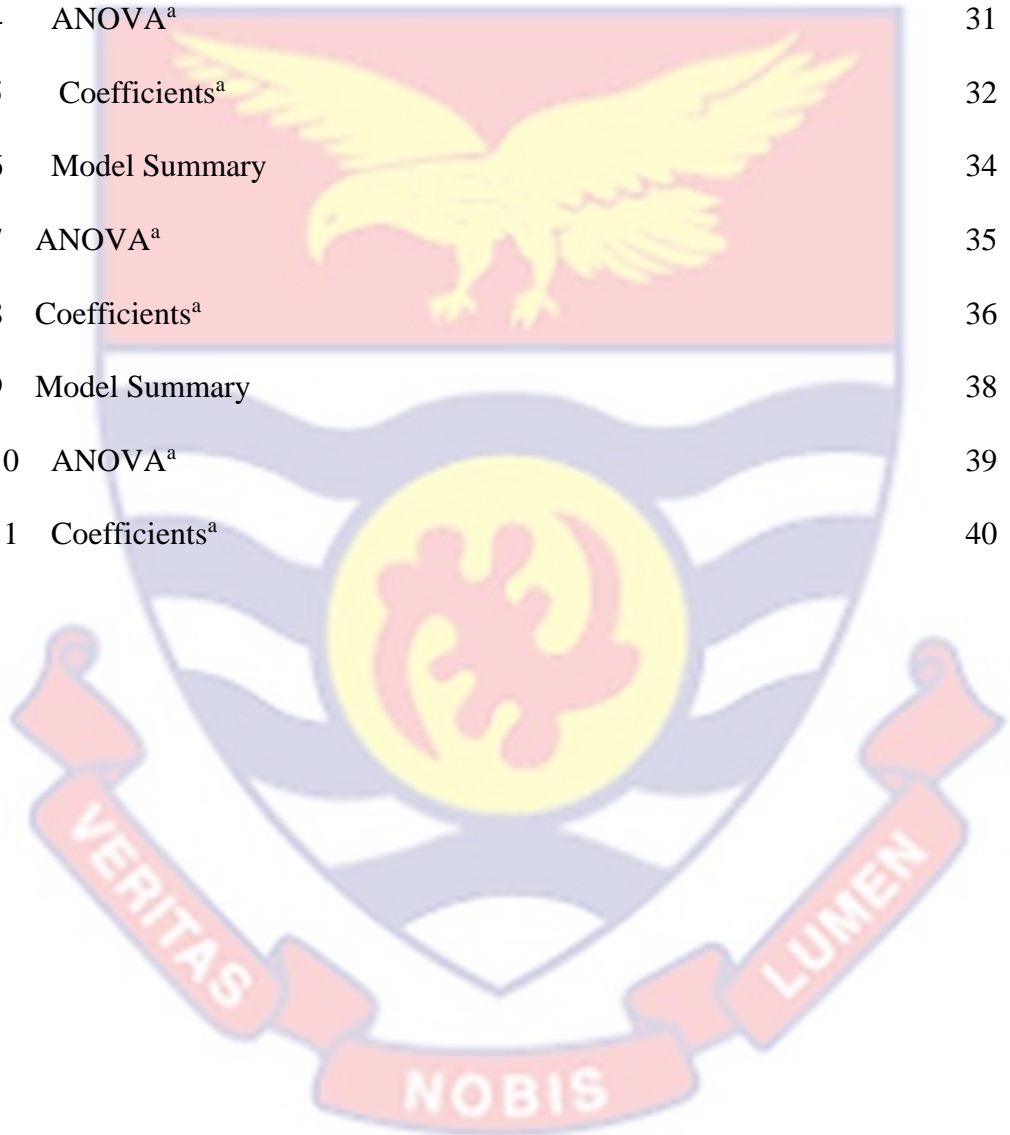
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CHAPTER ONE

INTRODUCTION

Work is regarded as an important aspect of people's lives in this contemporary highly competitive business environment. Employee job satisfaction becomes increasingly crucial as people spend the majority of their waking hours at work. Most organizations in Ghana are said to have a problem with the working man not being consulted on things that influence his job. Employees are excluded from decision-making processes. The interests of the employees are not promoted or defended. The worker is not exposed to enough knowledge, and because the work environment lacks autonomy due to the lack of democracy, the worker feels alienated, frustrated, and demoralized during the manufacturing process.

Background of the Study

Staff involvement is a method in which power is distributed among employees who are otherwise unequally positioned in the hierarchy. Employee participation is a blend of task-related activities and human resource management methods aimed at improving employees' engagement to the company as a whole (Radwan, 2020). Managers and their subordinates are equally involved in information processing, decision making, and issue solving in participatory management. Employees with a sense of ownership, in the sense of believing they are genuinely embraced by management, have a stronger sense of belonging. Ownership includes taking part in decisions on new developments and changes in working practices that affect the people involved. They should be included in the decision-making process and feel as

if their opinions have been heard and that they have contributed to the final product.

Employee participation is common in the United Kingdom, Japan, and the United States. Companies with more than 250 workers must show in their Directors' report what actions they have made to inform or engage with their employees on matters that impact them, according to the United Kingdom's corporation Act 1985. (Maxwell-Smith, White, & Loyd, 2020). The Japanese 'ringi' approach of decision-making entails a lot of informal consultation and problem-solving with the employees who will be affected by the decision as well as high management (Daniel, 2019). Americans prefer participatory management because their leaders are more personable and their employees are more inclined to question authority. Employee participation is a blend of task-related activities aimed at increasing workers' sense of participation in their job and HRM practices aimed at increasing staff commitment to the business as a whole (Farooq, Farooq & Reynaud, 2019).

Job satisfaction according to Gharakhani and Zaferanchi (2019) is defined as a cheerful or optimistic emotional mood resulting from a positive evaluation of one's work or job experiences. Lu, Zhao, and While (2019) define it as a combination of positive or negative sensations and emotions that employees associate with their work (Sendjaya, Pekerti, Cooper & Zhu, 2019). Job satisfaction is a crucial issue in the administration of institutions, according to Dicke, Marsh, Parker, Guo, Riley, and Waldeyer (2019), and one of the main markers of how healthy an organization is. As a result, employers place a high value on employee satisfaction. Employee satisfaction is crucial for businesses since happy employees contribute to the organization's

effectiveness and long-term success. An organization's success and productivity are determined by its employees, and "a happy worker is an effective worker."

It is impossible for a firm to grow without taking into account the capabilities of its employees and improving their working conditions. Organizations with highly satisfied employees are likely to be more successful than those with dissatisfied employees (Ahmad, 2020). It is not difficult to find people with the appropriate qualifications for these types of businesses. A qualified, productive, and happy employee contributes more to the success of the company. A dedicated employee has a strong desire to stay a member of an organization and adopt its principles, as well as a willingness to put forth significant work on its behalf. There is now a considerable amount of evidence indicating the advantages of having a highly dedicated workforce for businesses.

Reviews of various research show that workers that are involve, especially affectively invested, in a business are less likely to be dissatisfied, according to Filketu, Dvivedi, and Abebe (2019). McGregor (1960) Theory Y has a significant application to this assertion in that it encourages employee involvement since managers who utilize it are most likely to involve their workers in decision-making and prioritize connections over results. Productivity is projected to grow as a result of participatory decision making because workers' commitment to executing decisions to achieve greater productivity and overall organizational goals will be high, reducing agitation, misconceptions, and a lack of commitment on their part. According to Garca, Gonzales-Miranda, Gallo, and Roman-Calderon (2019), a number of factors

influence employee happiness and commitment, including opportunity, proper authority, and leadership.

Employees want to be a member of a team and be more active in decision-making, according to research (Madi, El Talla, Abu-Naser & Al Shobaki, 2018). Employees who are given the opportunity to engage in decision-making processes have a greater chance of influencing decisions and their results for the company. This technique demonstrates that people are appreciated and trusted. Organizations can employ teamwork as a decision-making technique. Team members are expected to take on more responsibility and make more informed judgments. The usage of teams helps to increase organizational efficiency and employee happiness (Jurburg, Viles, Tanco & Mateo, 2017).

Statement of the Problem

Employee job satisfaction is viewed as a critical success factor by businesses. One of the most important tool to ensure that your employees are satisfied is to involve them decisions concerning the organization in which they found themselves. The CRLC is one of the entities that oversees the management and administration of all lands and it related issues in Ghana. Due to the demanding nature of the work at the commission, it requires committed and loyal employees which can be achieve by involving them in decisions making. Numerous studies have been conducted on this topic all around the world (Fleury, Grenier & Bamvita, 2017; Purwanto, 2018; Bayraktar, Araci, Karacay & Calisir, 2017). This problem has piqued Ghanaian interest in recent decades. Unfortunately, it has been found that there is a lack of study on work satisfaction and participatory decision-making

in Ghana's major government agencies. Most organizations in Ghana are said to have an issue in which the working man is not consulted on matters impacting his job. Employees are excluded from decision-making in most sectors of which the CRLC is not excluded. The interests of the employees are not promoted or defended. The worker is not fully informed, and because the workplace lacks democracy, the worker feels alienated, frustrated, and discouraged during the production process (Lambert, Qureshi, Klahm, Smith & Frank, 2017).

