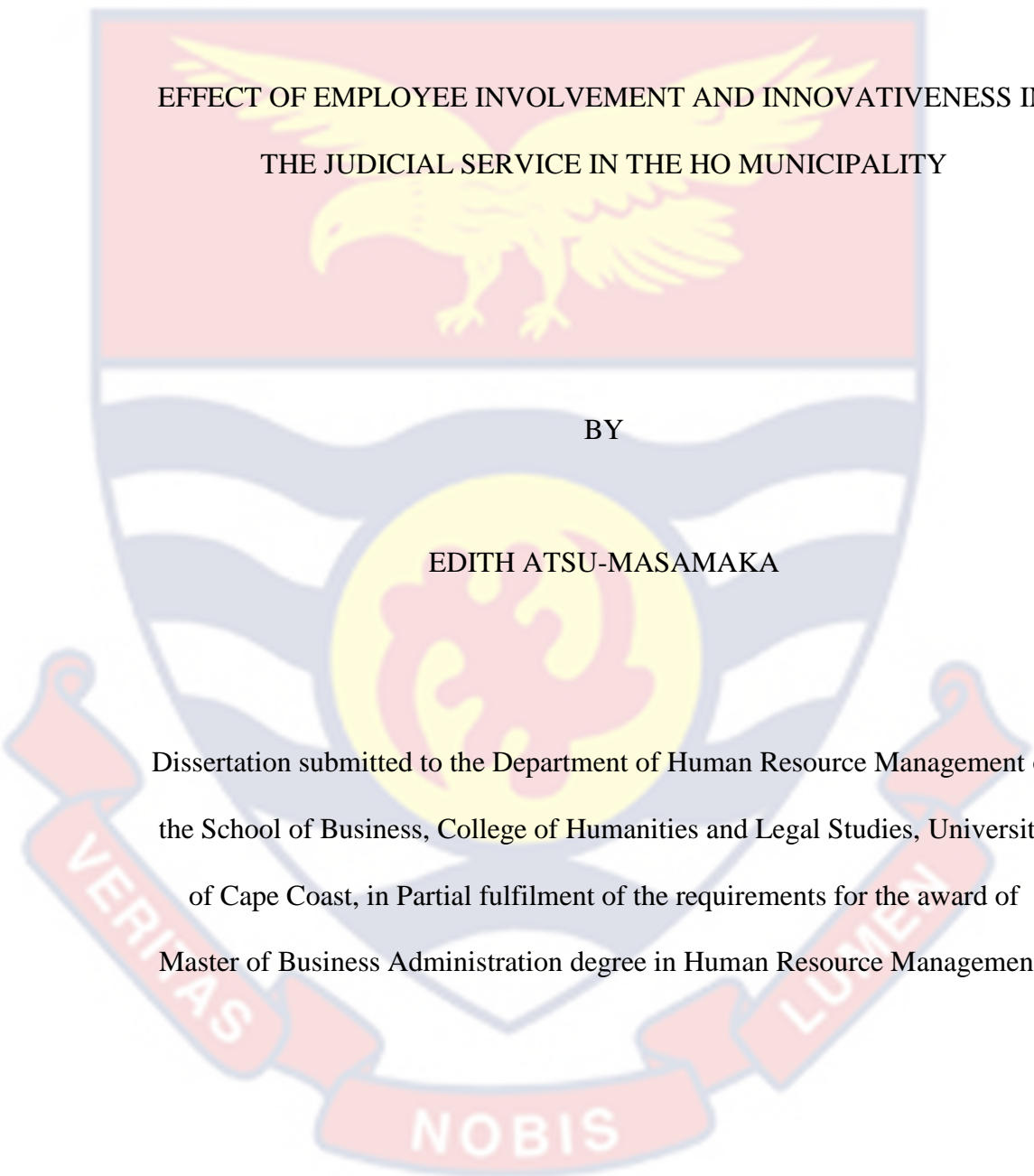UNIVERSITY OF CAPE COAST

EFFECT OF EMPLOYEE INVOLVEMENT AND INNOVATIVENESS IN

THE JUDICIAL SERVICE IN THE HO MUNICIPALITY

EDITH ATSU-MASAMAKA

2023

UNIVERSITY OF CAPE COAST

EFFECT OF EMPLOYEE INVOLVEMENT AND INNOVATIVENESS IN

THE JUDICIAL SERVICE IN THE HO MUNICIPALITY

BY

EDITH ATSU-MASAMAKA

Dissertation submitted to the Department of Human Resource Management of

the 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 Human Resource Management.

APRIL 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 this University

or elsewhere.

Candidate's Signature: ………………………………… Date…………………

Candidate's Name: Edith Atsu-Masamaka

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were

supervised in accordance with the guidelines on supervision of dissertation

laid down by the University of Cape Coast.

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

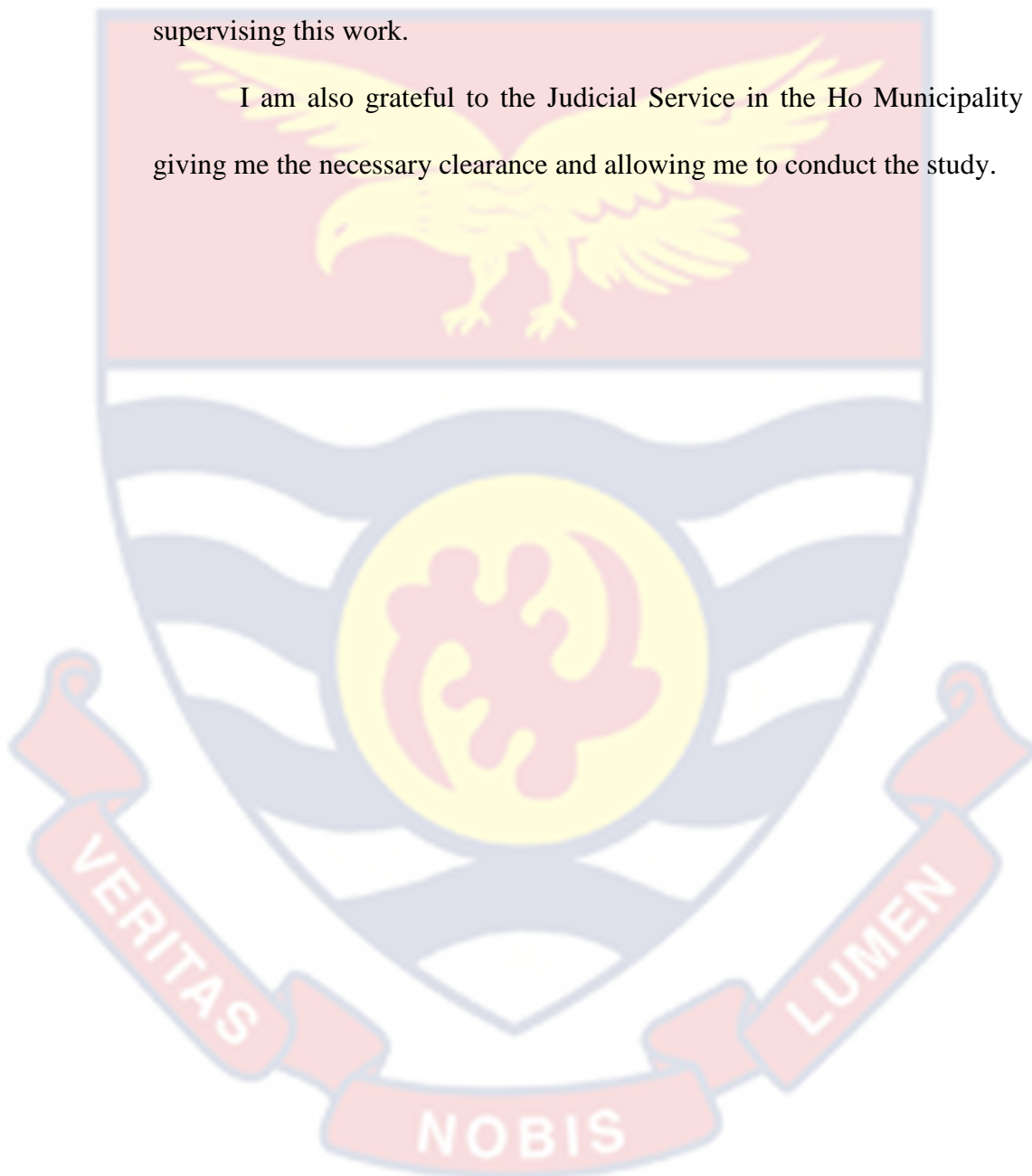Supervisor's Name: Prof. (Mrs.) Elizabeth C. Annan-Prah

ABSTRACT

Employees are critical to the success of any organisation, whether non-profit or for-profit. An organisation cannot survive without individuals. Employee involvement in decision making is a procedure that aims to make employees feel like they are more than just employees of the organisation, but also a vital part of it. Employee involvement and innovation are two ways employees might respond to conditions in today's highly competitive environment. The general objective of the study is to examine the effect of employee involvement and innovativeness in the Judicial Service in Ho Municipality. The study adopted a quantitative research approach. Again, the study adopted a descriptive survey design and using the stratified sampling technique, the study sampled 218 participants from Judicial Service. The primary data was gathered via a structured questionnaire. Questionnaires are popular because they are simple to evaluate and save time while collecting data. The primary source data was collated, sorted, cleaned, edited for quality and clarity, categorized, coded into a coding sheet, and analyzed using the Statistical Package for Social Sciences (SPSS) version 26. It was found that, both upward and downward communication between management and subordinates in the Judicial Service recorded the highest average. Based on findings, it was recommended that employees can be innovative not only by employee involvement, but the attention must be on employee participation and employee empowerment.

