

UNIVERSITY OF CAPE COAST

PARTICIPATORY DECISION MAKING AND EMPLOYEE
PERFORMANCE AT PUBLIC UTILITIES REGULATORY
COMMISSION, GHANA



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COMMISSION, GHANA



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DECLARATION

Candidate's Declaration

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

Candidate' Signature..... Date.....

Name: Emmanuella Attah Inkoom

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.....

Name: Dr. Aborampah Amoah-Mensah

ABSTRACT

This study was aimed at examining the effect of participatory decision-making on employee performance. Specifically, the study sought to: analyse the effect of participatory decision-making on employee innovation; examine the effect of participatory decision-making on employees' punctuality; analyse the effect of participatory decision-making on employees' quality of service; and investigate the effect of participatory decision-making on employees' satisfaction with the public utilities regulatory commission in Ghana. The study employed a causal research design since it tested the relationship between the various variables. The data collection instruments were questionnaires. The study employed a quantitative research approach. The simple random sampling technique was used in selecting a respondent of 300. Descriptive statistics and the structural equation model were employed to analyse the objectives of the study. The study found that general organizational issues had significant effect on innovation, punctuality and satisfaction. Interpersonal relations also had a positive and significant effect on innovation and punctuality. Personal job issues also had a positive and significant effect on innovation, punctuality, quality of service and satisfaction. Team group issues also had a positive and significant effect on innovation and punctuality. Finally, union issues had a positive and significant effect on innovation and quality of service. Based on the positive relationship identified between employee participation in decision-making and various desirable outcomes, the study recommended that management must create a culture that values and encourages the participation of employees in decision-making processes.

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DEDICATION

To Mr. and Mrs. Inkoom

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CHAPTER ONE

INTRODUCTION

The increasing emphasis on participatory decision-making in organizations has highlighted its potential to enhance employee performance, particularly in public sector institutions. At the Public Utilities Regulatory Commission (PURC) of Ghana, where regulatory oversight and public service delivery are critical, the involvement of employees in decision-making processes can significantly impact the overall effectiveness of the commission. This study aims to explore the relationship between participatory decision-making and employee performance at the PURC, focusing on how inclusive decision-making practices can foster a more engaged, motivated, and productive workforce. By examining the role of employee involvement in shaping organizational outcomes, this research will contribute to understanding the dynamics of decision-making in public institutions and its implications for improving service delivery and performance within Ghana's regulatory framework.

Background of the Study

Employee participatory decision-making is a pivotal strategy that businesses have recently implemented to enhance employee commitment, engagement, and performance in relation to organisational objectives. The escalation of workloads inside businesses has necessitated employee participation in decision-making. The Public Utilities Regulatory Commission, responsible for overseeing and enforcing performance standards for utility services, fostering fair competition among public utilities, addressing and resolving complaints regarding utility services, and providing counsel to

individuals or authorities concerning public utilities, has identified the need to implement participatory decision-making among employees. Participatory decision-making in organisations entails the inclusion of employees at all levels in the decision-making processes that impact their work and the organisation overall. This method empowers people, fosters collaboration, and acknowledges their expertise and viewpoints. Employee performance denotes the degree to which an employee effectively fulfils the tasks, responsibilities, and objectives allocated to them within their organisational function. It involves evaluating the effectiveness and efficiency with which a person performs their responsibilities and contributes to the organization's overall success.

In the modern corporate landscape, human resources are essential for organisational success as they orchestrate the firm's other resources to attain established objectives. The human resource aspect of organisational success suggests that significant benefits can be derived from employee contributions, particularly through innovations and creative endeavours. Employees who are permitted to offer ideas and solutions will experience a sense of belonging and accountability for success (Gahlawat & Kundu, 2019). Regrettably, employees frequently allege that management fails to engage them in issues that impact both their interests and the organisation. When line managers and other senior members of the organisation usurp the exclusive authority of decision-making, the efficiency of production and the seamless exchange of ideas and suggestions for organisational advancement may be undermined (Ekwoaba, Ufodiana, & Enyinnaya, 2019).

Conversely, one could assert that a harmonious work environment is essential for the organization's advancement, as individuals are less likely to operate at cross purposes. A deficiency in opportunities for employees to express their opinions or contribute to work procedures and issues may hinder the achievement of organisational objectives. Moreover, employee dissatisfaction, job interruptions, adherence to strict protocols, and many manifestations of labour unrest may arise when workers are not regarded as essential stakeholders deserving of engagement.

Furthermore, considering the potential advantages to the organisation from participative decision-making, uncertainties may persist regarding the optimal approach for the organisation: permitting employees to submit their input directly or through representatives (Osazeybaru & Amawhe, 2022).

Saint Benedict historically expressed employee participation, resulting in widespread implementation and extensive consultations inside the monastery (Vroom & Jago, 1988). The study by Siddique and Nawaz (2019) on employee engagement observed that employees frequently possess more comprehensive understanding of their tasks than their bosses. Consequently, decisions made collaboratively with employees will be informed by a superior array of facts. Furthermore, employees engaged in such decisions are subsequently more adept at executing work procedures in accordance with such decisions (Mayer, Schirmer, Sivatheerthan, Mutze-Niewohner & Nitsch, 2022). Employee involvement in decision-making is believed to enhance morale, as workers who receive recognition through participation feel that management regards them as clever, capable, and valued collaborators. The

acknowledgement and appreciation of employees foster dedication, satisfaction, and, consequently, enhanced production (Miller & Manata, 2020).

Numerous experts contend that employee involvement in decision-making is essential for fostering an understanding of the necessity for creativity and for ensuring commitment to behavioural change in the workplace (Tensay & Singh, 2020; Faeg, 2022). Tortorella, Miorando, Caiado, Nascimento, and Portioli-Staudacher (2021) contend that employee participation in decision-making fosters a sense of belonging among workers and cultivates a harmonious environment where both management and employees willingly contribute to positive industrial relations. Neirotti (2020) contends that to enhance employee commitment and humanise the workplace for the sake of boosting work performance and civic behaviour, managers must allow a significant level of employee participation. Consequently, worker involvement would result in a favourable work attitude and elevated production (Neirotti, 2020). Philip and Arrowsmith (2020) noted that engaging subordinates in decision-making enhances decision quality and organisational effectiveness, hence facilitating the attainment of organisational objectives.

Generally, numerous businesses have introduced extensive employee participation in decision-making (Coye & Belohlav, 2020). Employees may participate in collaborative decision-making with supervisors. In certain circumstances, employees may make decisions independently of supervisory monitoring. Tortorella et al. (2021) delineate employee involvement in decision-making through multiple dimensions, including direct versus indirect, formal versus informal, short-term versus long-term, and the extent of employee access to information and influence over decisions. Tortorella et al.

(2021) classified employee participation in decision-making into four categories: direct participation with management in work-related decisions, consultative participation where employee input is solicited by managers, employee partial ownership of the organisation, and representative participation via a union or staff association.

Employee engagement in decision-making can be viewed as a facet of employee empowerment, which encompasses the delegation of organisational authority (Hill & Huq, 2004). Hill and Huq (2004) contend that personal outcomes associated with employee empowerment encompass perceived equity, personal control, self-esteem, and self-efficacy. Gernalis and Terziovski (2003) assert that empowerment entails the transmission of responsibility from management to employees and the dissolution of hierarchical organisational structures. In an employee involvement plan, employees possess the authority to influence a company's actions.

Employees in Africa, particularly in Ghana, frequently experience inadequate participatory management practices, resulting in a limited understanding and application of employee involvement in decision-making, thereby positioning them at the lower end of the organisational hierarchy (Abdulai & Shafiwu, 2014). They mostly appear to be beneficiaries of decisions and directives to be executed at the organisational level, stemming from decisions taken at the organisational, departmental, or office levels. The manager at the organisation holds a position of responsibility and authority, overseeing all significant decisions related to curriculum and instruction, employee discipline, work organisation, staff personal matters, financial issues, institutional affairs, and community relations, among others.

The Board of Governors deliberates on significant choices, such as the recruitment of support staff and organisational budgeting, to aid the manager in decision-making, policy creation, and implementation. This structure excludes the contributions of employees, the recipients of organisational policies, in decision-making, with decision control retained at the firm level. This trait differentiates employee involvement in decision-making from independent authority over job responsibilities or organisational power, as proposed by empowerment (Moriarty, 2010).

According to Markey (2001), employee involvement in decision-making is typically categorised into three fundamental types that may concurrently exist inside an organisation: financial participation, direct participation, and representation or indirect participation. This study centres on direct employee participation, which must be implemented in businesses where power is distributed and all individuals are have the opportunity to engage. This endeavour is executed by consensus, employing diverse teams to facilitate the process. This necessitates a transformation in company culture, requiring universal adoption of the new ideas and values, especially by senior management. This alteration in employee involvement in decision-making can profoundly impact performance, prompting the necessity for this investigation to comprehend such an effect.

Statement of the Problem

The Public Utilities Regulatory Commission (PURC) in Ghana plays a critical role in ensuring the efficient provision of utility services to the public (Kusi-Appiah, 2023). However, the effectiveness of its operations relies heavily on the performance of its employees. Participatory decision-making,

as a management approach, has gained significant attention for its potential to enhance organizational performance by involving employees in the decision-making process (Ojokuku & Sajuyigbe, 2014). Despite its theoretical benefits, the extent to which participatory decision-making practices are implemented within the PURC and their impact on employee performance remains unclear.