Employees in several firms have demonstrated a lack of commitment to implementing top management choices, which has unquestionably harmed the organization's success. As a result, many firms use strategies to allow employees to involve in the decision making process, which has led to the formation of internal organizations such as the Industrial and Commercial Workers Union (ICU) as advocates for employees during decision-making and other approaches. Employees have taken a variety of activities, including strike actions, as a result of their unhappiness with management's decisions. Employee dissatisfaction with management and the Board of Directors' choices regarding employees, for example, led to strike action by Barclays Bank employees, which was considered as a threat to their welfare, the organization's growth, and existence (Ghana News Agency, 2006).

According to research, not involving employees in decision-making can bring about job discontent, a lack of organizational commitment, and poor labor-management relations, all of which impair productivity (Knapp, Smith & Sprinkle, 2017). Various research on issues impacting job satisfaction have been conducted; Knapp, Smith, and Sprinkle (2017) investigated the

relationship between employees' job satisfaction and their perceptions of empowerment at Nairobi commercial banks. Purwanto (2018) investigated the link between staff development and work satisfaction in Nairobi's classified hotels. Mutiso (2017) investigated supervisory styles and employee job satisfaction in Kenyan commercial banks, whereas Kiplangat, Momanyi, and Kangethe (2017) investigated the extent to which personal traits influence employee job satisfaction.

Frempong, Agbenyo, and Darko (2018) investigated workers participation in making decision and their motivation in two Ghanaian banks, to name a few. Various issues that affect satisfaction were addressed in all of the studies described above. None of these studies have looked into work satisfaction or decision-making in the Lands Commission. To the best of my knowledge, no research has been conducted to establish the extent to which employees at a public organizations are allowed to involve in making decision and whether this brings an impact on their job fulfilment or satisfaction. As a result, the goal of this research was to find a solution to the problem. As a result, the purpose of this study is to see if allowing employees to participate in decision-making improves job satisfaction.

Purpose of the Study

The purpose of this study is to assess the effect of employees' participation in decision making on their job satisfaction at the central region lands commission (CRLC).

Research Objectives

The specific objectives of the study are to:

1. Examine the effect of staff empowerment on job satisfaction at CRLC.

2. Examine the effect of staff orientation on job satisfaction at CRLC.
3. Examine the effect of staff capacity development on job satisfaction at CRLC.

Research hypotheses

H₁: Staff empowerment has a significant effect on job satisfaction at CRLC.

H₂: Staff orientation has a significant effect on job satisfaction at CRLC.

H₃: Staff capacity has a significant effect on job satisfaction at CRLC.

Significance of the study

The findings have immediate implications for today's businesses. With increased competition among businesses, employers must ensure that their companies or organizations can access the essential human resources to boost efficiency. Employees are a critical component of any firm that determines productivity and offers it a competitive advantage. Many firms do not need workers to involve in decision making in order to increase dedication to productivity. Employees get dissatisfied when they are given the finest salary and working conditions but are not permitted to involve in the decision-making process, resulting in low dedication to production. This study will aid in identifying strategies to increase organizational commitment through participatory decision-making, as well as practical management solutions.

This research would be beneficial to academics as a source of information. They will gain knowledge of the advantages of worker engagement in decision-making and commitment. The study can help administration and management better understand the effects of workers involvement in making decision on job fulfilment and, as a result, enhance employee happiness.

Delimitation

The research was carried out at the city of Cape Coast. The respondents were employees of the Cape Coast metropolis's Lands Commission. Other industries were merely mentioned to support a point or to establish a comparison. Although it was thought that the Lands Commission would be typical of other Lands Commission personnel in Cape Coast because the technique of performing day-to-day business is the same in every metropolis, there is a major variation owing to geographic context.

Limitations

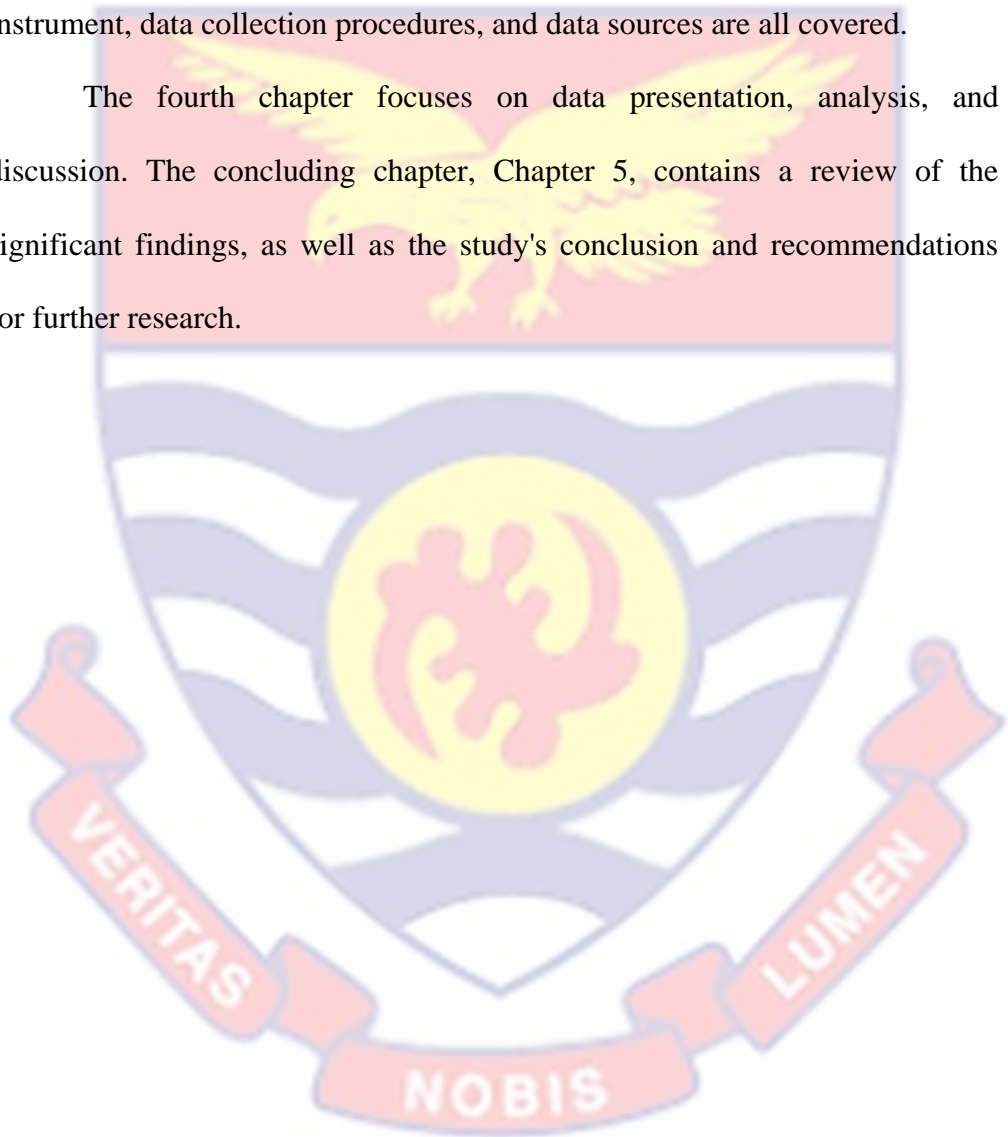
The use of a study organization (Central Region Lands Commission) may alter the generality of the study's findings, as variances in management practices and geographical areas may prevent them from being relevant to the other regional lands commissions in Ghana. As a result, adopting the results of one organization may not provide a fair representation of the difficulties in all locations, and as a result, drawing conclusions from such a study may be limited. Furthermore, the study had no influence over the responses' thoughts and opinions. This means that the information gathered from the respondents may have an impact on the study's conclusions. The effect of this constraint will be minimized by using research assistance to explain the relevance of the study to the respondent to help get better response from them.

Organization of the study

Five chapters make up the research. The first chapter covers the study's history, problem description, aims, significance, research questions, limitations, delimitation and organization. The study's associated literature is reviewed in Chapter Two. Employee empowerment, types of employee

engagement, employee ownership, and explanations in the literature on the concept of job satisfaction, job satisfaction theories, drivers of job satisfaction, and so on are some of them. The approach for the study is discussed in Chapter Three. Background information about the study area, study population, sample, research design and sampling techniques, data collection instrument, data collection procedures, and data sources are all covered.

The fourth chapter focuses on data presentation, analysis, and discussion. The concluding chapter, Chapter 5, contains a review of the significant findings, as well as the study's conclusion and recommendations for further research.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provided the theoretical underpinnings of the study as well as a review of existing literature relevant to the study's objectives. In this chapter, three aspects were addressed in depth: theoretical, empirical, and conceptual framework reviews.