ACKNOWLEDGEMENT

My special thanks go to all my parents, siblings and friends who helped me through this endeavour. Also, special thanks to Dr. (Mrs.) Elizabeth C. Annan-Prah, my supervisor, for her guidance and assistance supervising this work.

I am also grateful to the Judicial Service in the Ho Municipality for giving me the necessary clearance and allowing me to conduct the study.

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DEDICATION

To my family

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CHAPTER ONE

INTRODUCTION

There is a growing demand for dedicated personnel that require little or no supervision to do their duties successfully for the benefit of the firm. Organisations are looking for strategies to achieve their "going concern" desire and obtain a competitive advantage in the business game, as the business sphere is full of numerous uncertainties that organisations and entrepreneurs must deal with. Employee involvement is a deceptive tactic used to persuade employees to do what has already been determined by tricking them into believing they have a say in the decision-making process when, in reality, they are merely being directed to do what has already been determined (Brown, 2011).

Background of the Study

Any organisation's most valuable asset is its employees. Without dedicated personnel, no firm can survive. Employees are critical to the success of any organisation, whether non-profit or for-profit. An organisation cannot survive without individuals. Human resources (employees) are required to achieve organisational goals (Ngirwa, 2009). Employee involvement has long been recognized as an important component of corporate life and a means to improving organisational success. Employee involvement in decision making is a procedure that aims to make employees feel like they are more than just employees of the organisation, but also a vital part of it. Workforce empowerment initiatives that enhance employee autonomy, according to Phipps, Prieto, and Ndinguri (2013), significantly enhance service quality in banks.

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Employee involvement and innovation are two ways employees might respond to conditions in today's highly competitive environment. Meanwhile, with the introduction of information technology systems and their integration with organisational units, organisational structure becomes more organic, and employee involvement becomes more significant (Kaygsz, 2015). Employee involvement consists of four components: power (giving people enough authority to make work-related decisions), information (providing timely access to relevant information), knowledge and skills (providing training and development programs), and rewards (providing intrinsic or extrinsic incentives for involvement) (Cummings &Worley, 2008). Employee involvement is a deliberate and intentional effort by individuals at higher levels in an organisation to provide visible extra-role or role-expanding opportunities for individuals or groups at lower levels in the organisation to have a stronger voice in one or more areas of organisational performance. Employees are widely acknowledged to be a critical group for any organisation's ability to innovate. Employees must be involved if they are to comprehend the need for innovation and be dedicated to changing their behavior at work in new and improved ways (Singh, 2009; Kingir & Mesci, 2010).

Rogers (2003) defines innovation as "an idea, activity, or product that is recognized as novel by an individual or other unit of adoption," and it has become a key component of public sector reform initiatives (Boyne, Gould-Williams, Law & Walker, 2005). Employee involvement in innovation measures how much an organisation's employees are active in the innovation process. Previous research has linked employees and top management to

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innovation outcomes (e.g. Kleinschmidt et al., 2007; Ordanini & Parasuraman, 2011). One of the most essential and challenging concerns that organisations face is innovation. One of the success factors for an organisation's survival is innovation. This necessitates organisational innovation, which entails the further development of fresh ideas and their implementation within the organisation.

Innovation offers organisations with new opportunities to operate with their existing capabilities or to develop new capabilities to suit current trends. To fall under the purview of innovation, an invention or idea must have commercial value. In short, it is deemed necessary for an invention to be brought to the market as a new product or to be used in a new manufacturing process (Kaygsz, 2015). Innovation is more than just coming up with an idea; it is a process that encompasses the idea's actualisation. Employees who demonstrate innovative ideas at work, in particular, develop fresh reactions that are valuable in dealing with the problems at hand. Developing innovative procedures or processes for carrying out tasks, or creating products or services to better suit client needs, are examples of creative answers (Zhou & Shalley, 2003).

Despite the fact that innovativeness and involvement are inextricably linked and may operate best in the judicial system, the researcher's attention will be on the linkages between employee involvement and creative ideas. Although it is widely acknowledged that innovation has aided business success, organisations must adopt specific types of innovation over time in order to gain a competitive advantage and improve their performance (Walker, Damanpour, & Devece, 2011). Organisations that are more innovative will

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have a better response to the environment, will find it simpler to increase organisational performance skills, and will be able to consolidate a long-term competitive advantage (Calantone et al, 2002). Organisational performance is directly affected by innovation (Zahra et al, 2000). Innovation is a notion with broad applicability, with qualities that change depending on the context. According to the National Institute of Statistics (2013), innovation is defined as any action that results in either a new or significantly improved product (goods or services), a new or significantly improved process, a new marketing method, or a new organisational approach.

Glodeanu et al. (2009) cite the European Union's definition of innovation as "the achievement of a novel idea in current direct practice, either commercially or in a voluntary and public realm." In general, the term "organisational innovation" refers to the creation or adoption of a new idea or behavior within the organisation (Daft & Damanpour cited in Lam, 2011). Noah (2008) underlined the importance of employee involvement in decision making, stating that it fosters a sense of belonging among workers as well as a welcoming environment in which both management and workers actively contribute to positive industrial relations. Employees must be involved if they are to comprehend the need for creativity and commit to improving their workplace behavior in new and improved ways. Furthermore, several authors discovered that innovation had a favorable effect on employee involvement in the organisation (Mansury and Love, 2008). This discovery, however, contradicts the findings of Mairesse and Mohnen (2003), who discovered a positive association between the level of involvement and innovation.

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Apostolou (2000) criticizes employee involvement in organisations as a waste of time, a decrease in efficiency, and a weakening of management effectiveness. This means that integrating employees in the organisation has benefits while also having certain drawbacks. Employee involvement can range from societal pressures to conform to group domination, in which one individual takes control of the organisation and forces everyone to agree with their viewpoints. The gathering may come to an end, and valuable ideas may go ignored. Employee involvement in the organisation may result in excessive expenses, inefficiency, indecisiveness, and ineptitude (Debruin, 2007). Over the last few years, there has been an increase in the number of employee involvement projects aiming at developing high-involvement organisations. Employee engagement is the process of enabling employees to have a say in decisions and actions that influence their jobs. Employee involvement is neither a goal nor a tool, as is commonly performed in many firms.

Employee involvement, on the other hand, is a management and leadership concept about how individuals may best contribute to continuous improvement and the ongoing success of their work organisation. Apostolou believes that the most difficult problem for managers in businesses is determining how to successfully engage and involve personnel in accomplishing organisational goals (2000). Employee involvement has been identified as a method of increasing organisational productivity. Employee involvement increased establishment production, according to Wolf and Zwick (2008). Employee involvement is the process by which regular employees frequently participate in how their work is done, making suggestions for improvement, goal setting and planning, and monitoring their

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performance, which can be realized by enforcing the enterprise inner communication channel, work redesigning, and involving employees in enterprise decisions (Fenton-O' Creevy, 2001).

According to some researchers, employee involvement plays a favorable influence in enhancing product quality, minimizing staff turnover, and streamlining organisational operations, all of which improve the enterprise's overall success. However, the positive significance of employee involvement is limited by the organisation's level of formality (Daft, 2003).

In a formalized corporation, the organisational norms, workers' obligations and rights, and the division of labor are clearly specified, and employees are expected to follow them (Hirst, 2011). As a result, according to the premise of social exchange theory, employees should have a positive attitude toward the organisation. For example, Gould-Williams (2007) stated that employees who feel valued are more inclined to put in extra work and are less likely to leave the firm. These potential answers will almost likely have an impact on organisational dedication as well as organisational productivity.

Riketta (2008) discovered a link between involvement and organisational identification. Participation frequently involves psychological changes in people's perceptions of themselves and others, and many contemporary management systems assume that employees who work together will grow to identify with each other and their wider organisation. The present organisational innovation environment is becoming increasingly open, particularly in three key areas: innovation, employee involvement, and stakeholder participation (Bessant and Möslein, 2011). Innovation is increasingly becoming a team sport. As a result, for some time, innovation

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researchers have been working on the theoretical construction of models that identify moving boundaries and the engagement of an increasingly diverse set of actors and others. Above all, innovation is distinguished by a change in emphasis away from information production and toward knowledge flow.

According to Walker, Damanpour, and Devece (2010), innovation activities improve administrative processes, boost efficiency, and improve work management effectiveness. In academic literature, there has been a growing interest in the topic of incorporating employees in the development of the business (Janssen, 2000).

There is an increasing requirement for all employees to raise their level of performance in terms of innovation (Wunderer, 2001). However, there is currently a paucity of work defining the process of employee involvement in innovation behavior from the employee's point of view. According to Thompsen (2004), innovation consists of three main elements: product, processes, and people. Furthermore, he contends that the "people" component is generally assumed. This dissertation will concentrate on the "people" aspect of innovation by providing data on what employees find inspiring in terms of contributing to innovation behavior. This research will also look at the innovative employee and what encourages them to engage in creative behavior in the Judicial Service. The study will look at the impact of employee involvement on their innovativeness in Ho Municipality's Judicial Service.

Statement of the Problem

Employees' level of innovation has currently reduced (Hirst, 2011). Employees' performance suffers as a result of a lack of creativity. Innovative ideas allow businesses to be more efficient and productive in their operations.