There is a dearth of understanding regarding the actual mechanisms and processes through which participatory decision-making is implemented within the PURC. Questions arise concerning the extent of employee involvement in decision-making processes, the inclusivity of decision-making structures, and the transparency of information dissemination within the organization (Abdulai & Shafiwu, 2014). The Public Utilities Regulatory Commission is well-known for the decentralised approach that it takes to the procedures of decision-making. Managers typically experience an improved decision-making process when they are not overwhelmed with a string of tasks. However, there is a restriction on how effectively the perspectives of the staff below can be utilised in this process. This has resulted in some bad choice-making because there are just so many options available at this time. Furthermore, the absence of employee involvement has resulted in a lack of ownership and commitment on the part of the workforce. This is because employees feel alienated from the decisions and outcomes that have an impact on their work. Additionally, as a result, job satisfaction has decreased. If employees are prevented from contributing their ideas, points of view, and areas of competence, their job satisfaction may decrease. In addition to this, there is the potential that opportunities for creativity and innovation will be lost. Employees frequently have useful insights and novel ideas that have the

potential to influence the growth and improvement of an organization. If the individuals who came up with these suggestions do not participate in the decision-making process, they are at risk of being ignored or unused (Neirotti, 2020). This results in lost possibilities for innovation and creativity.

According to Philip and Arrowsmith (2020), many companies have found that their employees' lack of performance and dedication to the implementation of decisions made by top management has major implications for the company's overall success and performance. Many different types of businesses have experienced this phenomenon. Because of this, many organisations are implementing processes that allow their employees to participate in the decision-making process. This has resulted in the establishment of organisations within such organisations, such as the Industrial and Commercial Workers Union (ICU), as advocates for employees during the decision-making process, in addition to other approaches.

Coye and Belohlac (2020) reported that management decisions have sparked significant employee discontent, prompting various actions by workers, such as going on strike. For instance, employees at Barclays Bank went on strike because they were unhappy with decisions made by management and the board of directors that involved them; they felt that these decisions were detrimental to their welfare as well as the growth and survival of the organisation (Ghana News Agency, 2006). This resulted in the bank's employees going on strike. Research has shown that when employees are not made to participate in the decision-making process, it leads to job dissatisfaction, a lack of organisational commitment, and low labour-management relations, all of which reduce productivity and employee

performance (Abdulai & Shafiwu, 2014; Dwomoh, 2012; Akuoko, 2012; Bolang & Osumanu, 2019).

According to Kim, McDuffie, and Pil (2010), the concept of influence sharing and joint decision-making, which is also commonly referred to as participation in the decision-making process between hierarchical superiors and their subordinates in joint decision-making, has been the subject of discussion for more than 50 years. In employment relations, human resource management (HRM), and other related subjects, one of the most important topics to discuss these days is the consideration of the organisational outcomes of employee participation. Indeed, over the course of several decades, the focus of employee engagement has evolved from one of strengthening workers' rights and sharing power to one of boosting organisational efficiency, productivity, and other organisational outcomes (Kwadzo, 2021; Kouakou, 2022; Ahakwa, Yang, Tackie, & Asamany, 2021). Several factors contribute to this shift in emphasis.

However, the extent to which employee participation in decision-making at the organisational level influences employee performance is still unknown (Richardson, Stewart, Danford, Tailby, and Upchurch, 2018). Employee involvement may be at the centre of many contemporary practices and research; however, this does not change the fact that this question remains unanswered. According to Cox, Marchington, and Suter's (2019) findings, the amount of research evidence supporting the positive effects of employee participation in decision-making on performance in developing nations is significantly lower. In contrast to this, employee participation in the decision-

making process, which has predominantly been the subject of studies in industrialised countries such as the United States of America.

However, it is important to keep in mind that the outcomes of implementing employee participation in decision-making might vary significantly depending on the context in which it is done. This is a common occurrence when circumstances are distinct from the cultural variables that are typically found in Western countries (Hofstede, 1950). In other words, when cultural components are different in one country than they are in another, Even though earlier research has investigated the connection between employee participation in decision-making and employee outcomes such as commitment and job satisfaction, very little is known regarding the connection between employee participation in decision-making and employee performance in Africa, and more specifically in Ghana. The handful that are still around in Africa have produced a variety of results that are at odds with one another. For instance, research conducted inside the public sector indicated that encouraging employee participation in decision-making led to unfavourable outcomes (van Assen, 2021). Van Assen (2021) found that employee involvement negatively impacts job satisfaction.

Additionally, Tortorella et al. (2021) have observed similar findings, stating that even if employees may want to be included in the decision-making process, this does not inevitably lead to beneficial outcomes. Researchers such as Cox et al. (2009), Ahakwa et al. (2021), and Kouakou (2022) have reported that the association between employee engagement in decision-making and performance is small. On the other hand, publications by other researchers (Ojokuku & Sajuyigbe, 2014; Kim, 2020; Olatunji et al., 2017; Oyije-Agbese

et al., 2018; Abdulai & Shafiwu, 2014; Ji & Han, 2021) have claimed that the relationship is statistically significant. The inference here is that research about the relationship between employee participation in decision-making and employee performance is still inadequate, despite the fact that the reason for the research on employee participation in decision-making can be seen to be flourishing and that the cause for the research on employee participation in decision-making can be seen to be flourishing. This study is being carried out on the basis of this information.

Purpose of the Study

The main purpose of the study is to analyse the effect of participatory decision-making on employee performance at the Public Utilities Regulatory Commission, Ghana.

Research Objectives

Specifically, the study sought to:

1. Analyse the effect of participatory decision-making on employee innovation at the Public Utilities Regulatory Commission, Ghana.
2. Examine the effect of participatory decision-making on employees' punctuality at the Public Utilities Regulatory Commission, Ghana.
3. Analyse the effect of participatory decision-making on employees' quality of service at the Public Utilities Regulatory Commission, Ghana.
4. Investigate the effect of participatory decision-making on employees' satisfaction with the public utilities regulatory commission in Ghana.

Research Hypothesis

H₁: There is a positive relationship between participatory decision-making and employee innovation.

H₂: There is a positive relationship between participatory decision-making and employee punctuality.

H₃: There is a positive relationship between participatory decision-making and employee satisfaction.

H₄: There is a positive relationship between participatory decision-making and employee quality of service.

Significance of the Study

This study is of great importance to many stakeholders. In the first place, the management of the Public Utilities Regulatory Commission intends to benefit from it because it revealed to the management the significance of employee participation in decision-making and how such a practice can be used to enhance human resource development to ensure employee performance and reduce employee absenteeism. Secondly, the study intends to provide practical information about employee participation in decision-making that can be used to steer the affairs of public sector organisations so as to promote individual loyalty. This could help managers in the public sector understand and appreciate the need to involve workers in the decision-making process. In addition, Public Utilities Regulatory Commission management can take advantage of the results by using them to minimise turnover intentions among the staff. Thus, the findings of this study contribute to and complement the already existing management knowledge on the role of employee participation in decision-making, in particular in the public services sector in Ghana.

From theoretical viewpoints, the study also intends to be productive in the academic arena because it adds to the current literature by providing more

insights into the relationship between employee participation in decision-making and employee commitment. Therefore, it would serve as a stepping stone for further research into the subject matter of employee participation in decision-making and various kinds of employees' commitments.

Delimitation

The study covered human resource practices involving employees in the decision-making process at the Public Utilities Regulatory Commission of Ghana. It specifically focuses on the regional headquarters. The main respondents for the study were both senior and junior staff at the headquarters.

Limitations of the Study

The study may face several limitations that could impact its results and generalizability. First, the research might be constrained by the sample size and composition. If the sample only includes employees from the PURC, the findings may not be broadly applicable to other public or private sector organizations in Ghana. The specific organizational culture at the PURC may differ from those in other regulatory bodies, leading to a limitation in the external validity of the results. Additionally, if the sample is limited in terms of job roles or seniority, this could further restrict the generalizability of the findings.

Another limitation is related to the methodological approach used in the study. If the research primarily relies on surveys or self-report questionnaires, there is the potential for response bias. Employees may provide socially desirable answers rather than honest responses, especially in a public institution where power dynamics may influence the willingness to report perceived issues or inefficiencies in decision-making processes. This

limitation can affect the accuracy of the data on the relationship between participatory decision-making and employee performance. Moreover, the cross-sectional nature of the study could also limit its ability to draw causal inferences. Without longitudinal data, it would be challenging to ascertain whether participatory decision-making directly leads to improved performance or if other factors may play a significant role.

Furthermore, the study may face challenges in accounting for all possible confounding variables. Many factors can influence employee performance, such as individual motivation, work environment, leadership style, and organizational resources. These factors may not be adequately controlled for, which could affect the study's ability to isolate the true impact of participatory decision-making on performance. Additionally, the subjective nature of employee performance measurement could present challenges in achieving consistency and reliability in evaluating performance across different departments or job positions within the PURC.

Another limitation could be the potential cultural bias inherent in the study. The concept of participatory decision-making might be perceived differently in different cultural contexts, and the Ghanaian public sector, in particular, may have unique characteristics that influence how participatory practices are implemented and received by employees. Cultural norms around hierarchy and authority in Ghana may affect how employees engage with participatory decision-making processes and may not be fully captured in the study design.

Definition of Key Terms

Participatory Decision Making (PDM) refers to a management approach where employees at various levels of an organization are involved in the decision-making process. It emphasizes collaboration, where decisions are made through the contribution and active participation of all members, rather than being imposed by top-level management alone. The approach is intended to increase employee engagement, promote a sense of ownership, and encourage diverse viewpoints, which may lead to better decision outcomes and a more harmonious work environment.

Employee Performance pertains to how well employees execute their assigned tasks and responsibilities in line with organizational goals. It is typically assessed based on various metrics, including productivity, quality of work, efficiency, teamwork, problem-solving ability, and overall contribution to the organization's success. Employee performance is a critical factor in determining the effectiveness of an organization and is often linked to motivation, job satisfaction, and engagement.