Theoretical Review

This section discussed the theoretical underpinnings of the. The theory employed in this study is the theory X and Y and this is discussed in the below.

Theory X and Y

In his book *The Human Side of Business*, McGregor (1960) established Theory X and Theory Y management approaches. He introduced and explored essential ideas and varied assumptions about the nature of people in companies, as well as the tenets of Theory X and Theory Y management strategies. According to McGregor (1960), organizations guided by Theory Y operate under a set of assumptions he refers to as "classical management," and most individuals want to be managed, avoid responsibility, and lack ambition. Managers are wary of providing employees control over their work environment as a result of these preconceptions. Managers of theory X value the chain of command, encourage motivational punishment or reward, and keep a careful eye on employees behaviour. McGregor (1960) stated that traditional management was backwards and impeded the achievement of corporate goals based on these assumptions.

Based on this finding, McGregor (1960) established the Theory Y technique, a new set of managerial assumptions. Employee self-control, self-direction, and dedication to the organization's success, as well as a participative and engaging management style, are all supported by Theory Y. Furthermore, Theory Y firms presume that their personnel are committed to their tasks and capable of solving work-related challenges (Hindle, 2003). People are innately driven to work in Theory Y organizations, thus managers and authorities prefer to delegate authority down the chain of command. Managers provide employees liberty, and work is organized in such a way that employees have many opportunities to be creative and innovative.

Additionally, managers that use Theory Y create an environment in which individual ambitions are related to the entire corporate goals, leading to an enhanced innovation and productivity. Thus, Theory Y organizations prioritize the form of interactions that promote employer-employee relationships, as well as the construction of a favourable atmosphere that fosters organizational commitment and allows employees to exercise initiative, self-direction and ingenuity, (McGregor, 1960). Theory Y has a significant application to this research in that it encourages employee involvement since managers who utilize it are most likely to involve their workers in decision-making and prioritize connections over results (Zaqout, Abu-Naser, El Talla & Al Shobaki, 2018). Thus, building a favorable, enabling, and suitable work environment for the application of a participative management style must be prioritized for employee involvement in organizations (Lambert, Qureshi, Klahm, Smith & Frank, 2017).

Conceptual review

This section discusses the various concepts underpinning the study.

Employee Participation

Employee engagement refers to the process of involving employees in decision-making rather than simply obeying orders. Employee involvement is a critical component of workplace empowerment. Employees are given autonomy in the workplace and are trusted to make their own judgments. Employee participation is partly a reaction to the workplace quality movement. Individual personnel are encouraged to own quality when it comes to accomplishing tasks that meet the expectations of their clients. The modern organization's march toward human resource development also includes employee participation.

Purwanto (2018) defines participation as people's psychological and emotional involvement in a group situations, which encourages individuals to contribute to and share responsibility for common goals. Three important ideas of employee participation, namely, staff empowerment, staff orientation, and staff capability, will be explored for the purpose of this study in order to determine their impact on job satisfaction.

Staff Empowerment

Decentralizing power within an organization to individual decision makers further down the line is what empowerment entails. Teamwork is a crucial component of the empowerment process. Members of self-managing teams are encouraged to make decisions based on the concepts and frameworks established. Employee empowerment is a fundamental TQM practice that manager rely on to achieve TQM implementation success. TQM

emphasizes a culture of participation and contribution from all employees in the process of improving work performance (Lawler, 1992). Employee empowerment has been linked to the value of a company's quality culture (Howard & Foster, 1999).

Staff Orientation

Employee orientation is the process of acclimating newly hired employees to their new work environment. It equips students with the fundamental organizational skills they'll need to feel confident in their new team, department, and position. Employee orientation helps new employees get ready for their new roles by telling them about company policies and procedures, processing any paperwork, as well as addressing any concerns or questions they may have. Orientation is important because it establishes the employee-employer relationship. Because new hires are attempting to validate their decision to accept your employment offer, the first day of work is vital.

Staff Capacity

Employees are a vital component of a company's success, and they are frequently the agency's "face" to consumers and stakeholders. Individual managers and government agencies must collaborate in order to keep a well-trained and qualified staff. Employees are a vital component of a company's success, and they are frequently the agency's "face" to consumers and stakeholders. Individual managers and government agencies must collaborate in order to keep a well-trained and qualified staff.

Empirical Review

Scholars have conducted a lot of research in the topic of employee's involvement and work fulfilment. Several of this research are mentioned further down.

Demographic Factors and Employee Participation

Researchers (Oluwatayo, Opoko, and Ezema, 2017) found a substantial difference in demographics (gender, age, ethnicity education, experience and position) in an employee wellness program between non-participants and participants. Intrinsic determinants have a larger influence on work satisfaction than extrinsic determinants, according to several research done in the industrialized world. People prefer to gravitate to jobs that match their job priorities or personality (Ali and William, 2014; Elizaberth and Zakkariya, 2015; Rudolph, Katz, Lavigne, & Zacher, 2017; Birtch, Chiang & Van, 2016). Extrinsic determinants, on the other hand, such as the working environment, pay, work place attributes, and technological change, are the primary factors that influence employees' behavior in any organization (Samuel and Twaha, 2014; Nawaz, Abid, Arya, Bhatti & Farooqi, 2018; Hatipoglu & Inelmen, 2018).

Furthermore, empirical research has revealed that demographic characteristics can have an impact on job satisfaction (Tarcan, Hikmet, Schooley, Top & Tarcan, 2017). According to Milledzi, Amponsah, and Asamani (2018), while focusing on employee demographics shifts the burden from the company to the individual, it is necessary to investigate how demographic variables have influenced job satisfaction in order to acquire a thorough grasp of the idea. Rabiei, Gholami, Maleki, and Mohamadian (2018)

discovered a U-shape association between age and job satisfaction. This is due to younger workers' better morale, middle-aged workers' poorer job satisfaction (because they often perceive fewer opportunities and have unmet expectations), and older workers' higher job satisfaction (because they have accepted the realities of their workplaces and roles).

According to Amarasena, Ajward, and Ahasanul (2015), job satisfaction increased with age. Other researchers, on the other hand, have not discovered a link between age and job satisfaction (Tarcn, Hikmet, Schooley, Top & Tarcn, 2017). Tarcn et al. (2017) discovered that the gender of the employee determined job satisfaction, however Msuya (2016) discovered no link between gender and job satisfaction. According to other studies, women are happier at work than men (Emirolu, Akova, & Tanverdi, 2015). The following demographic indicators will be related to job satisfaction in this study, with a focus on SCC, in order to see if there is a link between job satisfaction and demographic characteristics: Age, gender, work experience, and academic credentials are all things to think about.

Employee Participation and Job Satisfaction

As a result of pertinent consequences for companies in establishing management policies and, thus, reducing turnover and 375 Employee involvement and work satisfaction absenteeism and boosting employee performance, recently, there has been a resurgence in the literature on job satisfaction (Pacheco & Webber, 2016). Studies have concentrated on identifying the major drivers of job satisfaction from an empirical standpoint. Job satisfaction is influenced by a variety of characteristics, including on-the-employment training, business size, job stability, autonomy, monetary

remuneration, work flexibility, and work relationships, according to the empirical literature (Golik, 2013; Campione, 2014; Tabvuma, Georgellis & Lange, 2015; Saridakis et al., 2018). Despite the fact that there are a increasing numerous of empirical research on the drivers of job satisfaction, the effect of employees' participation in the workplace on job fulfilment has been under researched.

In all of this research, there is a relationship between workplace decision-making involvement and job satisfaction. However, because the evaluations were conducted on relatively specific types of comparability, organizations and external validity are concerns in these studies. We found the research among current empirical studies, and their findings demonstrate that participatory decision making is linked to job satisfaction (Banjarnahor, Hutabarat, Sibuea & Situmorang, 2018). Babalola (2016) uses data from workers in 39 European nations to study the link between employee engagement and job pleasure. According to the authors, workers have higher levels of job satisfaction as their flexibility to participate in job-related decisions increases.

In a similar work by Pacheco and Webber (2016) who used data from 48 European countries as well as univariate and bivariate probit models, discovered that employee participation is important, but it is not the only factor, hence the need for authorities to pay much attention to both job and individual characteristics in order to improve their job satisfaction. It's worth noting that the majority of previous studies on this topic have focused on workers without discriminating between generations. There are significant age differences in the workplace, as Lyons and Kuron (2014) point out, but

empirical evidence is mixed and inconclusive, making generalizations problematic.