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There has been a lot of controversy in Ghana since managers may or may not recognize employee input in terms of creativity or participation in managerial decision-making. Many writers emphasized that employees should be involved in decision-making, especially when it affects them or their employment. It is believed that such involvement will serve as a proving ground for future members of top management, as well as bring new methods of doing things.

The absence of employees involved in decision-making processes may result in work unhappiness, which may lead to conflict, which would have a negative impact on productivity and, eventually, the country's GDP. Employee participation in decision making is crucial to the sustainability of any firm and so requires substantial attention to address this mindset and preserve harmony in the employer-employee relationship. Employee involvement in decision-making encourages people to feel that they are a part of the organisation, which helps to ensure that organisational goals are met.

Today's issue is not merely retaining exceptional employees, but also truly engaging them, captivating their minds and hearts at every stage of their careers (Thakur, 2014). Furthermore, not every contented employee is actively involved (Zinger, 2010). Employee unhappiness is sometimes linked to a lack of employee involvement in decision making, which results in a lack of incentive on the side of employees to implement management decisions. There appears to be a problem with involvement and creativity in the public sector (Ansong, 2018; Andrew, 2017), notably among employees in the Judicial Service (Addai, Kyeremeh, Abdulai & Sarfo, 2018; Ozdem & Sezer, 2019; Boateng & Sekyere, 2018). So far, the conversation has shown several

knowledge gaps on how and why employees participate in innovation in their employing business, as well as what happens when they supply such inventive behavior to their employers.

Employee engagement has been neglected in the study area, and as a result, it has become an area of interest to the researcher to uncover the reasons for all of these occurrences, that is, the causes and effects of low employee engagement practices in the Judicial service. Some of these gaps in our understanding of employee innovation behavior will be identified and addressed in the research. As a result, this study will attempt to address this void by investigating the impacts of employee involvement on their innovativeness in the Ho Municipality's Judicial Service.

Purpose of the Study

The purpose of the study is to examine the effect of employee involvement and innovativeness in the Judicial Service in Ho Municipality. Especially, the study wants to determine the relationship that exists between employee involvement and innovativeness**.**

Research Objectives

Specifically, the research objective is to;

1. analyse the level of employee innovativeness in the Judicial Service in the Ho Municipality.

2. investigate the level of employee involvement in the Judicial Service in the Ho Municipality.

3. determine effect of employee involvement practices and innovativeness in the Judicial Service in the Ho Municipality.

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Research Questions

1. What is the level of employee innovativeness in the Judicial Service in the Ho Municipality?

2. What is the level of employee involvement in the Judicial Service in the Ho Municipality?

3. What is the effect of employee involvement practices and innovativeness in the Judicial Service in the Ho Municipality?

Significance of the Study

This study will give the mangers better knowledge of the various ways to involve employees in order to ensure better innovation among employees.

Also, the study will provide a platform for further research by either the assembly or other local firms, research institutions and individuals into the above stated area. This would also help test the validity of findings.

This study will make employees feel like non-entities within the organisation, thereby successfully contributing to the attainment of corporate goals. Employee participation aims to increase responsibility, increase power, and make tasks more demanding and exciting for employees based on the needs of the organisation.

Delimitation of the Study

The study is limited to the Judicial Service in Ho Municipality. Also, only employees who have acquired more than 5 years working experience would be considered in the study.

Organisation of the Study

The study was organized into five chapters. Chapter one consists of the background of the study, the statement of the problem, objectives of the study,

significance of the study and limitation of the study. Chapter two was on a review of related literature. This chapter provides the fundamentals of the study and therefore help to shape the nature and direction of the study. Chapter three was on the research methods of the study. It covers the research design, the population and sampling procedures, data and data collection procedure, research instruments, as well as method of data processing and analysis. Chapter four was on results and discussions of the study whiles Chapter five was on the summary of the findings, conclusions and recommendations for the study.
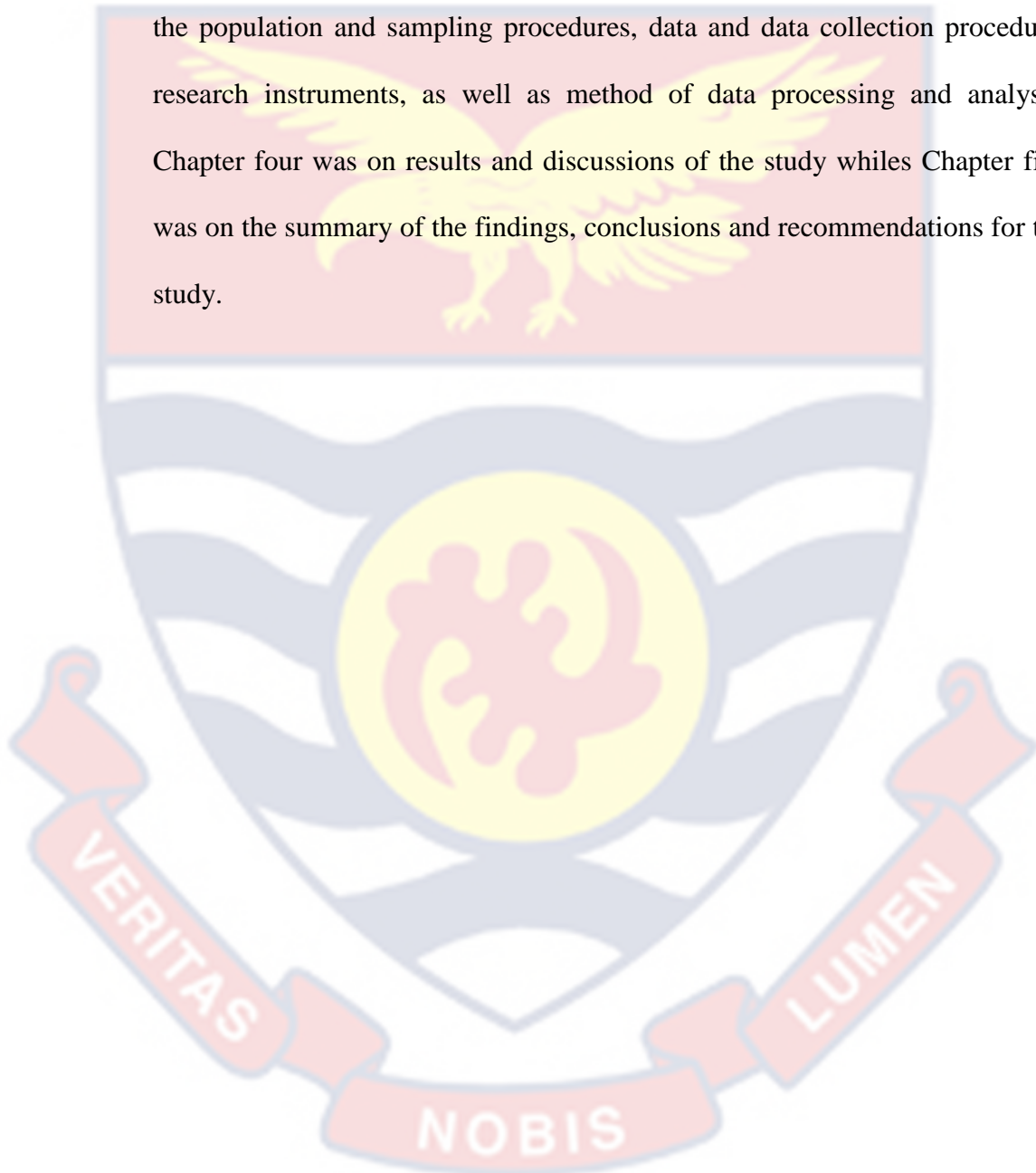
CHAPTER TWO

LITERATURE REVIEW

Introduction

Employee involvement and innovativeness are gaining more attention in literature and there has been so much literature on the concept. Moreover, there have been so many theories that back employee involvement and innovation. Relevant theories and empirical studies are reviewed and a conceptual framework will also be provided. The theories involved are human relation theory, diffusion of innovation theory and employee engagement theory.

Employee Engagement Theory

Employees that are engaged feel an active and effective connection to their work activities and believe they are capable of dealing with the demands of their employment (Schaufeli & Bakker, 2004). Kahn (1990) developed the concept of employee engagement as the harnessing of organisation members' selves to their work responsibilities; self-employment and self-expression of people physically, cognitively, and emotionally in their work lives. Employee engagement, according to Hewitt Organisation (2001), is the amount to which employees are willing to stay and work hard for the organisation. Employee engagement was defined by Harter et al. (2002) as an individual's involvement, contentment, and excitement for work. Employee involvement, according to Zeng, Zhou, and Han (2009), is defined as having a long-lasting, good emotional and motivational state of awakening their work, being ready to devote oneself to work at any moment, and being accompanied by pleasant, proud, and encouraging experiences at work.

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Human Relation Theory

Managers who subscribe to the Human relation theory of participation believe in engagement solely for the sake of involvement, thinking that as long as subordinates believe they are participating and being consulted, their ego demands will be met and they will be more cooperative. It is a human relations approach in which all group members are viewed as major contributors to the firm's choices. According to Gurin, Veroff, and Feld (2015), involvement is primarily a middle-class value that stems from the prior expectations of those being overseen. The way people think and perform at work is impacted by factors other than the rules, procedures, and requirements imposed by management. An method to management based on the notion that employees are driven not just by monetary incentives but also by a variety of social considerations. According to the notion, attitudes, relationships, and leadership styles all play a role in an organisation's performance.