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, the objectives of the study, the significance of the study, and the limitations of the study. Chapter two was a review of related literature. This chapter provides the fundamentals of the study result, helps 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, the data and data collection procedures, the research instruments, and data processing and analysis.

Chapter four focused on the results and discussion of the study. Chapter five was the summary of the findings, conclusions, and recommendations for the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

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

Theoretical Review

This section analyses the theories underpinning the study. The theory for the study was the human growth and development theory of human relations and democratic participatory theory.

Human Growth and Development Theory of Participative Management

The study's theoretical basis is the Human Growth and Development Theory of Participative Management. The focus of the theory is on the belief that by allowing greater employees' influence, autonomy, and responsibility, greater importance is assigned to the intrinsic motivational properties of work itself (Keith, 1996; Somech, 2002). The theory argued that employees' participation in decision-making is a means of improving the wellbeing of employees through the provision of opportunities for growth and learning within the workplace. As noted by Mokoena (2011), allowing employees to partake in decision-making that concerns their working lives not only motivates employees but also satisfies their psychological needs of affiliation, power, and self-esteem.

For Parnell and Crandall (2000), employees' participation in decision-making increases their morale, job satisfaction, commitment, and productivity. Therefore, employees who are engaged in decisions that affect them are motivated, committed to the organisation, productive, and satisfied with their jobs, while their organisations are generally more efficient, effective, and productive (Odendaal, 2009; Elele & Fields, 2010).

The theory of participative management in the context of human growth and development suggests that involving employees in decision-making processes can have a positive impact on their performance. This theory is based on the idea that when employees are given the opportunity to participate in decision-making, they feel a sense of ownership, empowerment, and engagement, which ultimately leads to improved performance (Nachiket, 2014).

Participative decision-making involves employees in the process of making decisions that affect their work and the organisation as a whole. Instead of top-down decision-making, where decisions are made solely by managers or leaders, participative management encourages collaboration, input, and active involvement from employees at different levels of the organisation. When employees are given a voice and their opinions are valued, they feel more motivated to contribute their best efforts. They become more engaged in their work and have a sense of responsibility for the outcomes of their decisions. This motivation can lead to improved performance as employees strive to achieve the goals they had a hand in setting (Rosseau, 1956).

Participatory decision-making fosters a sense of job satisfaction among employees. They feel respected, trusted, and recognised for their expertise. This positive psychological state translates into higher levels of commitment and job satisfaction, which, in turn, positively impact performance (Zhuang et al., 2019). By involving employees in decision-making processes, they are exposed to different perspectives, ideas, and problem-solving approaches. This exposure enhances their skills and knowledge as they learn from their colleagues and gain insights into different aspects of the organisation. These new skills contribute to their overall performance and growth (Ham & Kim, 2020).

Participatory management encourages a sense of belonging and commitment to the organisation. Employees who are actively involved in decision-making are more likely to exhibit organisational citizenship behaviour, such as helping their colleagues, going above and beyond their prescribed roles, and taking initiative. These behaviours contribute to improved overall performance and productivity. When diverse perspectives and expertise are taken into account during decision-making, the quality of decisions tends to improve. By involving employees who have a deep understanding of their work and the challenges they face, organisations can tap into their knowledge and experience, leading to more effective decision-making. Better decisions, in turn, positively impact employee performance as they have clear direction and guidance (Wang et al., 2022).

Linking to this study, the human growth and development theory of participative management posits that involving employees in decision-making processes within an organisation can have a positive impact on both individual

and organisational development. This theory draws from several established principles and theories, including those related to human psychology, motivation, and organisational behaviour.

Conceptual Review

This section examines and explains the concepts underpinning the study. The concepts explained included decision-making, employee participation, and employee performance.

Decision Making

Decision-making is defined as “the process of identifying and selecting a course of action to solve a particular problem.” It can also be defined as the thought process of selecting a logical choice from the available options in a decision-making process. Studies have shown that employee participation is positively related to performance, satisfaction, and productivity. Participation in decision-making makes employees gain self-actualization, which increases their motivation and job performance. Researchers Moorhead and GrifCin (2004) define decision-making as selecting between alternatives, which is considered an outcome of a mental process that is primary to the selection of an action among alternatives.

When defining management, the most important part is decision-making, which is the most challenging and important management function. The decision-maker has the most important role. Managers within organisations make decisions based on everything within the organisation. Decisions are the ideas that turn into action and can have a positive or negative impact because they are taken under uncertainty and at risk. The decision-

making process depends largely on the knowledge, experience, skills, attitudes, and values of the decision-maker (Store & Freeman, 1984).

According to Noah (2008), it is a special form of delegation in which the subordinate gains greater control and greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of an employee's involvement in a firm's strategic planning activities. A firm can have a high or low degree of employee involvement. A high degree of involvement (deep employee involvement in decision-making) means that all categories of employees are involved in the planning process. Conversely, a low degree of involvement (shallow employee involvement in decision-making) indicates a fairly exclusive planning process (Barringer and Bleudorn, 1999), which involves the top management only. Deep employee involvement in decision-making allows for the influence of frontline employees in the planning process. These are the people who are closest to the customer and who can facilitate new product and service recognition, a central element in the entrepreneurial process (Li et al., 2006).

Participation in Decision Making

As opined by Wagner (1994), participation in decision-making (PDM) is defined as a process of involvement among employees and administration in sharing information, decision-making, and problem solving in an organisation. Participation in decision-making is a process that allows employees to exert some influence over their work and the conditions under which they work (Strauss, 1998). Employees' participation in decision-making involves the process of sharing important information between managers and employees to

generate new ideas and possible alternatives, plan processes, and evaluate results to achieve an organisation's objectives (Scott-Ladd et al., 2006). Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision-making processes, either through direct or indirect involvement. In addition, participation in decision-making also refers to employee participation and influence in decision-making at the workplace (Buscket et al., 2010). Participation in decision-making encourages the involvement of manpower at all levels of an organisation to analyse problems, develop new strategies, and implement solutions (Helms, 2006).

Participative decision-making means employee participation in decision-making. Both are used interchangeably in this paper. Employee participation or involvement is defined as a process of involving and empowering employees to use their input towards creating value and improving organisational productivity (Sofijanov & Chatleska, 2013). Employee participation also means direct involvement or engagement of employees towards applying ideas, expertise, and efforts in solving organisational problems and achieving its goals or objectives.

The term participation, according to Bateman and Crant (2011), includes people's involvement in decision-making processes, in implementing programmes, their sharing in the benefits of development, and their involvement in efforts to evaluate. The concept of employee participation implies a practice that gives workers greater opportunity to be involved in decision-making beyond the immediate boundaries of their jobs (Devi, 2009). Westhuizen (2010) defined employee participation as the totality of forms,

that is, the direct or indirect involvement of individuals and groups to contribute to the decision-making process.

Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision-making processes, either through direct or indirect involvement. In addition, employee participation also refers to employee involvement in decision-making at the workplace (Busck, Knudsen, & Lind, 2010). Employee participation represents the combination of task-related practices that aim at maximising employee sense of involvement in their work place and their commitment to the wider organisation (Bhatti & Nawab 2011). In an attempt to define the above concepts, different authors or researchers have defined them differently, making them more complex to understand. Employee participation in decision-making referred to work-taking part in decision-making (PDM). In other words, it is shared decision-making in the work environment (Mitchell, 2003).

According to Noah (2008), it is a special way of allocating in which the subordinate gains greater control and more freedom to make decisions within their job role, creating a communication gap between the management and the workers. It refers to the employee's involvement in a firm's strategic planning activities. A firm can have different levels of employee involvement. Which means organisations have all levels of employees involved in the planning process, but in some organisations only top management will be involved in the planning process. A deep employee involvement in decision-making allows the frontline employees who directly communicate with customers (Barringer & Leudorn, 2009).

McFarland (1968) says that the root of participative decision-making is based on the Commission philosophy and managerial style and in the overall organisational environment. The organisational environment, as used by McFarland, includes people, laws, economic and market conditions, and technology. Employee participation in decision-making is concerned with shared decision-making in the work situation (Mitchell, 2010). Locke and Schweiger (2010) define it as “joint decision-making” between managers and subordinates. According to Noah (2008), it is a special form of delegation in which the subordinate gains greater control and greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of employees’ participation in a firm’s strategic planning activities. A firm can have a high or low degree of employee participation. A high degree of participation (deep employee involvement in decision-making) means that all categories of employees are involved in the planning process.

Components of Participatory Decision Making

Personal job issues

Personal job issues are integral components of participatory decision-making within an organization. These issues revolve around individual employees and their experiences, autonomy, and satisfaction within their roles. Addressing personal job issues is crucial for creating a work environment that fosters engagement, commitment, and a sense of fulfilment among employees.

Participatory decision-making often begins with the level of autonomy employees have in their roles. Empowering employees to make decisions

related to their tasks and responsibilities can lead to increased job satisfaction and a sense of ownership.

Team Group Issues

Team and group issues play a crucial role in the context of participatory decision-making within organizations. How teams function, communicate, and collaborate significantly influences the overall success of decision-making processes. Addressing these issues is vital to ensuring effective teamwork and the successful implementation of participatory decision-making. Effective communication within teams is fundamental for participatory decision-making. Teams need open channels for sharing information, ideas, and feedback to ensure that everyone is on the same page. Trust is the foundation of successful teamwork. Team members must trust each other and believe that their contributions are valued. Collaborative efforts are essential for participatory decision-making, with team members working together towards common goals.