Too far, no research has been done to see if employee involvement in job-related decisions improves job satisfaction amongst millennial employees, or how various types of involvement in job-related decisions affect different aspects of job satisfaction in this generation of workers. These connections are attempted to be demonstrated in this work. In their book "Impact of Participatory Management on Employee Job Satisfaction & Performance," Rafiq and Chishti (2010) attempt to answer the question of whether a participative management strategy pays off in terms of employee job fulfilment and performance. Participative management, employee job satisfaction, and performance all show a substantial positive association, according to the research. Also, in their study "Employee Job Involvement and Sense of Participation Influence on Job Satisfaction," Gilkar and Darzi (2012) found that "Employee Job Involvement and Sense of Participation Influence on Job Satisfaction"

An Empirical Evidence" is a small scientific project that looks into the impact of job involvement and sense of participating on employee job fulfilment. Job participation, sense of involvement, and job satisfaction are all positively related variables, according to the study's findings. Furthermore, Raimayee (2012) explores the relationship between employee job engagement, sense of participation, and job satisfaction in his essay "Mediating Effect of Sense of Participation on Job Involvement & Job Satisfaction." Workers job participation, sense of involvement, as well as job satisfaction are all

positively connected in the private sector bank employees, according to the findings.

Conceptual Framework

This section explains the study's conceptual framework in terms of the variables under investigation. It is produced from an analysis of actual data that demonstrates a link between the dependent and independent variables under investigation. A conceptual framework, according to Mugenda & Mugenda (2008), is a set of concepts assembled as a map for a study to highlight the relationship between the research variables. The goal of this framework was to explain the link between the dependent variable (job satisfaction) and the independent variable (job satisfaction) in the research (employee involvement). The dependent variable's variance is predicted by the independent variable. (Kothari, et al., 2008). Any change in employee engagement, which includes staff empowerment (SE), staff orientation (SO), and staff capacity (SC), affects job satisfaction (Moore, 2013; Alexander, 2016, Bhattacharyya, 2016). Figure 1 illustrates the conceptual framework.

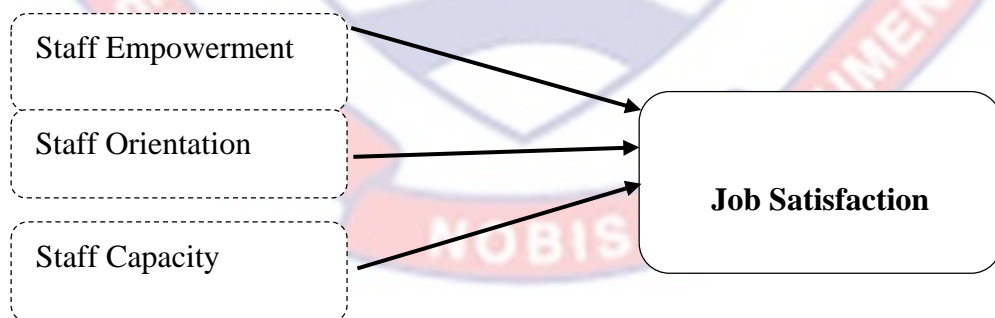


Figure 1: Conceptual framework components of employee participation and job satisfaction

Source: Author's own construct, (2021)

From Figure 1, Employee participation (independent variable) was operationalized into Staff Empowerment, Staff Orientation and Staff Capacity

(Hackman, Oldham, 1975; Herzberg, 1987; Smith, Kendall, Hulin, 1969; Spector, 1997). Job satisfaction is dependent on the various components of employee participation they adopt. As such, any change, either positive or negative, in any of the components of employee participation is likely to cause a change in job satisfaction. However, the framework does not provide the extent to which the various components of employee participation influence job satisfaction. The framework was supported by reviews (Hackman & Oldham, 1975; Herzberg, 1987; Smith, Kendall & Hulin, 1969; Spector, 1997; Moore, 2013; Alexander, 2016; and Bhattacharyya, 2016). The framework was, therefore, developed to provide a pictorial view of the relationship between the various components of employee participation and job satisfaction at Central Region Lands Commission.

Chapter Summary

This chapter reviewed literature on theoretical and conceptual issues relating to, demographic factors, employee participation and job satisfaction. The review further proves beneficial in the methods, analyses, presentation of findings, discussions, conclusions as well as recommendations. The next chapter centres on the research methods of the study.

CHAPTER THREE

RESEARCH METHODS

This chapter of the work covered the research design, study area, population, data collection instrument, sample size, data collection procedure, sampling strategy, variable measurement, instrument, validity and reliability, data processing and analysis, and ethical issues.

Research Design

Creswell and Creswell (2014) suggested that, the choice of a research design is primarily dependent on the approach adopted. Creswell and Creswell (2014) further revealed that, three (3) major approaches: quantitative, qualitative and mixed approaches. Creswell and Creswell (2017), argues that, the quantitative approach functions by developing testable hypothesis as well as theories which can be generalised. Because the quantitative approach is based on data that can be numerically measured, the goal or objective of the survey determines which approach should be employed.

The research employed a quantitative approach as well as a descriptive research design. The descriptive research design and quantitative research approach were chosen for the investigation because numerical analysis would be used to document correlations and impacts among the study's variables. Cause and effect linkages will be investigated based on the research objectives, and this will be accomplished through statistical analysis.

The study Area

The research was conducted in Ghana's central region. Ghana's Central Region is one of the country's sixteen administrative regions. To the north, the Ashanti and Eastern regions are located, to the west, the Western region is

located, to the east, the Greater Accra region is located, and to the south, the Gulf of Guinea is located. The Central region is known for its outstanding higher education institutions, as well as its tourism and industrial mineral-based economy. There are various tourist sites along the Central Region's coastline, including castles, forts, and beaches. With some of the greatest schools in the country, the Central Region is a powerhouse for education. Services, mining, and fishing are the mainstays of the region's economy.

The UNESCO World Heritage Sites of Cape Coast Castle and Elmina Castle serve as reminders of the slave trade. The study was conducted at the lands commission in the central region. The lands commission oversees all land issues in the region that demands a large working force. The commission also oversees the management and administration of their employees and therefore, assessing employee participation and job satisfaction in this organization will help achieve the objective above.

Population

The population of the study were staff at the Central Region Lands Commission (CRLC). The total work force of the Lands Commission is 78 staff and management in the Central Region (CRLC Annual Report, 2019). The Staff was used due to the central role they play in the Commission's activities, and that the achievement of the mission and vision of the commission is highly dependent on their availability.

Sample Size

A sample should be carefully selected to be representative of the population, according to Fraenkel and Wallen (2000), especially in cases where the population is quite big. The study employed the census method in

the case of the sample for work force of the Lands Commission because the population was small. Indicating that the entire 78 population would be used as the unit of analysis. The census technique was chosen to provide more accuracy and reliability of the study's findings Cresswell (2014).

Data Collection Instrument

A closed-ended structured questionnaire was utilized to obtain primary data for the investigation. The questionnaire was chosen in the study because it is a self-report measure with confidentiality, so it is more likely to elicit more openness in response to the types of information that respondents are asked to provide (Brace, 2018). The survey used a five-point Likert scale, ranging from "least agreed" to "strongly agreed." There were three sections to the questionnaire. The demographics were gathered in Section A, while the components of employee participation at CRLC were examined in Section B and the section C looked on job satisfaction at CRLC. Questionnaires were self-administered.

Measurement of Variables

Employee participation was operationalized into staff empowerment (SE), staff orientation (SO) and staff capacity (SC) (Moore, 2013; Alexander, 2016, Bhattacharyya, 2016).

Staff Empowerment: Empowering human resources entails building the necessary ability in employees to enable them to offer value to the organization through role-playing and duties that are carried out with efficiency and effectiveness. (Doaei, 1998; Doaei, 1999).

Staff Orientation: Every new employee must be properly introduced to the work environment and given a thorough orientation to the job objectives

(Rollag, Parise & Rob, 2005). The goal of the orientation plan is to give the new employee a good start by instilling a sense of belonging in them by creating a friendly work atmosphere (Bauer, Bodner, Erdogan, Truxillo & Tucker, 2007).

Staff Capacity: Human resources capacity, Groot and Molen (2000) define it as "individual and group knowledge, abilities, and attitudes relevant to the design, development, management, and maintenance of locally meaningful institutional and operational infrastructures and processes."

Job satisfaction was operationalized into nature of work, opportunities, promotion and social relations (Spector, 1997; Hackman, Oldham, 1975; Herzberg, 1987; Smith, Kendall, Hulin, 1969). 5-point Likert Scaling was used ranging from 1= "Least agree" to 5= "Strongly agree"

Validity and Reliability of Instrument

Cronbach alpha was used to check the instrument's reliability. A reliability value of 0.70 or above was deemed satisfactory (Cohen 2008), and the results are shown in Table 1. Validity, on the other hand, describes how well data approaches reliably measured what they are supposed to measure. Validity has a key flaw in that it only works with a tiny sample size, limiting the study's findings. This has an impact on the outcomes because it reduces the chance of generalization because it does not provide the study with clear results that apply to the entire population. Questionnaire pilot testing, expert review, and peer review were used to establish the study's validity.