Diffusion of Innovation Theory

Rogers (2003) defines diffusion as "the process by which an innovation is conveyed through specific channels among members of a social system over time." The theory focuses on the elements that affect whether or whether an invention will be adopted by members of a specific organisation, as well as the rate at which it will be accepted. This notion arose in communication to describe how an idea or product develops traction and spreads through a certain demographic or social system over time. The key to adoption is for the individual to regard the concept, behavior, or product as novel or inventive. Diffusion is conceivable as a result of this. Diffusion innovation theory describes what happens when people learn about an

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invention, such as a new evidence-based technique for increasing or improving employee involvement. The spread of innovations provides a ready set of concepts and methodologies that can be utilized to explain individuals' and organisations' receptivity to health care policies and practices. Diffusion principles can also be used to speed up the rate of adoption and innovation.

The Concept of Employee Involvement

Employee involvement refers to the practice of allowing employees to participate in decisions that affect them, increasing their autonomy and control over their work, and delegating more authority and responsibility to them in order to increase their commitment, motivation, and satisfaction with their jobs in an organisation. Employee involvement, according to Mitchell (1973), is concerned with the sharing of decision-making authority between management and workers in the workplace. According to Marchington et al. (1992), management promotes employee involvement to improve communication with employees, as well as to elicit employee dedication and contributions to the organisation.

Employee involvement is one of the management practices that have been created to help organisations achieve their goals. Employee engagement is a participative method that utilizes all of a worker's capabilities and is intended to foster employee commitment to company success (Nasomboon, 2014). Employee involvement is the process by which regular employees frequently participate in how their work is done, making suggestions for improvement, goal setting and planning, and monitoring their performance, which can be realized by enforcing the enterprise inner communication

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channel, work redesigning, and including employees in enterprise decisions, among other things (Fenton-O' Creevy, 2001).

Employee participation, according to Richardo and Vera (2001), is a phrase that has been used in the literature on organisations to refer to individuals' ties to both organisations and their occupations (Ashkanasy, Wilderom, & Peterson 2000). Employee participation is a process in which employees participate in or have a stake in managerial decision making. It is concerned with the extent to which employees engage in and influence managerial actions through management-employee interaction. Employee involvement is easier to say than to do. Many traditional managers would regard Employee Involvement as a surrender of control.

The Concept of Innovativeness

Innovativeness is defined as engaging in innovative behaviors, which include behaviors associated with the innovation process, such as idea development, concept promotion, and concept realisation, with the goal of producing inventions (Ramamoorthy, Flood, Slattery & Sardessai 2005). According to the National Institute of Statistics (2013), innovation is defined as any action that results in either a new or significantly improved product (goods or services), a new or significantly improved process, a new marketing method, or a new organisational approach. Many business researchers have taken this topic into consideration as a result of substantial changes in the competitive environment. According to Rogers (2003), innovativeness is defined as the degree to which a company is ahead of its peers in adopting a relative to its peers. According to Janssen (2004), a highly competitive environment need innovation in order to boost competitiveness at all levels

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(individual, group and organisational levels). The definition of innovation is "a process by which economic or social value is extracted from knowledge." This definition conceptualizes the idea of innovativeness as being the first to realize innovation.

Employee Involvement and Innovativeness

Employee involvement, according to Price (2004), is a technique that connects participation, communication, and decision making, leading to industrial democracy and employee motivation. He observed that including employees in the running of a business inspires and enables them to effectively and successfully provide value to the firm. Employee involvement and innovation measures how much an organisation's employees are active in the innovation process. Previous research has linked frontline staff and top management to innovation outcomes (Kleinschmidt et al., 2007; Ordanini & Parasuraman, 2011). Employee innovativeness can thus be assessed throughout the innovation process, from early idea generation to product development and, eventually, product commercialisation, or the adoption of new organisational processes or structures (Vincent, Decker & Mumford, 2002). Various authors have characterized employee involvement in various ways. Employee involvement, according to Kumari and Kumari (2014), is the process through which individuals are empowered to participate in managerial decision making and improvement initiatives appropriate to their organisational ranks.

Benefits of Employee Involvement

There are numerous advantages to employee involvement in organisations. When managers involve employees in a planned change,

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employees always use ingenuity and passion to ensure that the responsibility assigned to them is successful. In certain cases, they impose their own punishment on individuals who refuse to cooperate, viewing it as a personal challenge to succeed (Nwachukwu, 2006). Involved personnel are emotionally tied to their organisations, have a strong desire for their organisations' success, and are willing to go above and beyond to ensure the well-being of their companies.

Employees in an organisation who participated in any decision make a concerted effort to ensure that such decisions are carried out successfully. while employees have a strong inclination to reduce their effort or work speed if they are not involved in choices impacting their job assignments and other activities affecting them at their levels. Employee involvement enables the employer to develop and apply employees' skills and expertise in many organisational areas and procedures to improve organisational performance. It provides employees with the opportunity to gain the necessary information and skills for organisational duties. Employee involvement fosters organisational decision-making ability as well as the application of skills and information gained over the period of joint consultation with management to improve organisational innovativeness and task development, as well as employee morale. promote self-esteem and empowerment (Apostolou, 2000; Chen, 1999; Carson et al, 1995; Chang & Lorenzi, 1983) and performance (Sofijanova and Zabijakin–Chatleska, 2013; Oparanma and Obiekwe, 2017; Kemelgor, 2002). Employee involvement reduces the resources needed to monitor employee compliance, resulting in cost savings (Arthur, 1994; Spreitzer and Mishra, 1999).

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Employee involvement in decision-making, according to Mwiudi (2011), supports the involvement of all stakeholders at all levels of an organisation in the inspection of problems, development of action plans, and execution of the solutions devised or taught out. Furthermore, employee involvement allows employees to use their private information, which can lead to better decisions for the organisation (Williamson, 2008). This can lead to an increase in employees' interest in aligning with organisational objectives, better decision quality, and willingness to accept authority, as well as a decrease in resistance to change and receptiveness to change (Helms, 2006). Employee involvement also contributes to roles such as commitment to shared goals and objectives, open and honest communication, improved climate of cooperation, trust and a shared commitment to an organisation's goal, and a sense of control on the part of employees (Chang and Lorenzi, 1983; Kumari and Kumari 2014), collaboration and accountability, and increases shared leadership.

Furthermore, employee involvement enhances an employee's psychological link and attachment to his or her organisation, causing him or her to establish a sense of family, which fosters employees' dedication, loyalty, and acceptance of superior's authority. Obiekwe Obiekwe Obiekwe Obiek (2018). Sashkin (1976) defined four benefits of employee involvement in organisational decision making processes in Kuye and Sulaimon (2011) as quality improvement, increased employee loyalty, and acceptance of decisions through a sense of "ownership." It also encourages employees to make contributions that will assist their firms prosper.

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Challenges to Effective Employee Involvement

Despite the fact that well-designed and effective employee participation programs result in several organisational benefits, successful employee participation faces significant hurdles in many businesses. The following are the most prevalent of these challenges: First, managers' negative attitude toward employee involvement: Because they are afraid of losing their positional power, some managers find it difficult to involve their subordinates in decision-making that affects them at their levels of operation. As a result, they oppose any move by management to allow this to happen. Some managers are also concerned that integrating knowledgeable and skilled staff in decision making may expose their lack of knowledge. As a result, they regard any call for employee involvement in organisational operations as a call for open resistance and challenge to their positional authorities, and as a result, they do all necessary to scuttle any employee engagement program's survival chances.

Employees are also afraid of exposing critical business methods to competition. Some managers are hesitant to share critical company decisions with their staff or involve them in the decision-making process because they do not want such information to fall into the hands of their competitors. Another significant barrier to employee involvement in certain firms is a shortage of skilled personnel. Because of a shortage of competent individuals seeking for open positions, managers may elect to hire people who lack the necessary knowledge, abilities, and attitudes. As a result, they have a tough time involving available employees in various corporate decision-making processes. Because it takes a long time for an inexperienced or previously

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untrained worker to gain the essential abilities before they are allowed to participate in any technical decision making, these employees are not always or fully involved by their managers. As a result, several of the impacted employees claim to have been barred from participating in organisational activities at work.

Furthermore, the implementation of good engagement programs can be highly expensive because it might include a lot of resources for businesses. Because most firms in underdeveloped nations have major financial issues, they avoid various employee involvement programs in order to save money or avoid additional costs. Managers should keep in mind, however, that any costs paid as a result of the execution of any effective program will undoubtedly pay off in the long run. Lack of senior management backing is closely related to this. No employee involvement program, no matter how well-planned, can thrive without the full support and participation of the organisation's senior management. In addition to the aforementioned issues, an individual employee's refusal to fully participate in engagement programs, regardless of the level of support from top management for such a program or the amount of money allocated to such a program, is a problem. When an employee demonstrates a lack of interest, unwillingness, or motivation in any organisation's planned activity, placing such great responsibilities in the hands of such an employee can be very suicidal and very costly to the organisation, as that employee's unwillingness and un-motivation will spread quickly throughout the organisation, creating more problems than the program sought to solve.

Dimensions of Employee Involvement

Employee participation: This is a management effort or process in which employees are given the opportunity to participate in work-related decisions or to debate concerns in order to influence managerial decisions. It is the method by which influence is shared among individuals who are otherwise hierarchically unequal, according to Wagnew (1994). Heller et al. (1998) define participation as a course of action that allows employees to have some say over their job and the conditions under which they work. Employee engagement in organisations is determined by elements such as the individual's or group's experience and the nature of the task to be completed (Luthans, 2005). As a result, the higher the level of experience and the more unstructured the work, the greater the likelihood of participation.