Union Issues

Union issues are a significant aspect of participatory decision-making within an organisational context. Labour unions play a crucial role in representing the collective interests of workers, negotiating with management, and influencing workplace policies. When considering participatory decision-making, it's important to understand and address various union-related issues. Collective bargaining is a fundamental union activity involving negotiations between labour representatives and management to determine the terms and conditions of employment. Participatory decision-making may involve unions advocating for the inclusion of workers in decisions related to wages, benefits,

and working conditions. Unions act as representatives of their members, ensuring that workers' voices are heard in the decision-making process. In participatory decision-making, unions may advocate for mechanisms that allow workers to have a direct say in matters that impact their jobs and working conditions.

General Organisation issues

General organisational issues encompass a broad range of challenges and considerations that can impact participatory decision-making within an organization. These issues are often systemic and involve aspects of the organisational structure, culture, and management practices. Addressing these issues is crucial to creating an environment that supports collaborative decision-making processes. The culture of an organization influences how decisions are made and the level of employee involvement. A culture that values openness, collaboration, and employee input is conducive to participatory decision-making.

Inter personal relation

General interpersonal relations issues are critical considerations within an organisation, especially when aiming to implement participatory decision-making. Effective collaboration and communication among individuals contribute significantly to the success of any participatory approach. Addressing interpersonal relationship issues ensures a positive and cooperative environment. Differences in communication styles can lead to misunderstandings and misinterpretations. Organisations should promote awareness and understanding of diverse communication styles to enhance effective dialogue among team members.

Benefits of Participatory Decision Making among Employees

Many scholars and managers believe that if employees are adequately informed about matters affecting them and are afforded the opportunity to make decisions relevant to their work, there will be benefits for both the organization and the individual (Shadur, Kienzle, & Rodwell, 1999). Hence, the following are the benefits of employee participation in decision-making:.

In the first place, it contributes to greater trust and a sense of control on the part of the employees, and this consequently increases the employee's commitment or job satisfaction and enhances productive efficiency (Chang & Lorenzi, 1983). Employee participation can minimize the resources needed to monitor employee compliance (e.g., supervision and work rules), thereby reducing costs (Arthur, 1994; Spreitzer & Mishra, 1999).

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

(having been involved in decision-making). Implementing this outcome increases the likelihood of achieving goals effectively (Sashkin, 1976).

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

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

Challenges of Participatory Decision Making

Participatory decision-making is a management approach that emphasises involving employees in the decision-making process. This approach recognises the value of employee input, engagement, and ownership in organisational decision-making. While participatory decision-making has numerous benefits, it also faces various challenges that can hinder its effective implementation. This literature review aims to explore the challenges affecting participatory decision-making among employees, drawing insights from existing research and scholarly articles (Geekiyanage, Fernando, & Keraminyiyage, 2020).

Organisational Culture and Leadership Style:

One significant challenge is the prevailing organisational culture and leadership style, which may not be conducive to employee participation. Research suggests that hierarchical and autocratic cultures can impede participatory decision-making, as power and decision authority remain concentrated at the top levels of the organisation. A leadership style that emphasises control and limited employee involvement can discourage employees from contributing to decision-making processes (Kaner, 2014).

Lack of Trust and Fear of Retaliation:

A lack of trust in the organisation and its leadership can hinder employee participation. When employees fear negative consequences for speaking up or offering divergent opinions, they may hesitate to engage in decision-making processes. Research highlights the importance of creating a culture of trust where employees feel safe to express their views and opinions without fear of retaliation or negative repercussions (Lawrence et al., 2000).

Time Constraints and Workload Pressures:

Participatory decision-making requires time and effort from both employees and management. However, organisations often face time constraints and high workload pressures, making it challenging to allocate sufficient time for collaborative decision-making processes. Research suggests that time constraints can limit the depth and quality of employee participation, leading to rushed decisions or excluding employees from crucial decision-making discussions (Marzuki, 2015).

Communication and Information Sharing:

Effective communication is vital for participatory decision-making, but challenges in communication and information sharing can hinder employee involvement. Factors such as poor communication channels, inadequate information dissemination, and a lack of transparency can prevent employees from accessing the necessary information to make informed contributions. Limited communication can lead to misunderstandings, reduced engagement, and exclusion from decision-making processes (Ten et al., 2018).

Resistance to Change:

Resistance to change is a common challenge in organisations adopting participatory decision-making. Some employees may resist the shift in decision-making power, fearing loss of control or uncertainty about their roles and responsibilities. Research emphasises the importance of change management strategies to address employee resistance, such as clear communication, training, and providing a supportive environment for employees to adapt to the new approach (Malone & Hartung, 2009).

Power Dynamics and Inequality:

Power dynamics and inequalities within organisations can present barriers to effective employee participation in decision-making. Research highlights that employees in lower hierarchical positions may feel marginalised or perceive their contributions as less valued compared to those in higher positions. Overcoming power imbalances and promoting inclusivity are essential for enabling meaningful employee participation (De-Vente et al., 2016).

Lack of Skills and Knowledge:

Participatory decision-making requires certain skills and knowledge for effective participation. Employees may lack the necessary training or understanding of decision-making processes, making it challenging for them to contribute meaningfully. Developing employees' skills in areas such as critical thinking, problem-solving, and communication can address this challenge and enhance their ability to participate in decision-making (Karl, 1995).

Resistance from Middle Management:

Middle managers often play a crucial role in implementing participatory decision-making initiatives. However, research suggests that some middle managers may resist sharing decision-making authority due to concerns about losing control or uncertainty about their roles. Overcoming this resistance requires clear communication, training, and involving middle managers in the decision-making process from the outset (Coenen et al. 2012).

Concept of Employee Performance

Organisational managers have always been concerned about employee performance (Osabiya, 2015). Similarly, employee performance is a fundamental edifice of a commission; as a result, companies, in order to thrive, must scrutinise aspects that lay the foundation for outstanding performance (Armstrong, 2009). According to Wu and Lee (2011), in a study titled “The effects of internal marketing, job satisfaction, and service attitude on job performance among high-tech workers,” job performance is defined as workers' total performance in meeting the expected value and completing tasks within the procedure and time constraints of the organisation.

In a similar vein, Harvie and De Angelis (2009) describe job performance as the benchmark for promotions, redundancy, incentives, punishments, reviews, and wage modifications. It also meets the demands of employees to become more self-aware. Employee performance, according to Ahmad and Khurram (2011), reflects individuals' wide belief in their own behaviour and contributions to the organisation's success. According to Ahmad and Shahzad (2011), apparent employee performance encapsulates the employee's entire belief in their conduct and contributions to the organisation's success, and they go on to say that reward practices, performance evaluation, and promotion practices are all determinants of employee performance.

Similarly, Sarker, Sultana, and Prodhan (2017) define employee performance as a pointer to the financial or other outcome of the employee that has a direct link with the organisation's performance and accomplishment and further reveal that working atmosphere, leadership, team and co-worker relationships, training and career development, reward programmes,

guidelines and procedures, and workstation wellbeing are all factors that affect employee performance. However, Gruman and Saks (2011) argued that employee performance can be enhanced or improved through training and development in order to discover dominant viewpoints of organisational configuration and employee engagement and to understand the reasons associated with enhancing individual performance.

Furthermore, Jurewicz (2004) advocated for employee performance measures such as core task performance, which includes in-role performance, safety performance, and creativity; citizenship performance, which is divided into both target-specific and general organisational citizenship behaviours; and counterproductive performance, which includes general counterproductive work behavior. As a result, employee performance communicates about innovation performance and overall firm performance in such a way that a successful effort of fulfilled, inspired, and dedicated human resources produces creative ideas for new products or services and directly improves quality performance, operational performance, and client satisfaction (Mazzei, Flynn, & Haynie, 2016). Although there are some persistent debates about the benefits and drawbacks of such developments, effective employee performance monitoring becomes necessary (McEvily & Chakravarthy, 2002).

According to Inuwa (2016), an employee's apparent performance communicates the employee's full philosophy in regards to their activities and input to the attainment of the organisation's objectives and mission. They went on to say that the barometer for a worker's performance is compensation practices, performance evaluation practices, and employee promotion procedures. Yukl and Latham (1978) also noted that an employee's

performance is a measure or indication of the employee's monetary or other result, which has an absolute relationship with the organisation's performance and achievement.

Eyanuku (2021) also states that the employee in which employees accomplish tasks and other schedules, relationships with bosses, co-employee and team relationships, compensation procedures, and employee engagement are all determining variables for performance. Employee performance, on the other hand, can be measured through ongoing training and improvement, according to Alagaraja and Shuck (2015). To add to it, Arnoldo (2003) defines employee performance as core job performance, which encompasses in-role performance, security performance, and inventiveness, followed by citizenship performance, which is divided into both target-specific and broad organisational citizenship. However, in this study, the dimensions for assessing employee performance presented by Kariuki and Kiambati (2017) were adopted, which used output as the measure of change in employee performance from these concepts: training, participation in decision-making, and job autonomy.

Component of Employee performance

Employee Innovation

Innovation is crucial for organisational success (Lukes & Stephan, 2017). Studies suggest that fostering a culture of innovation positively impacts employee performance (Opland et al., 2022; Teng et al., 2020). Research explores factors influencing employee innovation, such as leadership support, organisational climate, and individual creativity. The relationship between employee engagement and innovation is a common focus, with findings

indicating a positive correlation. Studies highlight the role of organisational culture in fostering or hindering employee innovation. Innovative cultures, characterised by openness to new ideas and risk-taking, positively impact individual and team innovation (Sharma et al., 2021). Leadership styles, especially transformational leadership, have been associated with higher levels of employee innovation. Transformational leaders inspire and motivate employees, encouraging them to think creatively and contribute novel ideas. Team collaboration and diversity also play a crucial role in innovation. Research indicates that diverse teams, in terms of skills and backgrounds, tend to generate more innovative solutions (Badir et al., 2020).