Table 1: Reliability Test

Construct	Cronbach's Alpha	Item
Overall scale	0.930	35
Staff Empowerment	0.926	5
Staff Orientation	0.933	5
Staff Capacity	0.866	5
Job satisfaction	0.879	20

Source: Field survey (2021)

Date Collection Procedure

An introductory letter was received from the University of Cape Coast's School of Business and submitted to the CRLC's management prior to the data gathering exercise. This was done in order to get approval from the proper management to conduct the data collecting. The surveys were subsequently given to the respondents after receiving consent. However, the exercise was beset by difficulties, including some respondents' refusal to participate for a variety of reasons, including confidentiality concerns and restrictive schedules. Some responders also rejected to participate in the activity, citing rigorous organizational standards and ethical code of conducts as justifications.

These issues were alleviated by assuring the participants that the activity was solely for educational purposes. Respondents who requested the ability to complete the questionnaires at their leisure were also granted this ability. These procedures were put in place to encourage people to participate in the survey because their input is crucial to the study's result. At the end of

the exercise, the researcher was able to obtain a total of 70 questionnaire from the targeted 78 response.

Ethical Considerations

Voluntary involvement, right to privacy, anonymity, and information confidentiality were the key ethical problems addressed in this study. As a result, every effort was made to ensure that all of these ethical concerns were addressed. For example, with voluntary involvement, all the study respondents were given the opportunity to actively participate in the data collection process. Also, any privacy concerns were addressed by allowing respondents to complete the questionnaires on their own and alerting them that they could leave any questions unanswered in order to get additional information through their preferred media.

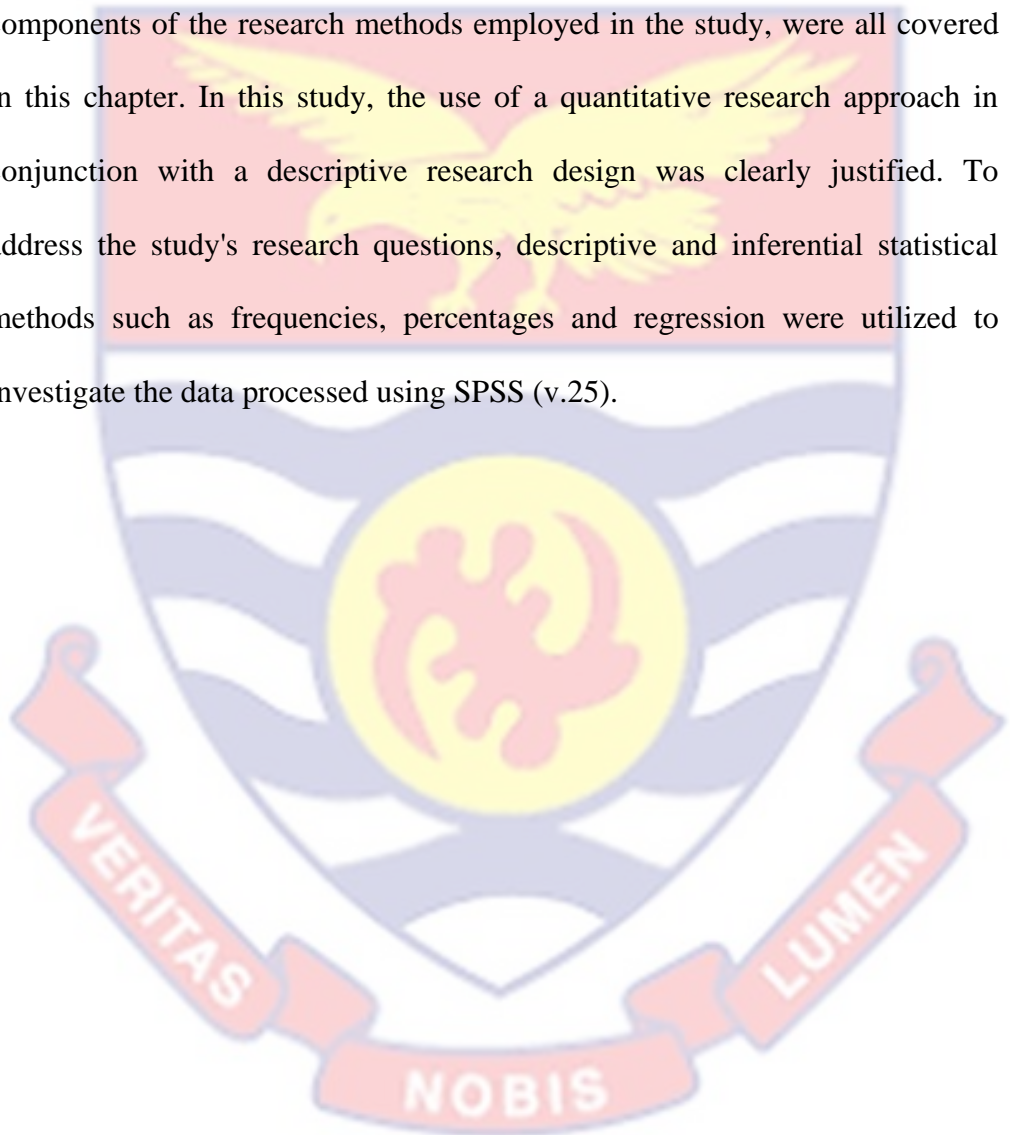
By removing respondents' names and phone numbers from the questionnaire, the issue of anonymity was solved. The study secured data confidentiality by promising respondents that all information submitted would be kept private. Finally, to avoid an ethical issue of plagiarism, all necessary papers gathered for the study were properly cited.

Data Processing and Analysis

For data processing, the respondents' questionnaires were coded and entered into the Statistical Package for Social Sciences Version 24 (SPSS 24). Frequencies and percentages were used to present the demographics of the respondents. linear regression was used to achieve goal one, two, and three. Because of the study's objectives and measurement variables, this analytical tools were chosen.

Chapter Summary

The research methodologies used to reach the study's goal were presented in this chapter. The research methodology, the research design, population, study area, sampling procedure, data processing, data collection processes, data collection instrument and analysis, as well as other main components of the research methods employed in the study, were all covered in this chapter. In this study, the use of a quantitative research approach in conjunction with a descriptive research design was clearly justified. To address the study's research questions, descriptive and inferential statistical methods such as frequencies, percentages and regression were utilized to investigate the data processed using SPSS (v.25).



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discusses the study's outcomes and describes the findings. These conclusions are based on data acquired through questionnaires. This chapter focuses on the following topics: explores the impact of employee participation on their job satisfaction at CRLC. The results of staff empowerment, staff orientation, and staff capacity on employee satisfaction are all discussed in this chapter.

Socio-demographic Characteristics of Respondents

The personal qualities of employees at the Central Region Land Commission were described in this section. The purpose of this section's analysis was to describe the study's respondents. Sex, age, degree of education, number of years with the Commission, and their Commission Rank were among the background data. The results are reported in Table 2.

Table 2 shows that the bulk of respondents (41) were males, accounting for 58.6% of the total, while only 29% were females, showing that the central regional lands commission's staff is predominantly male. In terms of age, the majority of the respondents (20) were between the ages of 29 and 39, accounting for 29.0 percent of the total. Following that, 27.5 percent of the respondents were between the ages of 18 and 29, 24.6 percent were between the ages of 40 and 50, 12 of the respondents (17.4%) were between the ages of 51 and 61, and finally, 1.4 percent were 62 and older. This indicates that the majority of the employees at the Central Region Land Commission were in the midst of their active working periods, requiring further motivation in the form

of empowerment and capacity training to assist them increase their job satisfaction.

Table 2: Socio-demographic Characteristics of Respondents

	Frequency	Percent
Sex		
Male	41	58.6
Female	29	41.4
Age Group		
18-29 years	19	27.5
29-39 years	20	29.0
40-50 years	17	24.6
51-61 years	12	17.4
62 and above	1	1.4
Level of Education		
Certificate	11	15.7
HND	13	18.6
Bachelors	13	18.6
MSc	20	28.6
Mphil	5	7.1
Others	8	11.4
Number of years served		
1-5 years	22	31.4
6-10 years	14	20.0
11-15 years	11	15.7
16-20 years	2	2.7
21-25 years	11	15.7
26 years and above	10	14.3
Rank in the commission		
Junior staff	35	50.0
Senior Staff	35	50.5
Total	70	70.0

In terms of education, the bulk of the respondents (20) hold an MSC degree, accounting for 28.6% of the total. After it, there was HND and Bachelor degree holders with 13 employees each representing 18.6 percent each, 15.7 percent of them had certificate degree, 11.4 percent of them did not indicate their level of education and finally, 7.1 percent of them had Mphil. This signifies that a number of the Commission's staff have received formal schooling. Finally, 35 of the respondents, or 50.0 percent, were senior staff and 50.0 percent were junior staff, showing that half of the commission's personnel have worked there for a long time.