Employee participation in an organisation's main goal is to increase productivity for both employees and the organisation, to provide a better understanding of the employee's role in the production process, and to satisfy the workers' desire for self-expression, resulting in better relations, increased effectiveness and efficiency, and industrial peace and harmony. Participation in decision-making brings powers as close to employees as possible, allowing for the successful implementation of such decisions. It also improves organisational harmony, encourages employees, and instills a feeling of pride and self-esteem in them (Rice, 1987; Parshiadis 1987, and Ward & Pascarelli, 1994). It essentially entails providing people with the ability to influence decisions that affect them under favorable settings (McGregor, 1960). Employees who will be impacted by these decisions should be involved in their development and implementation. Joint consultations, board

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representation and committee membership, joint goal and target setting, and joint goal and target setting are some indicators of employee participation (Apostolou, 2000; Obiekwe, 2018). Joint consultation is a formal system of communication between an organisation's management and employees' representatives for making decisions affecting the workforce. Although collaborative consultation covers issues of mutual interest, it does not result in a joint decision because management makes the final choice.

A committee is a group of persons who gather to make decisions or plans on behalf of a larger group or organisation. It is a group of persons who have been elected or delegated to consider, investigate, act on, or make judgments on a certain subject, or to gather and provide information on that subject. According to Grant (2012), goal setting entails developing an action plan to encourage and steer a person or group toward a goal, which can be led by goal-setting measures. Goals should be organized in such a way that the development and implementation of an action plan is facilitated. The action plans themselves should be designed to motivate the individual to take action, as well as to include a method of monitoring and evaluating performance. As a result, be able to provide data on which to base follow-up coaching sessions (Grant, 2012).

Empowerment: Allowing employees more flexibility, autonomy, and self-control over their work is what this term alludes to. According to Apostolou (2000), empowerment causes employees to develop and experience a high level of responsibility and authority in decision making and issue solving at their respective operating levels. Employee empowerment implies that employees have the authority to make decisions in the course of their

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work. Organisations that have not empowered their staff, according to Khattak et al (2013), should not expect much from them. Employees do their utmost to justify the authority given upon them when they are aware that they have the authority to act and make decisions. Delegation, training and growth, and feedback are key indications of empowerment (Nwachukwu, 2006; Fapohunda, 2013).

According to Conger and Kanungo (1988), it is the process of giving or decentralizing managerial power. Delegation allows employees to act on behalf of management and solve organisational problems at the functional and organisational levels. According to Siami and Gorji (2011), delegations of authority are related to employee performance and enable employees to think actively all the time in order to handle emerging issues that may develop in their work process. Delegation, in general, improves employees' problem-solving and decision-making abilities. According to Bowen and Lawler (1995), empowerment methods such as delegation allow employees to think for themselves, use their initiative, make decisions, and solve problems; this improves employees' problem-solving and decision-making capabilities. Employee delegation of authority lets employees feel as if they own their own job, which promotes dedication and job satisfaction, boosts creativity, and builds trust. Nwachukwu (2006), on the other hand, observes that delegating formal authority to another person does not free one of the requirements of accounting for it. Training, on the other hand, assists employees in acquiring necessary skills, knowledge, and competencies on the tasks to be completed.

According to Obiekwe (2018), training limits organisational liabilities and improves employees' overall performance, as well as improving the

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knowledge, skills, and attitude of the workers required to contribute to superior organisational performance. Whereas feedback enables one to determine how excellent or poor performance is. Empowerment has numerous advantages for both employees and companies. It gives employees a sense of ownership and boosts their confidence in their work. Empowerment also improves personal development and professional happiness, which leads to increased desire and desire to take on extra work responsibilities. Employee empowerment also increases their inventiveness and dedication to their employers.

Teamwork: A team is a collection of people who work together to solve problems or complete specified tasks for which they were formed. To achieve success and increase performance, the team relies on the performance of individual members. As a result, team performance is dependent on individual member effort as well as collective labor efforts (Earley, 1993). Teamwork is frequently defined as the physical combining of two people or a group to complete a specific activity. Teamwork enables individuals to take on additional responsibilities for tasks without direct supervision, to have control over work technique and time, to multitask, and to attract team members. According to Judeh (2011), firms frequently rely on teamwork to continuously improve their products and services, as well as all other organisational functions. Effective team development must be built on the individual team members' talents, abilities, and competencies. Successful team leaders constantly find themselves with high standards of teaming effectiveness, which positively affects their organisation's competitiveness, by fostering caring and trust principles (Cohen and Bailey, 1997). According to Denison

(2000), firms rely on teams to improve their effectiveness and performance. Collectively instructing and directing team members on how to approach their work is, however, vital for successful team performance and the development of effective companies, as teamwork fosters trust and cohesiveness and improves customer service.

Collaboration, information sharing, shared support, and collaborative accountability are all important indicators of teamwork (Fapohunda, 2013; Khattak et al, 2013). Collaboration in the workplace occurs when two or more people (particularly groups) work together to achieve a similar objective by sharing ideas, opinions, and information. It's simply teamwork taken to the next level. Collaboration has several advantages, including the pooling of talent and strengths, the growth of employee skills, the acceleration of solutions, enhanced efficiency, and the improvement of employee retention and job satisfaction. Collective responsibility is the obligation of all members of a group, regardless of their participation in decision making or position or rank. Once a group or team makes a choice, the outcome is binding on all members of that group, whether they were present or not when the choice was made by other team members, or whatever their individual positions are with regard to the team's choice.

Conceptual Framework

This section presents a conceptual framework of the variables in this study. The conceptual framework of this study is based on one independent variable which is employee involvement with the employees' innovativeness as the dependent variable. The influence of the independent variables on the dependent variable is illustrated in figure 1 below. From the below conceptual

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framework, employee involvement can influence employees' innovativeness in their three dimensions either positively or negatively in the context of this study. The variables to be considered in association with the employee involvement dimensions are Teamwork, Participation and Empowerment.

Following the review and objectives of this study, Figure 1 illustrates the conceptual framework of the study. The framework provides a diagrammatic view of the study and gives the relationship between the

| Independent Variable | Dependent Variable |

Employee Involvement

- Teamwork
- Participation
- Empowerment

Employee Innovativeness
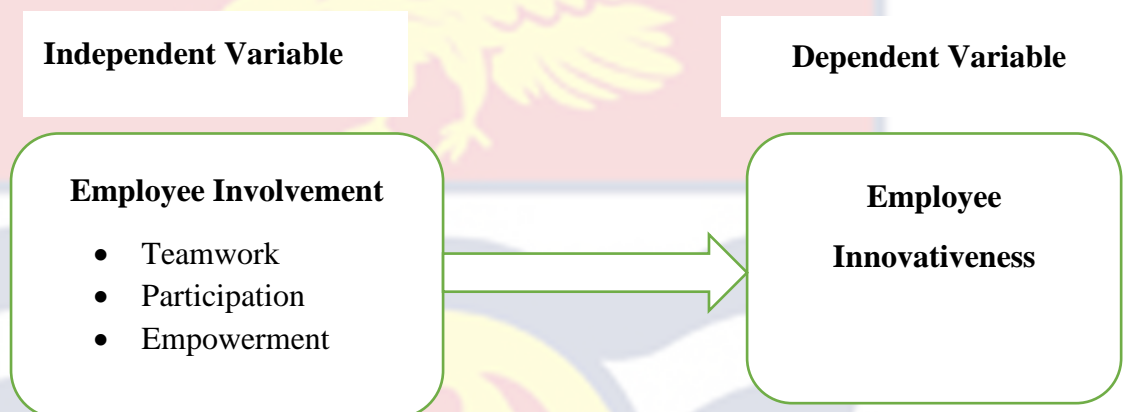
Figure 1: Conceptual Framework
Source: Researcher's own construct (2022)

Figure 1 depicts the framework of the study. From the figure, the independent variables employee involvement whilst the dependent variable is the employee innovativeness. According to the extant literature, the independent variables is found to have association with employee innovativeness and that this study sought to examine this nexus.

Chapter summary

This chapter reviewed related literature that is relevant to this study. The chapter defined the theoretical review of this study emphasising the employee engagement theory, human relation theory and diffusion of innovation theory. The chapter also defined the variables in the study and how they are related to each other. It also revealed varying empirical findings of

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studies. The review showed specific areas where researchers agree and where researchers are inconsistent, thus there are various gaps in the literature. The next chapter presents the Research Methods.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This study seeks to examine the effect of employee involvement and innovativeness in the Judicial Service in Ho Municipality. The previous chapter reviewed theories and concepts related to the study and also empirical studies that have been conducted in the area. This section of the research discusses the methods that were used in gathering data for this study. The discussion covers the research approach, research design, study area, population, sampling techniques and procedure, data collection methods, processing and analysis as well as ethical issues.

Research Approach

The quantitative research approach was used in the study because of the nature of the study purpose, specific objectives, and the nature of the primary data to be collected and analysed. According to Creswell (2014), the quantitative approach entails collecting numerical data and analysing it using statistically based methods to explain phenomena (in particular statistics).