Employee Punctuality

Punctuality is a fundamental aspect of employee performance (Chewe & Taylor, 2021). Research emphasises the impact of punctuality on team efficiency and overall workplace productivity. Studies may delve into the psychological aspects of punctuality, examining the influence of time management skills, organisational culture, and leadership behavior. The connection between punctuality and job satisfaction is often explored, revealing that punctual employees tend to experience higher levels of job satisfaction. The literature suggests a correlation between individual time management skills and punctuality (Kwon & Raman, 2023). Employees with effective time management skills are more likely to meet deadlines and show up on time consistently. Some studies explore the impact of organisational policies and practices on employee punctuality. Flexible work schedules and participatory decision-making, for instance, may influence punctuality differently than more rigid schedules.

Employee Satisfaction

Job satisfaction is a key determinant of overall employee performance (Ferdinandus, 2020). Numerous studies have investigated the factors contributing to job satisfaction (Ali-Shah et al., 2020). The role of leadership, organisational culture, work-life balance, and job design are common themes in literature exploring employee satisfaction. Positive relationships between employee satisfaction, commitment, and retention are well-established, underscoring the importance of addressing satisfaction as part of performance management. The importance of work-life balance in influencing job satisfaction is a recurring theme (Idoko et al., 2022). Employees who perceive a healthy balance between work and personal life tend to report higher job satisfaction. Job design, including task variety and autonomy, is linked to employee satisfaction. Jobs that offer intrinsic motivation factors contribute significantly to overall job satisfaction (Chewe & Taylor, 2021).

Quality of Service

Quality of service is often associated with customer satisfaction, and research suggests a direct link between employee performance and customer perceptions of service quality (Prentice et al., 2020). Employee training, empowerment, and motivation play pivotal roles in enhancing service quality (Qiu et al., 2020). Literature has explored the impact of internal factors, such as teamwork and communication, on the delivery of high-quality service. Training programmes aimed at improving employee skills and knowledge have a direct impact on the quality of service provided (Hong, Choi, & Chae, 2020). Well-trained employees are better equipped to meet customer expectations. Empowered employees, who feel a sense of ownership and

autonomy in their roles, are more likely to go above and beyond in delivering quality service (Hong et al., 202). Empowerment through participatory decision-making positively influences the customer experience (Saffar & Obeidat, 2020).

Empirical Review

Previous studies have divergent views on the relationship between employee participation and organisational productivity. For instance, Dede (2019) examined the relationship between employee participation in decision-making and organisational productivity among staff at the Cross River State Board of Internal Revenue, Calabar. Motivation theory and a qualitative data collection approach were employed. Simple and purposive sampling techniques were used to obtain a sample of 80 respondents for the study. A questionnaire consisting of 40 questions on the various employee participation scenarios and an interview were administered. Findings from the study indicated that when employees participate in decision-making, implementation becomes easy, creates a good working environment, increases commitment and satisfaction with decisions taken, and also increases employees' morale since they feel recognised as part of the team in the organisation, which is the direct consequence of all this improved productivity. The paper recommended that employees should be given the necessary skills and adequate training in order to promote creativity and innovation in decision-making and work attitudes, as this enhances organisational productivity.

Umar (2019) examined the relationship between employees' participation in decision-making and organisational performance. An employee is also referred to as a worker. An employee is an individual who

works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognised rights and duties. Therefore, an employee is hired for a specific job or to provide labour and works in the service of someone else, referred to as the employer. On the other hand, an organisation is an entity comprising multiple people, such as an institution or an association, that has a particular purpose. A pilot study requires a range of a few respondents (10–30); it was used by picking respondents at random, and the data collected were analysed using tables and percentages. The research work has found that involving employees in decision-making is very vital and important in achieving the highest peak in the performance of an organisation. In addition, employees' participation in decision-making positively affects their morale and enhances productive efficiency in the organisation. Employee participation in decision-making in an organisation influences them positively by making them give their very best to the growth and development of the organisation, and employees' nonparticipation in decision-making in an organisation can result in conflict between management and employees and lead to indifferent decision-making.

Harpreet (2019) examined the impact of employee participation in decision-making on organisational productivity. Three objectives were raised, which included: assessing the impact of employee participation in management decision-making at EMENITE PLC; investigating the impact of employee participation in management decisions on the productivity of the organisation; and making recommendations based on the research findings. In line with these objectives, two research hypotheses were formulated and two

null hypotheses were posited. The total population for the study is 200 staff of EMENITE PLC, Lagos State.

The researcher used questionnaires as the instrument for the data collection. A descriptive survey research design was adopted for this study. A total of 133 respondents, including human processing engineers, electricians, senior staff, and junior staff, were used for the study. The collected data were presented in tables and analysed using simple percentages and frequencies. Employee participation in decision-making has been found to have favourable effects on employee attitude, commitment, and productivity, as well as on the efficiency of managers. Thus, participative management should be seen as an inevitable tool in any organisation, both public and private. However, before this could be done or undertaken, a thorough examination of the organisation policy should be looked into and amended to affect this. In this study, some recommendations have been made to increase the importance and benefits of employees' participation in decision-making and its recognition.

Oyebamiji (2018) examined the influence of employees' participation in decision-making on organisation productivity with particular reference to Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomoso, in Oyo State, Nigeria. The purposeful random sampling technique was used to select Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso, Oyo State, Nigeria, while the simple random sampling method was used to select two hundred and five (205) respondents. Data were sourced via a structured questionnaire, and frequency, percentage, means, standard deviation, and linear regression analysis were employed to analyse the data. Results reveal that both direct participation and representative

participation have a positive and significant impact on organisational productivity.

Furthermore, results indicate that the level of employees' participation in decision-making at Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso, is very low due to the unwillingness of management to share decision-making with employees. The study therefore concludes that employees' participation in decision-making is an alternative paradigm for organisational productivity.

Nwoko and Emerole (2017) examined the effect of employees' participation in decision-making on organisational productivity with reference to the National Root Crops Research Institute in Umudike. Specifically, the study sought to ascertain the impact of employees' participation in decision-making on work commitment and examine the effect of employees' participation in decision-making on the productivity of NRCRI Umudike. The study adopted a survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic regression analysis and Pearson product moment correlation were used to run the analysis through SPSS version 20. The major findings revealed that there is a positive relationship between employees' participation in decision-making and the work commitment of the employees in the institution. Employees' participation in decision-making has a low positive effect on the productivity of the institution (correlation coefficient). The study concluded that employees' participation in decision-making has a positive effect on organisational productivity and recommends that the management of the National Root Crops Research Institute in Umudike adopt

an adept participatory approach to administration and decision-making in order to encourage employees affirmative commitment to organisational goals and objectives.

Saha and Kumar (2017) assessed the impact of participation in decision-making on job satisfaction, group commitment, and group learning. Data were collected from 397 managerial employees working in public sector undertakings across India. Structural equation modelling as a statistical technique and Warp as a statistical tool were used to verify the proposed relationships. The findings of the study suggest that participation in decision-making has a positive and significant relationship with job satisfaction. Further, participation in decision-making had a significant impact on group learning but had no impact on group commitment. Job satisfaction had a positive and significant impact on group commitment. Group learning was positively and significantly related to job satisfaction and group commitment. The results suggest that employee participation in the decision-making process is highly desirable as it elevates employee identification with their respective organisation.

Ikechukwu and Chidinma (2017) examine the effects of employee participation on minimum wage determination, with reference to the Nigerian Labour Congress. The study adopted a survey research design. The study adopted a survey research design. The sample size of the study was 500 workers. The instrument used for data collection was a questionnaire. Multiple regression analysis and a t-test were used to analyse the data. The major findings reveal that meetings with government representatives, the collective bargaining process, and exerting upward pressure on the government and

advising the government are the major ways that the members of the Nigerian Labour Congress actively participate in minimum wage determination in Nigeria.

Udu and Aturu-Aghedo (2016) also examine the impact of participatory decision-making on the performance of the Federal Airports Authority (FAAN), Lagos, Nigeria. A questionnaire was administered to 1020 young women and men (age range 24-44 years) who were selected through the purposive sampling technique. The collected data were analysed with the Bavarian statistical technique. The findings of the study reveal that the command-and-control strategy is no longer an adequate model in FAAN; a more collaborative framework that engenders greater organisational commitment and improved performance is in use as of the time of the study and is considered appropriate for decision-making in organisations.

Isichei and Ukandi (2015) investigated employees' participation in decision-making and the hospitality industry in Nigeria through a study of selected hotels in the federal capital territory of Abuja. To guide the study, research questions and hypotheses were designed. An in-depth review of related literature was carried out. The primary data method was used for the study, and the instrument used was a questionnaire survey designed using the Likert scale questionnaire format and administered to sixty respondents. A test of the reliability of the research instrument showed a result of 0.874 using Cronbach's alpha. The content method was used for the validity of the research instrument. Two hypotheses were postulated in line with the objectives and research questions to test the significance of the research problems. The study used linear correlation and regression for the analysis of data obtained from

the research instrument, which proved the alternate hypothesis significant in the two hypotheses tested. Findings in the study showed that employees' participation in decision-making impacts the performance of hotels in Nigeria. The study concludes that there is a positive relationship between the extent of employees' participation in decision-making and organisational performance. The study recommends, among others, that the participation of employees should not just be partial but holistic to give them a sense of belonging.