Table 1 shows that the majority of the respondents (22) have been in service for 1-5 years, 20.0 percent have been in service for 6-10 years, 2.9 percent have been in service for 16-20 years, and 15.7 percent have been in service for 11-15 years and 21-25 years, respectively and 14.3 have served for 26 and above years.

Effect of staff empowerment on job satisfaction at CRLC.

This part discussed the study's first research purpose, which was to determine the impact of staff empowerment on job satisfaction at the central region lands commission. The independent variable was employee empowerment, while the dependent variable was employee satisfaction. Using linear regression, the data was analyzed. Model summary, ANOVA, and coefficient tables were used to discuss the regression study. The R-square coefficient of determination was used to evaluate the model (R^2). This was the percentage of variance in the dependent variable that could be explained by the independent variable in a linear fashion (Cohen, 1992). The output was summarized in Table 3 by the model.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.589	.583	7.76552

a. Predictors: (Constant), Empowerment3

Source: Field survey (2021)

Table 3 presents the R, R squared and the adjusted R squared as well as the standard error. The Pearson product moment correlation coefficient (R) showed the strength and direction of the linear association between the dependent variable (job satisfaction) and the independent variable (staff empowerment). As shown in Table 3, employee empowerment and work satisfaction were strongly connected, with a strong connection strength of 0.768a. The R result led to this conclusion. The percentage of variance in the dependent variable that the regression model can explain is represented by the R squared coefficient of determination. As a result, worker empowerment accounted for around 58.9% of the variation in job satisfaction. This result implies that, staff empowerment is a strong determinant of the satisfaction of employees at the central region land commission.

Furthermore, an adjustment in the regression model or equation's staff empowerment described the variation in job satisfaction that was explained by the Adjusted R² of 14.5 percent. This means that any improvement in staff empowerment as a tool for employee engagement results in a 58.3 percent increase in employee work satisfaction at the Central Region Land Commission. Therefore, executives at the central region lands commission are

required to improve on their staff empowerment techniques for their employees to enable them improve upon their satisfaction.

Table 4 also includes the ANOVA results, including the significance of the F-statistic test for R and R². By dividing the regression mean square (MSR) by the residual mean square (RMS), the F-statistic was calculated (MSE). The table shows if the regression model can explain variation in the dependent variable. As a result, if the F-statistic significance value is low (0.05), the independent variable (staff empowerment) performs a decent job of explaining variance in the dependent variable (job satisfaction).

Table 4: ANOVA^a

		Sum of		Mean		
Model		Squares	Df	Square	F	Sig.
1	Regression	5882.872	1	5882.872	97.555	.000 ^b
	Residual	4100.628	68	60.303		
	Total	9983.500	69			

a. Dependent Variable: Satisfaction

a. Predictors: (Constant), Empowerment³

Source: Field survey (2021)

The sig value of the F-stat of 97.555 was 0.0000.05, according to Table 4. This means that the R and R² between employee empowerment and work satisfaction were statistically significant, implying that employee empowerment can have a considerable impact on job satisfaction at the Central Region Land Commission. The linear regression model can thus explain the variation in the dependant variable. This finding matched that of

Banjarnahor, Hutabarat, Sibuea and Situmorang (2018), who discovered that participatory decision making was linked to job satisfaction.

Furthermore, the SPSS output's categorised coefficients table (Table 5) gave information that aided in the comprehension of the regression equation. The unstandardized coefficient column was used to produce the functional regression equation, implying that the study's purpose is to anticipate and forecast. As a result, the result's constant term was 46.644, and the employee empowerment unstandardized coefficient was 0. 1475. The standardised coefficients of the study were also 0. 768. The study provided the following regression equation predicting work satisfaction based on staff empowerment based on these findings.

$$FP = 46.644 + 1.475E$$

Table 5: Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	46.644	2.493		18.708	.000
	Empowerment3	1.475	.149	.768	9.877	.000

a. Dependent Variable: Satisfaction

Source: Field survey (2021)

The coefficient of staff empowerment is significant when sig values are less than .05, and vice versa, according to the decision rule. The coefficient of staff empowerment had a sig value of 0.000 in Table 5, indicating that it was significant. The following statements can be made using the values for the

slope and intercept in the resulting regression equation from Table 5: The expected mean value of job satisfaction for staff empowerment = 0 was 46.644, according to the intercept, also known as the constant. According to the slope (using standardised coefficient), every increase in the independent variable (staff empowerment) will result in a 76.8% increase in the dependent variable (work satisfaction). This suggests that at the Central Region Land Commission, employee empowerment is a good indicator of workers satisfaction. Staff empowerment has a favourable and significant impact on job satisfaction, according to the findings.

This finding matched that of Babalola (2016), who looked at the association between employee involvement and job fulfilment and discovered that as workers' freedom to participate in job-related decisions improves, so does their pleasure, so does their job satisfaction. Employee engagement, according to Pacheco and Webber (2016), is a significant component in boosting job satisfaction, however, it is not the only aspect to consider; managers must also consider the work and the individual qualities to improve employee satisfaction.

Effect of staff orientation on job satisfaction at CRLC.

The third research objective of the study was provided in this section, which was related to the effect of staff orientation on job satisfaction of employees at the central region lands commission. The independent variable was employee orientation, while the dependent variable was work satisfaction. Using linear regression, the data was analyzed. Model summary, ANOVA, and coefficient tables were used to discuss the regression study. The R-square coefficient of determination was used to evaluate the model (R²). This

denoted the percentage of variance in the dependent variable that can be explained by the independent variable in a linear fashion (Cohen, 1992). The output was summarized in Table 6 by the model.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.575	.569	7.89985

a. Predictors: (Constant), Orientation

Source: Field survey (2021)

R, R squared, adjusted R squared, and standard error are all listed in Table 6. The Pearson product moment correlation coefficient (R) was used to determine the degree and direction of the linear relationship between the dependent (job satisfaction) and independent (work productivity) variables (staff orientation). As can be shown in Table 6, the strength of the connection between staff orientation and job satisfaction was substantial at .758a. The R result supported this conclusion. R squared, which stands for coefficient of determination, is the proportion of variance in the dependent variable explained by the regression model. As a result, employee orientation accounted for around 57.5 percent of the difference in job satisfaction. Staff orientation is a key factor of job satisfaction for employees at the Central Region Land Commission, according to this finding.

In addition, the Adjusted R² of 56.9% explained the variance in work satisfaction explained by a change in staff orientation in the regression model

or equation. This means that any improvement in staff orientation results in a 56.9% increase in employee job satisfaction at the commission. Therefore, authorities are required to improve on their staff orientation procedures for their employees to enable them improve upon their level of satisfaction.

Table 7 also includes the ANOVA results, including the significance of the F-statistic test for R and R². By dividing the regression mean square (MSR) by the residual mean square (RMS) (MSE), the F-statistic was determined. The table shows if the regression model can explain variation in the dependent variable. As a result, if the f-statistic significance value is low (0.05), the independent variable (staff orientation) performs a decent job of explaining the variation in the dependent variable (job satisfaction).

Table 7: ANOVA^a

		Sum of				
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	5739.786	1	5739.786	91.973	.000 ^b
	Residual	4243.714	68	62.408		
	Total	9983.500	69			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Orientation

Source: Field survey (2021)

From Table 7 the sig (ρ) value of the F-stat of 91.973 was $0.000 < 0.05$. This means that the R and R² between staff orientation and job satisfaction were statistically significant, implying that staff orientation can have a considerable impact on work satisfaction among commission employees. As a result, the linear regression model can account for variance in the dependant

variable. This results is consistent with Gilkar and Darzi (2012) findings, which show a favorable relationship between job involvement, sense of participation, and job satisfaction.

Finally, the table marked coefficients in the SPSS output (Table 8) offered information that was helpful in comprehending the regression equation. The study used the column labeled unstandardized coefficient to estimate the functional regression equation, implying that the study's goal is to anticipate and forecast. As a result, the unstandardized coefficient of Orientation was 1.501, and the constant term from the result was 46.360. Furthermore, the research's standardised coefficients were 75.8. The study presented the following regression equation for predicting job satisfaction based on employee orientation based on these findings.

$$FP = 46.360 + 1.501$$

Table 8: Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	46.360	2.591		17.893	.000
	Orientation	1.501	.157	.758	9.590	.000

a. Dependent Variable: Satisfaction

Source: Field survey (2021)

According to the decision rule, the coefficient of promotion is important when sig values are less than.05, and vice versa. The coefficient of staff orientation was significant, as shown in Table 8, with a sig value of 0.000. As a result, the following statements were made using the values for the

slope and intercept in the derived regression equation: The expected mean value of work satisfaction for staff orientation = 0 was 46.360, according to the intercept (also known as the constant). Any improvement in the independent variable, according to the slope (using standardised coefficient) staff orientation will result in a 75.8% increase in the dependent variable (work satisfaction). This suggests that, inside the commission, staff orientation is a good predictor of employee job satisfaction. It appears that employee orientation has a considerable positive impact on job satisfaction.