Quantitative methods (typically based on deductive logic) seek regularities in human lives by dividing the social world into empirical components called variables, which can be represented numerically as frequencies or rates, and whose associations with one another can be explored using statistical techniques and accessed through researcher-introduced stimuli and systematic measurement (Ben-Shlomo, Brookes & Hickman, 2013; Rahman,2017). Because it involves a larger sample that was chosen at random, the quantitative findings are likely to be generalized to a whole

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population or a sub-population (Carr, 1994). Some disadvantages of the quantitative research methodology include that it takes snapshots of a phenomenon rather than in-depth examinations, and it ignores test-takers' and testers' experiences as well as what they mean by something (Rahman, 2017).

Research Design

The study adopted the cross-sectional survey method. A survey is a means of gathering data about the characteristics, actions, or opinions of a group of people, referred to as a population (Malhotra & Birks, 2012). Trochim and Donnelly (2001) state that research design is the glue that ties the research endeavor together. A research design is a blueprint or a guide that outlines how data from a certain study should be collected, measured, and analyzed (Sekaran & Bougie, 2016). According to Kothari, Sabino, and Zach (2005), descriptive survey is a scientific method that involves watching and describing the behavior of a subject without altering it in any manner. This research design was appropriate for this study since it is an efficient method of gathering information from a specific number of respondents drawn from a certain population.

Study Area

The Ho Municipal District is one of the seventeen (17) districts in the Volta Region. The Ho Municipal district capital and administrative center is Ho. The Ho Municipal Assembly was established by L.I 2074 of 2012. The Judicial Service is an independent State body that has the authority to interpret, apply and enforce the laws of Ghana. It exists to resolve legal conflicts fairly and efficiently. All citizens have the right to access the Courts,

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which have a presence in all regions of the country. The courts have jurisdiction over all civil and criminal matters.

Population

According to Sekaran (2003), the population is the study object and consists of individual groups, institutions, human products and events or the conditions to which they are exposed. Keller and Warrack (2003) define the population of a study as the elements or individuals to be researched and from whose data is received. According to Leedy and Ormrod (2010), population can be defined as the target group about which the researcher wishes to gather information and develop conclusions. According to Saunders and Thornhill (2007), all individuals or things within a given community typically share similar, binding features or features. This study's population element includes all personnel in the Judicial Service. A population of 218 respondent was considered for the study.

Sample and Sampling Procedure

The study's sample frame consists of all workers of the Ho Municipality's Judicial Service. Because it is impossible to study everyone, everywhere, and do everything, sample judgments must be made not only about which people to interview or which activities to observe, but also about settings and processes. The stratified sampling technique was adopted for this study. Zikmund (2000) defines sampling as a process that uses a limited number of units from a specific population to draw conclusions about the entire population. Sampling is the process of picking a subset of a population in order to draw conclusions about the entire population (Cooper & Schindler, 2003). According to Frankael and Wallen (2008), a sample size of two

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hundred and eighteen (218) was sufficient to provide meaningful generalisation.

Data Collection Instrument

The primary data was gathered via a structured questionnaire. The survey is the most popular method of gathering primary data in business research. A survey approach entails research that are often quantitative in nature and aim to provide a wide perspective (Mouton, 2001). In other words, a survey design provides a quantitative or numerical explanation of a population's trends, attitudes, or viewpoints by surveying a sample of that population (Creswell, 2009). Primary sources were used to collect data for this investigation. A questionnaire is a set of formal questions that have been posed and written down for respondents to respond to (Donald & Schindler, 2003). Questionnaires are popular because they are simple to evaluate and save time while collecting data (Oso & Onen, 2011). A total of 250 questionnaires were delivered to responders (excluding the pilot test).

Data Sources and Collection Procedure

The researcher relies on primary data gathered from self-administered questionnaires distributed to respondents. Primary data collection techniques and secondary data collection techniques are the two most common types of data collecting procedures. The key contrast between the two sorts of data is that the researcher obtains primary data for the exact purpose for which the data are required. Secondary data is information gathered for another primary purpose (i.e. all secondary data have been primary data themselves for other earlier studies). It should be emphasized that both primary and secondary data sources might produce either qualitative or quantitative information (Babbie,

2011). The utilisation of secondary data could save money and effort (Saunders et al, 2016).

Data Processing and Analysis

Data processing operations carried out included data editing, cleaning and classification. Data editing cleaning is the examination of the collected data 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. The data gathered from primary sources were properly structured to simplify study. The data that was collected was checked for completeness, accuracy and coded. The primary source data was collated, sorted, cleaned, edited for quality and clarity, categorised, coded into a coding sheet, and analyzed using the Statistical Package for Social Sciences (SPSS) version 26 and Smart pls. SPSS is excellent for organizing and summarizing data in order to offer crucial parameters for data analysis. Employee background data was analyzed using frequencies and percentages. Partial least structural equation modeling was used to establish the link between the variables of interest in the study, thus the objective three.

Ethical Considerations

For the purposes of ethics, the researcher educates the volunteers about the details of the study. The primary ethical consideration for research is that respondents be fully informed about the research's goals, methods, and advantages, offer freely consent while keeping the ability to withdraw, and provide anonymity to participants (Edginton et al., 2012). During the research era, ethics entails making a decision on what is right and wrong. It is about human behavior norms that have a substantial impact on human welfare

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(Minja & Kirimi, 2009). "Ethics refers to the propriety of your actions in regard to the rights of others who became the topic of your work, or are affected by it," write Saunders, Lewis, and Thornhill (2003). The researcher will acquire permission from the Ho Municipality's Judicial Service to collect data from them. Again, all COVID-19 safety precautions was strictly followed to reduce COVID contraction during the data gathering activity.

CHAPTER FOUR

RESULT AND DISCUSSIONS

Introduction

This chapter deals with the presentation and analysis of data which were collected from respondents. The data was analyzed quantitatively with the use of frequency. Tables and bar charts were used to represent the data. Inferences were drawn based on the analysis. The data was analysed based on the objectives of the study. The objectives of the study were; to analyse the perceived level of employee innovativeness in the Judicial Service in the Ho Municipality; to investigate the perceived level of employee involvement in the Judicial Service in the Ho Municipality; to determine effect of employee involvement practices and innovativeness in the Judicial Service in the Ho Municipality.

Demographic Characteristics

This section analysed the demographic characteristics of the respondents. Gender, Age of respondent, educational level and position of the staffs were examined using frequency and percentages. The result is shown on Table 1.

Table 1: Demographics Characteristics

Variables	Frequency	Percentage
Gender		
Male	90	41.3
Female	128	58.7
Age of respondents		
20-29	89	40.8
30-39	48	22.0
40-49	64	29.4
50-59	17	7.8
Educational level among Employees		
Basic	49	22.5
Secondary	100	45.9
Tertiary	47	21.6
Others	22	10.1
Position		
Senior Staff	79	36.24
Junior Staff	123	56.42
Other	16	07.34
Total	218	100.0

Source: Field Survey (2021)

From Table 1, out of 218 respondents of the study, 90 of the respondents were male representing 41.3 percent. 128 of the respondents were female which was representing 58.7 percent. The age range among the respondents were between 20-59. 89 out of 218 respondents were between the age of 20-29 years. This represented 40.8 percent of the total respondents. 48 out of 218 respondents were between the ages of 30-39 years. This represented the 22.0 percent of the respondents. 64 out of 218 respondents were between the ages of 40-49 years. This represented 29.4 percent of the respondents. 17 of the 218

respondents were between the age of 50-59 years. This is representing 7.8 percent of the respondents.

Table 1 also shows the results of respondent's educational level. Out of 218, 49 had basic education. This represented 22.5 percent of the respondents. 100 out of 218 respondents had secondary certificate. This represented 45.9 percent of the respondents. 47 out of 218 respondents had tertiary certificate. This represented 21.6 percent of the respondents. 22 out of 218 respondents had no formal education. This also represented 10.1 percent of the respondents.

Out of 218, 79 were senior staff, 123 were junior staff and 7.34 percent of the respondent were holding other position.

Perceived level of employee involvement in the Judicial Service in the Ho Municipality

The first objective of the study was to analyse the perceived level of employee involvement in the Judicial Services in the Ho Municipality. The descriptive statistics was used in analysing the objective of the study. The result from the analysis is presented on the Table 2.

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Table 2: Perceived level of employee involvement in the Judicial Service in the Ho Municipality

	Mean	Std. Deviation
Is there both upward and downward communication between management and subordinates in your organisation.	3.64	1.115
Have you been an originator of at least one policy or procedure in your organisation	3.60	1.100
Are there any channels for you to forward your suggestions and feedback about new policies implemented to management	3.54	1.097
Are workers satisfied with the interpersonal relationship within the organisation	3.46	1.209
Do you exercise complete control over your work.	3.44	1.225
Do you take part in formulating procedures and targets for your job.	3.39	1.192
Do Employees have representatives on the company's board of directors	3.28	1.241
In what way are you involved in decision making in your organisation	3.14	1.165
I am satisfied with the amount of independent thought and actions I exercise in my job.	3.12	1.332
Are Employees offered shares to be part owners of the company (employee share ownership scheme)	3.04	1.333
Are there work improvement committees (quality circles) in your work place with employees as members	2.77	1.334
What employee involvement practices are available in your organisation	2.73	1.403
Does the organisation use self-management work teams	2.71	1.341

Source: Field Survey (2021)

Table 2 presents the output from SPSS on the perceived level of employee involvement in the judicial service in Ho. Thirteen indicators were considered under this objective. The mean and standard deviation ranked from

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highest to lowest. From Table 2, "Is there both upward and downward communication between management and subordinates in your organisation" recorded the highest average of 3.64 with a standard deviation of 1.115. Study by Brammer and Walker (2007) confirmed that communication is usually one of the key ways that employees are involved in decision making.