Jemilohun, Ekanem, and Adebara (2015) assessed the importance of employee participation in the organisational decision-making process, using the Le Meridien Ibom Hotel and Golf Resort, Uyo, as a case study. The design of the study was a survey. The instruments used for data collection were questionnaires and interviews. The sample for the study was 1743 female undergraduates. The collected data was analysed using multivariate analysis (ANOVA, T-test, regression, and factor analysis). The results show that gender and level of education had significant effects on employee relevance in the decision-making process, while age, grade of staff, and employee work division showed insignificant effects.

Kazimoto (2016) analyses factors affecting employee engagement and performance from selected retailing business enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was administered to 120 selected respondents using the purposive sampling technique. Measurement was done with the use of descriptive and inferential statistical approaches to consider responses from respondents and make decisions accordingly. The study focused on measuring employee engagement in relation to organisational

performance, focusing on non-financial factors. The findings show that the degree of retail employee engagement and the level of job satisfaction were very high in retail enterprises in Wobulenzi-Luweero City. However, it was observed that in retailing organisations, employees found it difficult to achieve equilibrium between work experience and home life with their employment. This study shows that despite the association between employee engagement and job satisfaction, there is no relationship between employee engagement and job assignment, which is an important key factor for organisational performance. The results reveal that job assignment is critical for engaging employees to ensure an organisation's longevity and profitability.

Erajesvarie and Shamila (2018) examined the impact of employee engagement on organisational performance, which has attracted much debate over the past two decades. This study examines the impact of employee engagement on organisational performance in an insurance brokerage as well as the factors that influence and shape employee engagement in the context of the organisation. To achieve this objective, a qualitative research approach was adopted for this study. Using an inductive approach, interviews were conducted to gain insights into the factors that affect employee engagement, and the data was gathered and analysed using thematic analysis. The key finding of this study was that there is an understanding of the concept of employee engagement and its impact on organisational performance. The study revealed that low engagement affected the commitment and motivation levels of staff. Low employee engagement levels were produced by job design, ineffective communication, management approach, participation, and incentives in the form of recognition.

Anthony (2017) examined the impact of employees' commitment on organisational performance in the Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (affective, normative, and continuous) have been taken as independent variables, with organisational performance as the dependent variable. Both descriptive and causal research methodologies were adopted in this study. A five-point Likert-type scaled questionnaire was constructed and administered among selected staff of the Eravurpatru Divisional Secretariat. The results of the study indicate that employee commitment (affective, normative, and continuous) is significantly related to organisational performance in the Eravurpatru Divisional Secretariat. The research findings reveal that there exists a positive relationship between the three commitments and organisational performance. It has also been proven from the results that there exists a strong correlation between the three independent variables and organisational performance. These outcomes in turn are associated with guiding the top management to work towards increasing employee's commitment levels, and the management should hire employees who are likely to become linked to the organisation; this will have a great impact and take the organisation towards a promising competitive edge.

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should hire employees who are likely to become linked to the organisation; this will have a great impact and take the organisation towards a promising competitive edge.

Simone et al. (2013) investigated the relationship between employee involvement (EI) and organisational productivity (OP). The possible moderating effect of organisational commitment (OC) was also considered. The four employee involvement elements (power, information, knowledge/skills, and rewards) were examined, and propositions were provided concerning the influence of these elements on organisational productivity and the interaction between these elements and organisational commitment that affects organisational productivity. A conceptual model, implications, and suggestions for future inquiry were presented.

Nachiket (2014) investigated the existing level of worker participation in management decision-making within the Indian work environment. The study involved a survey in which a total of 217 non-management employees drawn from two work organisations in Uttar Pradesh (Flour Mills and Sugar Mills) were used as subjects. Interview schedules and in-depth interviews were the main research techniques adopted for data collection, while percentage distribution and chi-square statistical techniques were used to analyse the data collected for the study. Results show that employees in both organisations demonstrate a high interest in participation in the decision-making process within their respective workplaces. However, the actual level of involvement in management decision-making demonstrated by the employees was found to be relatively low. There is a significant relationship between education and employees' involvement in decision-making at Flour

Mills. In Sugar Mills, there is a significant relationship between age and employees' involvement in decision-making, as well as between frequency of employees' consultation and organisational commitment. The study reveals a growing desire of non-management employees in the Indian work environment to exercise greater involvement in the decision-making process of their enterprises.

Owolabi and Abdul-Hameed (2011) examine the relationship between employee involvement in decision-making and firms' performance in the manufacturing sector in Nigeria. Data were generated by means of questionnaires for 670 manufacturing firms on employee involvement in decision-making and performance variables. Responses from the survey were statistically analysed using descriptive statistics, product moment correlation, regression analysis, and the Z-test (approximated with the independent samples t-test). The results of the study indicate a statistically significant relationship between employee involvement in decision-making and firms' performance, as well as a significant difference between the performance of firms whose employee involvement in decision-making is deep and the performance of firms whose employee involvement in decision-making is shallow. The findings also reveal the involvement of participating firms in employee involvement in decision-making. The implications of the study include the need for manufacturing firms to demonstrate a high level of commitment to employee involvement in decision-making for performance enhancement.

Conceptual Framework

This section explains how the variables link to each other. The pictorial representation of the relationship between variables underpinning the study has been indicated in Figure 1.

Participatory Decision

Employee Performance

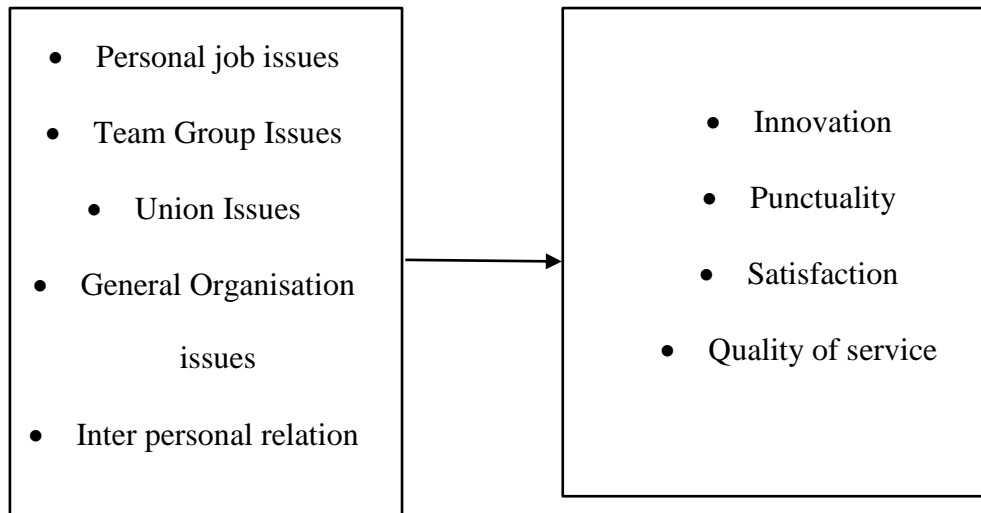


Figure 1: Conceptual Framework
Source: Author's Construct (2024)

Chapter Summary

This chapter analyses the theoretical framework underpinning this research. The concept within the study was explained from other researchers' perspectives. The empirical review of other researchers was also analysed in order to identify the results from other research on the subject matter.

CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter presented the study methods and various research procedures that were employed in gathering data for this study in order to address the aims and objectives of this research work. Items that are considered in this area cover the type of research design used, the research population, sampling technique and sample size, instruments and procedures for data collection, ethical considerations, the type of data, and the analysis procedures used.

Research Paradigm

The study employed a post-positivist research paradigm, which acknowledges the complexity of social phenomena and recognizes that knowledge is never completely objective or free from bias (Creswell, 2014). Post-positivism, building on the foundations of positivism, accepts that while objective reality exists, it can only be imperfectly understood through human observation, which is always influenced by individual perspectives and contextual factors. This paradigm is particularly suited to research that involves understanding human behavior and organizational dynamics, as it allows for a more nuanced exploration of the relationship between participatory decision-making and employee performance at the Public Utilities Regulatory Commission (PURC). Post-positivism asserts that findings are always tentative and can be refined with further investigation, emphasizing the importance of multiple methods and perspectives to triangulate results and minimize bias (Phillips & Burbules, 2000).

In the context of this study, post-positivism provided a flexible framework that enabled the exploration of both objective and subjective elements of the research problem. The mixed-methods approach, which combines qualitative and quantitative data collection, aligns with post-positivism's recognition that multiple realities exist and can be captured through different means (Teddlie & Tashakkori, 2009). By integrating various forms of data, this paradigm facilitates a comprehensive understanding of how participatory decision-making influences employee performance at PURC, while accounting for the influence of social, cultural, and organizational factors. This approach also allows for the possibility of refining theories and generating new insights, based on empirical findings, which is a key strength of post-positivist research (Creswell, 2014).

Research Approach

The study employed a quantitative research approach, which is widely used for examining relationships between variables in a systematic, numerical, and statistical manner (Creswell, 2014). This approach was chosen to quantify the impact of participatory decision-making on employee performance at the Public Utilities Regulatory Commission (PURC) by gathering numerical data that could be analyzed using statistical methods. Quantitative research allows for the measurement of variables, such as the level of employee involvement in decision-making and their subsequent performance outcomes, which can be expressed in numerical terms (Neuman, 2014). By using surveys and structured questionnaires, the study was able to collect data from a larger sample of employees, thereby ensuring the reliability and generalizability of the findings. This approach is particularly effective in identifying patterns,

trends, and relationships within large datasets, which can then be used to draw conclusions and make predictions about the broader population (Hair et al., 2015).