This finding matched that of Babalola (2016), who looked at the relationship between employee participation and job satisfaction and discovered that as workers' freedom to participate in job-related decisions improves, so does their pleasure, so does their job satisfaction. Employee engagement, according to Pacheco and Webber (2016), is a significant component in boosting job satisfaction, but it is not the only factor; managers should also pay attention to job and individual qualities to improve employee satisfaction.

Effect of staff capacity development on job satisfaction at CRLC

The fourth research goal in respect to the effect of staff capacity on job satisfaction is presented in this section. The data was analyzed using linear regression in order to determine cause and effect correlations between the variables under investigation. Staff capacity served as the independent variable, while work satisfaction served as the dependent variable. Three tables were used to discuss the regression analysis: model summary, ANOVA, and coefficients. The R-square coefficient of determination was used to evaluate the model (R^2). This indicated how much of the variation in the

dependent variable can be explained linearly by the independent variable. Cohen (1992). Table 9 summarized the output from the model.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.453	.445	8.96321

a. Predictors: (Constant), Capacity

Source: Field survey (2021)

Table 9 included R, R squared, adjusted R squared, and the standard error. The Pearson product moment correlation coefficient (R) measured the strength and direction of the linear relationship between the dependent (job satisfaction) and independent (workplace satisfaction) variables (capacity). As shown in Table 12, capacity and job satisfaction were positively connected, and the relationship's strength was strong at .673a. The proportion of variance in the dependent variable explained by the regression model is represented by R squared, which stands for coefficient of determination. As a result, capacity accounted for 45.3 percent of the difference in employee performance. This finding suggests that capacity is a significant driver of employee happiness at the commission.

Again, a modification of the capacity in the regression model or equation explained the variation in employee performance, and the Adjusted R² of 44.5 percent explained it. This means that any capacity modification produces a 44.5 percent change in employee job satisfaction at the commission. This result indicates that a change in capacity influence on performance is strong hence authorities at the central region lands commission

are encouraged to continuously improve upon the capacity of the employees in a bid to improve upon their satisfaction.

Table 10: ANOVA^a

		Sum of	Mean			
Model		Squares	Df	Square	F	Sig.
1	Regression	4520.433	1	4520.433	56.267	.000 ^b
	Residual	5463.067	68	80.339		
	Total	9983.500	69			

a. Dependent Variable: Satisfaction

a. Predictors: (Constant), Capacity

Source: Field survey (2020)

Table 10 also presented the results of the ANOVA, which employed the F-statistic to determine the test significance for R and R². By dividing the regression mean square (MSR) by the residual mean square (RMS), the F-statistic was calculated (MSE). The table shows if the regression model can explain variation in the dependent variable. As a result, if the F-significance statistic's value is minimal (0.05), the independent variable does an excellent job of explaining the variance in the dependent variable.

From Table 10, the sig (ρ) value of the F-stat of 56.267 was $0.000 < 0.05$. As a result, the R and R² between work satisfaction and capacity were statistically significant, implying that capacity can have a considerable impact on employee satisfaction at the Central Region Land Commission. The linear regression model can thus explain the variation in the dependant variable. Raimayee (2012) confirmed this conclusion, claiming that sense of participation is a mediator between employee job engagement and job

satisfaction among private sector bank employees, and that employee job involvement, sense of involvement as well as employee job satisfaction are all linked positively.

Finally, the SPSS output's categorised coefficients table (Table 11) gave information that aided in the comprehension of the regression equation. The unstandardized coefficient column was used to produce the functional regression equation, implying that the study's purpose is to anticipate and forecast. As a result, the constant term for the outcome was 30.664, while the unstandardized coefficient for Salary was 2.170. Furthermore, the study's standardised coefficients were 0.673. The study reported the following regression equation for predicting job satisfaction based on staff capability based on these findings.

$$EP = 30.664 + 2.170C$$

Table 3: Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	30.664	5.287		5.800	.000
	Capacity	2.170	.289	.673	7.501	.000

a. Dependent Variable: Satisfaction

Source: Field survey (2021)

According to the decision rule, the coefficient of capacity is significant when sig values are less than .05, and vice versa. The capacity coefficient had a sig value of 0.000 in Table 11, suggesting that it was significant. The following statements can be made using the values for the slope and intercept in the resulting regression equation from Table 11: The expected mean value

of work satisfaction when capacity = 0 was 30.664, according to the intercept, also known as the constant. According to the slope (using standardised coefficient), every increase in the independent variable (capacity) will result in a 67.3 percent increase in the dependent variable (work satisfaction). This suggests that the commission's capacity is a good predictor of employee job satisfaction. This means that capacity had a large beneficial impact on job satisfaction.

This finding was in line with studies by Golik (2013) and Saridakis et al. (2018) revealed that employee job satisfaction is being affected by various factors like “on-the-job-training”, firm size, job stability, autonomy, pecuniary compensation, work flexibility and work relationships.

Chapter Summary

It could be deduced that, all the independent variables (staff empowerment, staff orientation and staff capacity) had positive significant effects on the job satisfaction of employees at the central region lands commission. This shows that all participation behaviors are good predictors of job satisfaction among employees. This provides compelling evidence that central government and local government authorities should continue to implement and improve participatory approaches in order to improve employee happiness and, as a result, overall performance. The study's summary, conclusions, and suggestions were presented in the following section.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the most important findings, draws conclusions from them, and gives policy suggestions as well as research requests.

Summary

The study's goal is to see how employees' involvement in decision-making affects their job satisfaction at the Central Region Land Commission (CRLC). The study's precise objectives are to:

1. Examine the effect of staff empowerment on job satisfaction at CRLC.
2. Examine the effect of staff orientation on job satisfaction at CRLC.
3. Examine the effect of staff capacity development on job satisfaction at CRLC.

Because of its goal, the study used a quantitative research approach and an explanatory research design. Out of the 78 randomly picked respondents, the structured questionnaire was used to collect data from 70 employees at the central regional lands commission, resulting in a response rate of 80%. (89.7 percent). These respondents were chosen at random from a target demographic of 78 commission workers.

The data was analyzed using descriptive tools like frequencies and percentages, as well as inferential methods like linear regression, using IBM SPSS statistics version 24. The primary findings and the outcomes mentioned in Chapter 4 are summarized here:

With regards to the first research objective on effect of staff empowerment on job satisfaction of employees at the central region lands

commission. The study found staff empowerment had a strong positive significant effect on job satisfaction. This indicates that, staff empowerment is a good predictor of employee's job satisfaction within the central region lands commission, as a result, in order to improve these employees' job satisfaction, empowerment initiatives must be designed to empower staff, which will lead to a positive improvement in their satisfaction.

Also, in relation to the second research objective which looked at effect of staff orientation on job satisfaction of employees at the central region lands commission. The study found staff orientation had a positive and strong significant effect on job fulfilment. This shows that, staff orientation is a good predictor of employee's job satisfaction within the central region lands commission, as a result, in order to increase these employees' job satisfaction, orientation techniques must be implemented in order to deliver a successful orientation to the staff, which will lead to a positive improvement in their satisfaction.

Finally, in regards to the final research goal on the effect of staff capacity on employees' job satisfaction level at the central region lands commission. The study found staff capacity had a strong positive significant effect on job satisfaction. This indicates that, staff capacity is a good indicator of employee's job fulfilment within the central region lands commission, as a result, in order to improve these employees' job satisfaction, capacity programs to empower staff must be implemented, which will lead to a positive improvement in their satisfaction.

Conclusions

The following conclusions were reached based on the study's summary of major findings:

In terms of the first research goal, the findings showed that staff empowerment had a considerable beneficial impact on employee satisfaction at the Central Region Land Commission. Previous empirical investigations have found that staff empowerment has a positive substantial effect on satisfaction. This study's findings revealed a strong link, indicating that employees' satisfaction is more dependent on their level of empowerment than on other advantages. Since, empowerment has shown a positive association, implying that a small change in empowerment could have an impact on their happiness. After that, the study indicates that the government should continue to empower these employees.

In terms of the study's second research goal, the findings revealed that staff orientation had a strong positive significant effect on employee satisfaction at the Central Region Land Commission. This conclusion is confirmed by prior empirical investigations that show that employee orientation has a favorable and significant effect on satisfaction. The findings of this study revealed a substantial link, indicating that employee happiness is influenced by orientation level. Because of their strong positive relationship, a minor change in orientation could have an impact on their happiness. The report indicates that the government should ensure that employee orientation practices continue to improve.

Finally, in terms of the third research goal, the findings revealed that staff capability had a favorable and significant impact on employee satisfaction at the Central Region Land Commission. This finding was consistent with earlier research that found a link between capacity and enjoyment. Capacity, like employee empowerment and orientation, has a

substantial effect on the job satisfaction of employees at the CRLC. As a result, the study finds that capacity as a participation practice is a good indicator of job satisfaction amongst employees at the Central Region Land Commission, and that appropriate measures to improve it should be implemented.