"Have you been an originator of at least one policy or procedure in your organisation" recorded the second highest average. This means that, aside communication, the judiciary board also gives employees the mandate to originate at least one policy. This recorded an average of 3.60. The standard deviation was 1.100.

The next item was "Are there any channels for you to forward your suggestions and feedback about new policies implemented to management". This factor recorded the next highest average of 3.54 with a corresponding standard deviation of 1.097. The next highest average was "Are workers satisfied with the interpersonal relationship within the organisation." This recorded an average of 3.46 with a corresponding standard deviation of 1.209.

"Do you exercise complete control over your work." was the also next item with the highest average in terms of employee's involvement at Judiciary service at Ho. This recorded an average of 3.44 with a corresponding standard deviation of 1.192. "Do you take part in formulating procedures and targets for your job." also ranked the next highest average. The average was 3.39 with a corresponding standard deviation of 1.192.

"Do Employees have representatives on the company's board of directors" recorded the next highest average of 3.28 and standard deviation of 1.241. The next level of employee's involvement was "In what way are you

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involved in decision making in your organisation". This recorded an average of 3.14 with a standard deviation of 1.165.

"I am satisfied with the amount of independent thought and actions I exercise in my job." was the next highest average. This practice recorded an average of 3.12 with a corresponding standard deviation of 1.332. The practices of "Are Employees offered shares to be part owners of the company (employee share ownership scheme)" was the next item with highest average. This practice recorded an average of 3.04 with a standard deviation of 1.333. "Are there work improvement committees (quality circles) in your work place with employees as members" also recorded an average of 2.77. This happened to be the next higher average of perceived level of employee's involvement. It also recorded a standard deviation of 1.334. "What employee involvement practices are available in your organisation" was the next item with the highest mean. This recorded an average of 2.73 with a standard deviation of 1.403.

Finally, "Does the organisation use self-management work teams" recorded the least average. This recorded an average of 2.71 with a standard deviation of 1.341.

Perceived level of employee innovativeness in the Judicial Service in the Ho Municipality

The objective two was to analyse the level of employee innovativeness in the Judicial Service in the Ho Municipality. The descriptive statistics (mean and standard deviation) was used in analysing the objective. The result is presented on the Table 3.

Table 3: Perceived level of employee innovativeness in the Judicial Service in the Ho Municipality

	Mean	Std. Deviation
I give new ideas that can be used to improve performance	3.82	1.136
I am a good source for creative opinions	3.77	1.202
I promote and champion ideas to others	3.71	1.220
I suggest suitable plans and schedules for the Implementation of new ideas.	3.51	1.271
I often have new and innovative ideas	3.10	1.336
I always come up with creative solutions to problems	3.04	1.333
I suggest new ways to increase quality	2.87	1.334
I suggest new ways of performing tasks	2.78	1.403
I suggest to my supervisor's new ways to achieve goals/objectives	2.71	1.341
I show creativity when given opportunity to.	2.70	1.333
I am an innovative person.	2.67	1.201
I am not afraid to take risks.	2.64	1.008
I always seek new process, techniques, procedures, service or technological ideas.	2.55	0.998

Source: Field Survey (2021)

Table 3 shows the results of perceived level of employee's innovativeness in the Judiciary service. The first perceived level of employee innovativeness was the "I give new ideas that can be used to improve performance" This benefit recorded the highest average of 3.82. The corresponding standard deviation of 1.136. The next level of employee innovativeness was "I am a good source for creative opinions" This recorded an average of 3.77 with a corresponding standard deviation of 1.202.

"I promote and champion ideas to others" recorded the next highest level of employee innovativeness at the employees at judiciary service. This indicator recorded an average of 3.71 with a standard deviation of 1.220. The

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next item was "I suggest suitable plans and schedules for the Implementation of new ideas." The average was 3.51 with a corresponding standard deviation of 1.271.

"I often have new and innovative ideas" was the next item with highest average level of employee innovativeness. This recorded an average of 3.10 with a standard deviation of 1.336. "I always come up with creative solutions to problems" was the next item with an average of 3.04 and a standard deviation of 1.333.

"I suggest new ways to increase quality" recorded an average of 2.87 with a standard deviation of 1.334. "I suggest new ways of performing tasks" was the next item with the highest average. This variable recorded an average of 2.78 with a standard deviation of 1.403.

"I suggest to my supervisor's new ways to achieve goals/objectives" was the next item with the highest average. This item recorded an average of 2.71 with a corresponding standard deviation of 1.341. "I show creativity when given opportunity" was the next item with the highest average. The average recorded was 2.70 with a corresponding standard deviation of 1.333. "I am an innovative person" was the next item with the highest average. The average was 2.67 with a corresponding standard deviation of 1.201. "I am not afraid to take risks" was the next item with the highest average. This item recorded an average of 2.64 with a standard deviation of 1.008

Finally, "I always seek new process, techniques, procedures, service or technological ideas" was the item with the least average. This recorded an average of 2.55 with a standard deviation of 0.998.

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The results from the study confirms the results from the study by Adjei (2010). In the study, he stated that, due to the level of training and development offered by most organisations, employees are likely to develop skills and techniques which includes innovativeness and creativeness. The study showed that, employees usually have new ideas anytime it is necessary to improve their performance.

Employee Involvement and Employee Innovation

The final objective of the study was to analyse the impact of employee involvement practices on employee's innovativeness in the Judicial Service in the Ho Municipality. This objective was achieved by using structural equation model.

Reliability and Validity Test

Reliability and validity in research projects are significant to determine the degree to which the scales of the measurements are valid and reliable. To conduct this, the Cronbach Alpha test was used to investigate the internal consistency of the constructs. The Cronbach Alpha acceptable test rate was 70% or 0.7, and any construct recording below this limit indicates poor internal consistency. The factor analysis was applied to examine the measurement scale validity. For an acceptable factor analysis number of vital hypotheses is essential. For example, Kaiser-Meyer-Oklin (KMO) values must be 50% (0.50) or more, and the probability of Bartlett's Test of Sphericity must be significant (p-value < 0.05). Furthermore, the factor loadings of the elements or items must be greater than 0.6, and the Average Variance Extracted (AVE) must be 0.5 or better (Hair, 2010). The reliability and validity of the individual constructs have been presented in detail below.

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The model summary of the relationship between the employee involvement practices and employee's innovativeness in the Judicial Service in the Ho Municipality as shown in Table 10. The summary suggests that 45.20 percent of the variations in employee innovativeness are explained by independent variables (teamwork, participation and empowerment). The remaining 54.8 percent is being explained by other variables that were not taken into consideration in the analysis. The Durbin Watson (DW) showed that there was no autocorrelation in order to diagnose the construct. The estimate for Durbin Watson was 1.728 and fell within the recommended range of 1.5 to 2.5.

Table 10 shows the results of the coefficients from the regression analysis. From the table, the intercept had a positive and significant impact on employee involvement and employee innovative (t(218)=5.980; p<0.05). This indicates that, employee innovatives will be 0.917 when the three independent variables (teamwork, participation and empowerment) are zero.

Teamwork which happens to be the first independent variable was positive but insignificant. That is, an increase in the teamwork would lead to increase in employee innovativeness. However, the variable was insignificant. In other words, the variable's coefficient was zero (t(218)=.892; p>0.05).

Participation which happens to be the second independent variable. Its impact on the employee innovativeness of the firm was significant and positive (t(218)=7.473; p<0.05). A unit increase in employee participations are likely to lead to 0.202 increase in employee innovativeness. Participation had the highest impact on Employee innovativeness since it recorded the highest standardized coefficient of 0.452.

Employee Empowerment were positive and significant at 5 percent significant level. A unit increase in employee empowerment would lead to a significant 0.202 increase in firm performance (t(218)=4.273; $p<0.05$). This indicates that, when the judiciary services motivate and give employees new challenges, it can positively influence employee innovativeness. Employee Empowerment was the second factor which had a higher impact. This recorded a standardized coefficient of 0.252.

The results from the study confirmed the study from Adjei (2010) who stated that firms which takes employee's participation serious can influences employee's innovativeness.

Chapter Summary

The chapter analysed the various objectives of the study. Descriptive statistics (mean and standard deviation) were used in the analysis of objective one, two and three of the study. The multiple regression model was used to analyse the objective four. The result showed that, employee participation and employee empowerment had significant impact on employee innovativeness.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

The summary of the findings, conclusions and policy implications and recommendations are discussed in this chapter. For further research, the chapter also includes suggestions.

Summary

The research studied on the impact of employee involvement and employee innovativeness. Three objectives were established in order to achieve the purpose of the study. Objective one was to examine the perceived level of employee involvement at the Judiciary service. Objective two was to assess the perceived level of employee innovativeness at the Judiciary service at Ho Municipality. Objective three was to analyse the relationship between employee involvement and employee innovativeness. Employee involvement was demarcated into three components. These included teamwork, participation and empowerment.

The study was centered on employee engagement theory, human relation theory and diffusion of innovation theory. The "study employed the explanatory research design since the study tested the relationship between the various variables. The data collection instruments were questionnaire. The study employed the quantitative research approach. The simple randon sampling technique was used in selecting a respondent of 218. Descriptives and Multiple Regression were also used to analyse the objectives of the study

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Summary of Key Findings

With respect to the first objective of the study, the descriptive statistics was used to achieve it. Mean and standard deviation of the various variables were computed. The results showed that, "Is there both upward and downward communication between management and subordinates in your organisation" recorded the highest average. "Have you been an originator of at least one policy or procedure in your organisation" recorded the second highest average. The next item was "Are there any channels for you to forward your suggestions and feedback about new policies implemented to management". The next highest average was "Are workers satisfied with the interpersonal relationship within the organisation."