Additionally, the quantitative approach provides the advantage of objectivity and consistency in data collection and analysis, as the results are based on numerical evidence that can be independently verified and compared (Field, 2013). In this study, statistical tools such as regression analysis or correlation tests were employed to test the hypotheses and assess the strength of the relationship between participatory decision-making and employee performance. The use of quantitative methods is well-suited for studies that seek to establish cause-and-effect relationships or to evaluate the extent of an effect, providing a clear, objective understanding of how participatory decision-making influences performance at PURC (Creswell, 2014). This approach not only ensures the validity and reliability of the findings but also supports the development of evidence-based recommendations for improving employee performance through participatory decision-making processes.

Research Design

In this study, the positivist method was applied. Positivism, according to Saunders et al. (2016), is a philosophical system that deals with issues that can be experimentally proven while simultaneously providing a platform for generalization. This means that human interpretation has no bearing on the production of facts. Objectives were generated based on existing theory in this paradigm. These objectives are verified and confirmed, in whole or in part, or refuted, resulting in the development of a theory that can then be examined further through research (Creswell, 2009; Saunders et al., 2016). Because the

study's objectives are evaluated using theory, this paradigm is suited for fulfilling the study's aims.

The study used a quantitative research approach. Quantitative research is typically used when you want to gather numerical data and analyze it statistically to draw objective conclusions. This research approach is characterised by its structured methodology, large sample sizes, and use of statistical analysis. This method is useful for assessing relationships, their strengths and weaknesses, as well as the influence or impact of one variable on another. Furthermore, because the viewpoints are objective rather than subjective, the approach ensures that the study's findings can be generalized (Creswell & Creswell, 2017). As a result, quantitative analysis was used by the researcher in this study.

A causal design was employed in this study. This was appropriate since the study sought to analyse the causal relationship between participatory decision-making variables and the performance of employees (Saunders et al. 2015). In practice, the study looked into the impact of participatory decision-making on employee performance at the Public Utilities Regulatory Commission. There are benefits and drawbacks to using a causal research design (Creswell, 2014; Creswell & Creswell, 2017). Increased understanding of a subject, flexibility in accessing sources, improved conclusions, and generalisation of findings are all possible benefits of this strategy. The study's objectives provide a basic comprehension of the topic matter while also allowing the researcher to collect data about them via a well-designed questionnaire. The researcher could also make assumptions about the results of the analysis using quantitative analysis.

Despite these benefits, this method has a flaw in that it is prone to receiving biased information from respondents. Other uncontrollable factors, such as time and the lack of corporate responders, could also influence the results.

Study Area

The study was conducted at the Public Utilities Regulatory Commission (PURC) in Ghana, an essential institution responsible for regulating the public utilities sector, particularly in the areas of electricity, water, and natural gas. Established in 1997 by the Public Utilities Regulatory Commission Act, 1997 (Act 538), PURC plays a crucial role in ensuring that public utilities provide efficient, affordable, and reliable services to the public. The Commission's responsibilities include setting tariffs, overseeing the quality of service provided by utility companies, and promoting fair competition within the sector. As a regulatory body, PURC is integral to ensuring that utility services in Ghana align with national development goals and meet the needs of both consumers and service providers.

The study focused specifically on PURC's organizational context, where participatory decision-making processes are expected to influence employee performance. The regulatory environment within PURC presents a unique setting for examining how decision-making styles impact employee behavior and performance outcomes. As a government agency, PURC operates in a highly structured environment with established policies and procedures, which may either facilitate or hinder the extent to which employees are involved in decision-making. By exploring participatory decision-making within this specific institutional framework, the study aimed

to uncover insights relevant not only to PURC but also to other regulatory bodies and public sector organizations in Ghana. This focus on PURC is significant, as it allows for an in-depth analysis of how decision-making practices can contribute to organizational effectiveness and improved employee performance in a public sector setting.

Population

According to Hox and Boeije (2005), a research population is a complete set of objects or individuals possessing common characteristics. They stated that this is the total collection of objects or elements about which the research seeks to offer some inferences. The target population of this research work is limited to employees of the Public Utilities Regulatory Commission. A total of one hundred and forty-six (146) individuals working in the study area (PURC Report, 2021).

Sampling Technique

The idea of sampling is based on the selection of some elements in a population, usually due to the fact that the population is too substantial for one particular researcher to attempt to study all the individuals (Cooper & Schindler, 2014). A simple sampling technique was adopted for this study. The simple sampling technique is one of the probability sampling techniques that gives respondents an equal chance to be selected. This sampling technique was appropriate since the study's population couldn't be put into groups.

The research adopts the finite population sample size formula suggested by Krejcie and Morgan (1970). A minimum sample size of 120 is ideal for a finite or established target population of 146, according to their table. According to them, there is no need for the 'proven' population to use

the sample size calculation formula, as the table has all the provisions one wants to meet the appropriate sample size. The study used a total of 120 employees.

Source of Data

Coldwell and Herbst (2004) stated that data collection refers to the collective methods and tools that the study used during the information and data gathering process. This research sought to collect data from 120 respondents at the Public Utilities Regulatory Commission. The researcher got an introductory letter from the Department of Management, School of Business, University of Cape Coast to assist in the collection of data from respondents.

The researcher made an appointment with respondents from their respective branches. The researcher personally administered the questionnaires during working hours in order to get all respondents from their respective departments. In administering the questionnaires, this study used the drop-and-pick technique with the aim of allowing respondents adequate time to fill out the questionnaires submitted to them.

Data Collection Procedure

Modes of collecting primary data include observations, questionnaires, and interview guides. This study used questionnaires to gather primary data from respondents. As indicated earlier, this study focused on primary data that was provided by the respondents. The researcher collected primary data by using questionnaires.

Coldwell and Herbst (2004) argue that questionnaires are more efficient and effective ways of collecting information in that they demand less

time to organise, are less costly, and allow the gathering of information from a large number of populations. The research employed questionnaires as the primary instrument for information collection because they allowed wider coverage of the population for a short duration and also improved the privacy and confidentiality of the collected data. Hox and Boeijs (2005) stated that questionnaires are also convenient, as most respondents are able to fill them out in their own convenient and free time.

This study collected primary data using mainly closed-ended questions in the questionnaire designation procedure. By using a closed-ended question, the researcher was able to generate quantitative data relevant for this study. The questionnaire comprised a series of questions presented to respondents in a written format and in a manner that the respondents were expected to answer in writing. A set of questionnaires was developed by the researcher based on the research questions and reviewed by the research supervisor to determine their propriety and fit for purpose in meeting the objectives of this research. Under this, the respondents were presented with a list of written items to which they were required to respond by ticking or picking the one they considered most appropriate. The researcher conducted a pilot test of the questionnaires so as to identify and remove any possible ambiguity within the questionnaires. This was done to enhance the reliability and validity of the set of questionnaires. The set of questionnaires was administered on a one-to-one basis with the respondents. The researcher used a variety of follow-up procedures and methods, such as sending reminder notifications to responders, with the aim of getting a higher response rate.

This segment detailed how the variables used in the questionnaire were set and used in the analysis. The variables are grouped under the following headings: Respondents were asked to indicate by ticking their headings: status, age, gender, and the number of years they have been working at the Public Utility Regulatory Company. Section B of the questionnaire covered the components of participatory decision-making. The instrument was adopted from Li et al. (2021). This was measured on a Likert scale of 1 to 5, where 1 was strongly disagreeing and 5 was strongly agreeing. According to Mohammed (2015), the Likert scale is appropriate when used to measure subjective constructs. Section C was on organisational performance. Items under this section were adopted from Owusu (2018).

Data Analysis

According to Johnson (2014), data analysis is sometimes considered the most interesting and challenging aspect of any piece of research. He opined that data analysis refers to a procedure for deriving meaning from the information that has been retrieved from respondents during a study. In research, data analysis assumes several procedures. The use of quantitative data analysis comprises the employment of statistical techniques to gather, categorise, assess, analyse, and summarise the information to derive understanding.

As pointed out earlier in this chapter, the researcher undertook a field study to gather primary data from employees of the Public Utilities Regulatory Commission using questionnaires. Subsequent to data gathering, data reduction procedures will be followed to pick, organise, upgrade, refine, scrutinise, focus, and summarise the data for straight analysis. The data that

was collected with the use of questionnaires was edited to ensure accuracy, completeness, and consistency. The data retrieved from respondents was transformed into a form suitable for manipulation and analysis.

Data was recorded and analysed through the use of Statistical Package for Social Sciences (SPSS) software, Smart PLS 4, and Microsoft Excel. The researcher used descriptive data analysis, where the study used percentages, frequency, mean, standard deviations, and descriptive tables. The structural equation model was employed to analyse the relationship between the variables underpinning the study.

Ethical Consideration

The researcher put all the necessary steps in place to ensure that the study did not contravene ethical and moral concerns. Therefore, the following measures and procedures were taken: Firstly, the study questionnaires will be set up in a way that will not cause inconveniences or embarrassment to the targeted respondents and participants of the study.

Secondly, the staff of the surveyed commission will be assured of their confidentiality with respect to the information provided for this study. Information and data obtained from respondents were treated with a great deal of confidentiality. The researcher only sought the consent of the respondents contacted for this study, and these respondents were not coerced but did so willingly in contributing to the data for this study. The permission of the research respondents was obtained in writing before they participated in this study. As much as possible, the researcher exercised a high degree of objectivity and circumspection throughout the study period.