Recommendations

The following recommendations are provided based on the findings and conclusions of the research.

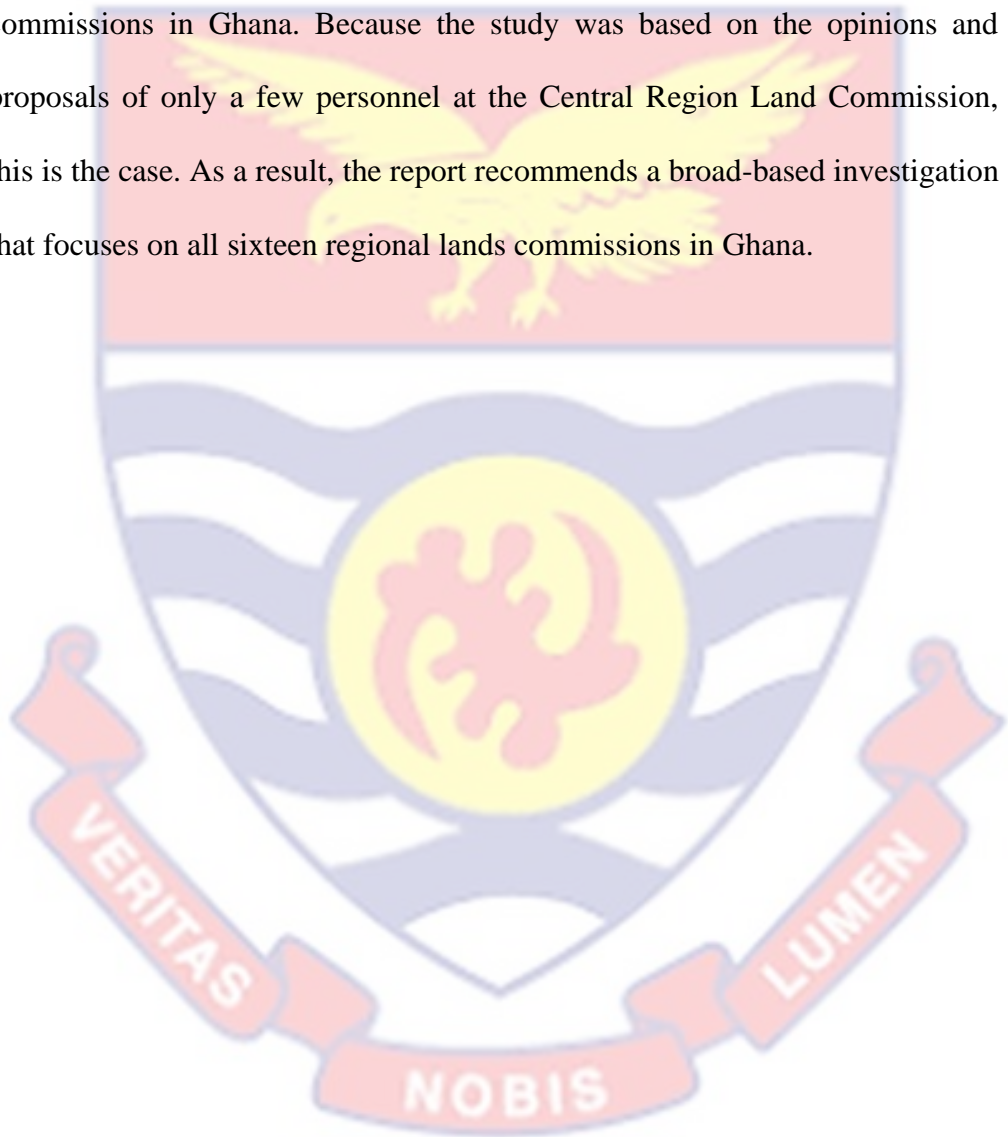
The report suggests that the government as well as the local governance should establish and enforce staff empowerment policies that will ensure that employees are empowered to act on their own when it comes to decision making. Also, appropriate authorities should ensure that these training is provided fairly to all employees at the commission.

Also, the study recommend that local governance authorities should establish staff orientation structure that will ensure that employees are provided with the best orientation practices. Also, appropriate authorities should ensure that these training is provided fairly to all employees at the commission.

Furthermore, the study recommends that, government and appropriate authorities should establish a capacity practice that will aim at strengthening staff at the commission to uplift their morale to take up decision roles in the commission. This is because capacity serve as a motivation for employees to improve on their job satisfaction, therefore, there is the need for authorities to put in place some capacity measures to provide the necessary capacity for their employees.

Suggestions for Further Research

The research shed light on how employees' engagement in decision-making affects their job satisfaction at the Central Region Land Commission (CRLC). However, because the study only looked at employees within a single commission, the findings cannot be applied to all regional lands commissions in Ghana. Because the study was based on the opinions and proposals of only a few personnel at the Central Region Land Commission, this is the case. As a result, the report recommends a broad-based investigation that focuses on all sixteen regional lands commissions in Ghana.



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APPENDIX

QUESTIONNAIRE ON EMPLOYEE PARTICIPATION AND JOB
SATISFACTION AT THE CENTRAL REGION LANDS
COMMISSION

This questionnaire seeks to solicit information from staff at Central Region Lands Commission to assist a final year student of University of Cape Coast, complete his thesis on the topic; “**Employee Participation and Job Satisfaction at the Central Region Lands Commission**”, in pursuance of a Master’s in Business Administration – General Management. This exercise is solely for academic purposes and therefore guided by all relevant ethical standards of research. Your opinions are critical to this study. Every piece of information you enter will be kept completely private. Thank you for agreeing to take part in the research.

PART A: DEMOGRAPHICS

Please indicate your response by ticking (✓) in the applicable box for each question.

1. **Sex:**

Male []

Female []

2. **Age:**

18-28 years [] 51 – 61 years []

29 – 39 years [] 62 years and above []

40 – 50 years []

3. **Education:**

Certificate []

HND []

Bachelors []

Msc []

Mphil []

PhD []

Postdoctoral []
 Others (specify)

4. Number of years with the Commission:

1-5 years []
 6-10years []
 11-15years []
 16-20years []
 21-25years []
 26 years and above []

5. Rank in the Commission:

Senior Staff []
 Junior Staff []

PART B: EMPLOYEE PARTICIPATION

This section provides a description of employee participation. Three components of employee satisfaction have been identified with their corresponding statements as its applicable to you. Please tick (√) appropriately, from 1 (representing least agree) to 5 (representing Strongly agree).

No		1	2	3	4	5
	Staff Empowerment					
SE1	The goal setting is very transparent and is communicated to all levels of employees					
SE2	The specific goals are assigned to each and every employee separately					
SE3	The organisation goals possess the smart characteristics					
SE4	Organisation goals are focused on perfect work environment					
SE5	The role being defined clearly as per employee's expectation.					

Staff Orientation					
SO1	The pre enrolment information was clear and informative				
SO2	The orientation was directed to me as a student				
SO3	The quality of the orientation was excellent				
SO4	The information and knowledge contained in the orientation met my expectation				
SO5	The enrolment procedure was simple and effective				
Staff Capacity					
SC1	Capability is being demanded and also driven by domestic constituents				
SC2	The organizational functions related to capabilities are being funded domestically				
SC3	Rather than just mimicking best practice models, systems have been customized to local situations or behavior has been modified.				
SC4	Systems have been maintained and improved after a program's completion.				
SC5	The existing practice of the organization encourages employees to provide solutions to problems before consulting top executives or managers.				

PART C: JOB SATISFACTION

This section provides a twenty (20) itemized statement on job satisfaction at CRLC. Please tick (✓) appropriately, from 1 (least satisfied) to 5 (highly satisfied).

No	Statement	1	2	3	4	5
JS1	There is Suitability and interest in the Job					
JS2	There is a provision of necessary information for the work to be completed.					
JS3	I have the needed capability and experience to					

	execute my job					
JS4	When am doing my work, I receive an inspiration that enhance me to think independently.					
JS5	My organization gives importance to my ideas to do things better					
JS6	There is effective Communication of information about what is going on					
JS7	I am content with the level of trust my superiors have in me					
JS8	There is mutual cooperation among people in my organization					
JS9	I am happy with the care shown by the superior in learning my job					
JS10	I am content with how my superiors listen to the suggestions made by me					
JS11	I am happy with how my superiors freely discuss issues with me					
JS12	I am happy with how my superiors always show appreciation of my performance					
JS13	I am satisfied with the way mu supervisors handle my weaknesses					
JS14	I am content with the available schemes for personal growth and development					
JS15	I am satisfied with the way my organisation communicate schemes for personal growth and development					
JS16	I am satisfied with the training programmes my organization conduct for personal growth and development					
JS17	I am satisfied with the workshop and seminars organized by my organization for further development.					
JS18	My organization involves its employees in HRD					

	activities and decision-making process					
JS19	My organization provides opportunities for feedback and counselling facilities					
JS20	My superior shows interest in the development and growth of their subordinates					