"Do you exercise complete control over your work." was the also next item with the highest average in terms of employee's involvement at Judiciary service at Ho. "Do you take part in formulating procedures and targets for your job." also ranked the next highest average. "Do Employees have representatives on the company's board of directors" recorded the next highest average. The next level of employee's involvement was "In what way are you involved in decision making in your organisation".

"I am satisfied with the amount of independent thought and actions I exercise in my job." was the next highest average. The practices of "Are Employees offered shares to be part owners of the company (employee share ownership scheme)" was the next item with highest average. "Are there work improvement committees (quality circles) in your work place with employees as members" also recorded an average of 2.77. This happened to be the next higher average of perceived level of employee's involvement. "What

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employee involvement practices are available in your organisation" was the next item with the highest mean. Finally, "Does the organisation use self-management work teams" recorded the least average.

The second objective of the study was to assess to perceived level of employee innovativeness in the Judicial Service in the Ho Municipality. The result showed that, "I give new ideas that can be used to improve performance" recorded the highest average of 3.82. The next level of employee innovativeness was "I am a good source for creative opinions". "I promote and champion ideas to others" recorded the next highest level of employee innovativeness at the employees at judiciary service. The next item was "I suggest suitable plans and schedules for the Implementation of new ideas. "I often have new and innovative ideas" was the next item with highest average level of employee innovativeness. "I always come up with creative solutions to problems" was the next item with an average.

"I suggest new ways to increase quality" recorded an average. "I suggest new ways of performing tasks" was the next item with the highest average. "I suggest to my supervisor's new ways to achieve goals/objectives" was the next item with the highest average. "I show creativity when given opportunity" was the next item with the highest average. "I am an innovative person" was the next item with the highest average. "I am not afraid to take risks" was the next item with the highest average. Finally, "I always seek new process, techniques, procedures, service or technological ideas" was the item with the least average.

The third and final objective also showed that, participation and empowerment factors had a significant impact on employee innovativeness.

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Teamwork was found to be insignificant in influencing Employee innovativeness.

Conclusion

By distinguishing the different phases of firm innovation, the study discussed the impact of employee involvement on employee innovation, and found that the results depend on the levels of formalisation. As a main factor, the higher employee involvement is positively related with the generation of innovation, while hamper the commercialisation. However, considering the formalisation, the situation is more than that.

For high levels of formalisation, the employee involvement was positively associated with employee innovation.

Recommendation

Based on our findings, we suggest that employees can be innovative not only by employee involvement, but the attention must be on employee participation and employee empowerment.

Suggestion for Further Studies

"This study concentrated on the impact of employee involvement and employee innovativeness. This objective was achieved by using quantitative data. Further research can consider the use of qualitative data since this will give the exact feelings on what actually causes employees to be innovative at the work environment.

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APPENDIX

QUESTIONNAIRE

"UNIVERSITY OF CAPE COAST"

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Human Resources Management) programme at the School of Business, Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic: "EFFECT OF EMPLOYEE INVOLVEMENT AND INNOVATIVENESS IN THE JUDICIAL SERVICE IN THE HO MUNICIPALITY ". All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid possible.

Thank you

EDITH ATSU-MASAMAKA

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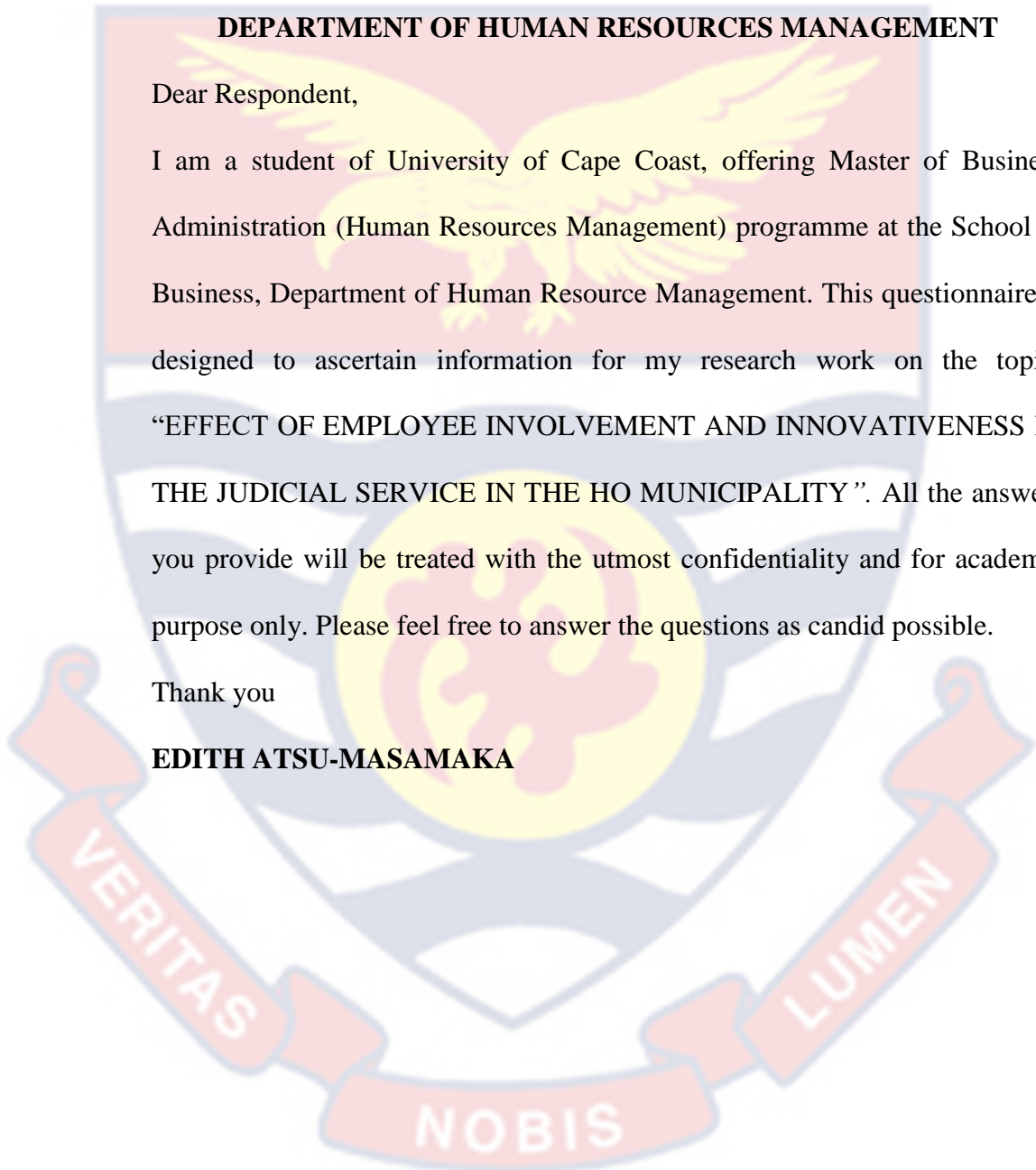
DEMOGRAPHIC CHARACTERISTICS

1. What is your gender?

Male [ ]   Female [ ]

2. What is your age

20-29 [ ]   30-39 [ ]   40-49 [ ]   50-59 [ ]

3. What is your educational level?

Basic [ ]   Secondary [ ]   Tertiary [ ]   Others [ ]

4. Marital Status

Married [ ]   Single [ ]   Divorced [ ]   Widowed [ ]

5. Religion

Christian [ ] Muslin [ ]   Traditionalist [ ]

6. Position

Senior Staff [ ]   Junior staff [ ]   Other [ ]

Perceived level of employee involvement in the Judicial Service in the Ho Municipality

Teamwork	1	2	3	4	5
Do you take part in formulating procedures and targets for your job.					
Are Employees offered shares to be part owners of the company (employee share ownership scheme)					
What employee involvement practices are available in your organisation					
Do Employees have representatives on the company's board of directors					
In what way are you involved in decision making in your organisation					
Participation					
Are there any channels for you to forward your suggestions and feedback about new policies implemented to management					
Have you been an originator of at least one policy or procedure in your organisation					
I am satisfied with the amount of independent thought and actions I exercise in my job.					
Are workers satisfied with the interpersonal relationship within the organisation					
Is there both upward and downward communication					

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	1	2	3	4	5
between management and subordinates in your organisation.					
Empowerment					
Does the organisation use self-management work teams					
Are there work improvement committees (quality circles) in your work place with employees as members					
Are you satisfied with the degree of respect and fair treatment you receive from your supervisor					
Do you exercise complete control over your work.					

Employee Innovativeness

		1	2	3	4	5
1	I am a good source for creative opinions					
2	I always come up with creative solutions to problems					
3	I suggest suitable plans and schedules for the Implementation of new ideas.					
4	I suggest new ways to increase quality					
5	I give new ideas that can be used to improve performance					
6	I often have new and innovative ideas					
7	I suggest new ways of performing tasks					
8	I am an innovative person.					
9	I promote and champion ideas to others					
10	I always seek new process, techniques, procedures, service or technological ideas.					
11	I suggest to my supervisor's new ways to achieve goals/objectives					
12	I show creativity when given opportunity to.					
13	I am not afraid to take risks.					

THANK YOU