Chapter Summary

This chapter analyses the research method employed in the study. The study used a causal research design by employing a quantitative approach. Also, out of a population of 546, a sample size of 300 was extracted. A simple random sampling technique was employed in the data collection. The study's objectives were achieved by using descriptive statistics and the structural equation model. The Smart PLS 4 was employed in the data analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This study sought to examine the effect of participatory decision-making on employee performance. This chapter presents the results and discussion of the study. In addition, the chapter covered the analysis and findings of the research using both descriptive and inferential statistics. Specifically, the characteristics of the respondents were discussed.

Demographic Characteristics of the Respondents

The analysis evaluated the demographic profiles of the gathered data from the respondents. The respondents were asked to state their sex, age, highest level of education, and marital status. Table 1 shows the demographic characteristics of the respondents.

Table 1: Demographic Characteristics

Variable	Frequency	Percentages
Gender		
Male	59	49.3
Female	61	50.7
Age		
18-25	27	22.3
26-30	22	18
31-40	31	26
41-50	20	17
51-60	20	16.7
Educational Level		
No formal education	12	10.3
Primary	18	15.3
Secondary	38	31.3
Tertiary	52	43
Marital Status		
Married	56	47
Single	48	40.3
Widowed	6	4.7
Divorced	10	8

Department

Water service and performance monitoring	25	20.5
Energy service and performance monitoring	20	16.3
Regulatory economics	18	14.7
Regional Operations	2	2
Legal and formal hearing	28	23.7
Finance and Administration	2	2
Research and Corporate Affairs	25	20.5
Total	120	100

Source: Field Survey (2023)

Out of 120 of the respondents, fifty-nine (59) of the respondents were males. This represented 49.3 percent of the respondents. Sixty-one (61) of the respondents were female. This also represented 50.7 percent of the respondents.

Thirty-one (31) of the respondents were between the ages of 31 and 40. This represented 26 percent of the respondents. Twenty (20) of the respondents were between 18 and 25 years old. This also represented 22.3 percent of the respondents. Twenty-two (22) of the respondents were between 26 and 30 years old. This represented 18 percent of the respondents. Twenty (20) of the respondents were between the ages of 41 and 50 as well as 51 to 60 years.

With respect to educational level, fifty-two (52) of the respondents were in the tertiary. This represented 43 percent of the respondents. Thirty-eight (38) of the respondents were at the secondary level. This represented 31.3 percent of the respondents. Eighteen (18) of the respondents were on the primary and JHS certificates. This represented 15.3 percent of the respondents. Twelve (12) of the respondents had no formal education. This represented 10.3 percent of the respondents.

Fifty-six (56) of the respondents were married. This represented 47 percent of the respondents. Forty-eight (48) of the respondents were single. This represented 40.3 percent of the respondents. Ten (10) of the respondents were divorced. This represented 8 percent of the respondents. Six (6) were widowed. This represented 4.7 percent of the respondents.

Twenty-five (25) of the respondents were in water service and performance monitoring. This represented 20.5 percent of the respondents. Twenty-eight (28) of the respondents were in the legal and formal hearing departments. This represented 23.7 percent of the respondents. Twenty (20) of the respondents were in energy service and performance monitoring. This represented 16.3 percent of the respondents. Eighteen of the respondents were working in the regulatory economics department. This represented 14.7 percent of the respondents. Two (2) of the respondents were from the regional operations, finance, and administration departments. This represented 2 percent of the respondents.

Assessment of Measurement Models for the Study

The measurement models that were used for the investigation are the primary emphasis of this section. The evaluation of the indicator loadings comes first in this part of the section. Indicator loadings, internal consistency reliability (also known as composite reliability), convergent validity (AVE-average variance extracted), and discriminant validity are some of the aspects of the measurement model that are evaluated throughout the process (Fornell-Lacker and HTMT). In order to provide indications for the evaluation of the measurement model, a dependable PLS algorithm was put through its paces. The findings are summarized in the tables that are shown below.

Assessing Indicator Loadings

The data in Table 2 reveals that some of the indications have been removed. In order to make the overall model more reliable, we eliminated any and all indicators that had a loading score lower than the suggested threshold of 0.7, which was established by Hair et al (2016). 9 of the 20 measurement items scored significantly over the threshold, which was established at 0.7, while all of the ones that fell within the individual variables were kept.

Table 2: Cross Loadings

	General Organisation Issues	Innovation	Interpersonal Relations	Personal Job Issues	Punctuality	Quality of service	Satisfaction	Team Group Issues	Union Issues
GOI1	0.87	0.312	0.685	0.501	0.811	0.097	0.184	0.675	0.776
GOI2	0.9	0.275	0.666	0.591	0.914	0.017	0.103	0.714	0.798
GOI3	0.898	0.292	0.717	0.607	0.928	0.079	0.124	0.751	0.79
GOI4	0.916	0.363	0.768	0.617	0.922	0.117	0.081	0.765	0.819
GOI5	0.734	0.342	0.818	0.507	0.638	0.09	0.137	0.62	0.645
INNO1	0.323	0.903	0.321	0.344	0.308	0.054	0.125	0.355	0.257
INNO2	0.364	0.932	0.354	0.323	0.329	0.049	0.18	0.459	0.339
INNO3	0.344	0.907	0.337	0.268	0.324	0.119	0.112	0.451	0.383
INNO4	0.3	0.939	0.309	0.253	0.276	0.089	0.211	0.365	0.254
IR1	0.766	0.268	0.772	0.539	0.738	0.191	0.201	0.681	0.71
IR2	0.788	0.355	0.947	0.523	0.715	0.088	0.221	0.656	0.679
IR3	0.753	0.371	0.938	0.466	0.682	0.077	0.162	0.638	0.685
IR4	0.689	0.301	0.915	0.447	0.631	0.129	0.166	0.597	0.652
IR5	0.744	0.319	0.916	0.576	0.716	0.094	0.181	0.659	0.66
PJI1	0.62	0.289	0.521	0.859	0.61	0.034	0.045	0.714	0.608
PJI2	0.577	0.281	0.431	0.868	0.584	0.12	0.104	0.697	0.579
PJI3	0.562	0.304	0.503	0.912	0.581	0.089	0.096	0.648	0.536
PJI4	0.57	0.25	0.539	0.864	0.573	0.203	0.045	0.686	0.561
PJI5	0.518	0.279	0.493	0.853	0.509	0.215	0.156	0.727	0.584
PUNT1	0.9	0.275	0.666	0.591	0.914	0.017	0.103	0.714	0.798
PUNT2	0.898	0.292	0.717	0.607	0.928	0.079	0.124	0.751	0.79
PUNT3	0.916	0.363	0.768	0.617	0.922	0.117	0.081	0.765	0.819
QUAL1	0.027	-0.058	0.07	0.084	0.039	0.751	0.386	0.014	0.039
QUAL3	0.079	0.215	0.111	0.11	0.059	0.792	0.488	0.08	0.091
QUAL4	0.109	0.065	0.125	0.157	0.083	0.83	0.551	0.079	0.08

SATI2	-0.104	0.051	-0.044	-0.077	-0.148	0.217	0.711	-0.117	-0.171
SATI3	0.183	0.182	0.243	0.131	0.158	0.626	0.984	0.137	0.141
TGI1	0.557	0.183	0.439	0.815	0.567	0.158	0.036	0.743	0.639
TGI2	0.535	0.264	0.443	0.842	0.532	0.061	0.03	0.756	0.589
TGI3	0.709	0.403	0.634	0.552	0.699	0	0.052	0.857	0.799
TGI4	0.728	0.477	0.723	0.53	0.714	0.045	0.061	0.817	0.776
TGI5	0.733	0.413	0.621	0.614	0.717	0.058	0.197	0.872	0.801
UI1	0.683	0.342	0.588	0.483	0.672	0.084	0.082	0.779	0.837
UI2	0.708	0.323	0.641	0.561	0.705	0.095	0.129	0.806	0.874
UI3	0.712	0.322	0.64	0.541	0.695	0.066	0.054	0.804	0.868
UI4	0.799	0.199	0.667	0.609	0.774	0.056	0.08	0.731	0.845
UI5	0.855	0.26	0.673	0.595	0.842	0.072	0.047	0.715	0.83

Source: Field Survey (2023)

Indicators that loaded above 0.7 were maintained. The indicators below 0.7 were deleted.

Assessing Internal Consistency Reliability

In this particular investigation, composite reliability was used in order to determine the level of internal consistency and dependability possessed by the various structures. Cronbach's alpha is not the most effective way to quantify internal consistency; composite reliability is a more acceptable metric (Rossiter, 2002). According to the findings shown in Table 3, all of the latent variables investigated in this research are trustworthy since their loadings were all very close to the 0.7 criterion.

Table 3: Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
General Organisation Issues	0.915	0.925	0.937	0.75
Innovation	0.94	0.948	0.957	0.847
Interpersonal Relations	0.94	0.94	0.955	0.81
Personal Job Issues	0.921	0.921	0.94	0.76
Punctuality	0.911	0.911	0.944	0.849
Quality of service	0.703	0.71	0.834	0.627
Satisfaction	0.631	1.802	0.795	0.671
Team Group Issues	0.871	0.886	0.905	0.657
Union Issues	0.905	0.906	0.929	0.724

Source: Field Survey (2023)

Before a data collection instrument can be considered dependable, Cronbach (1951) suggests that its Cronbach alpha value should be at least 70 percent. According to the findings shown in the table that is located above, the levels of reliability achieved were higher than those considered to be acceptable (Cronbach's alphas >.70, average variance extracted >.50, and

composite reliability $>.70$), as suggested by researchers (Fornell & Larcker, 1981). In addition, the factor loadings, which ranged from 0.7 and above, demonstrated high convergent validity. The discriminant validity of the measurement model was also evaluated as part of the overall evaluation process.

Assessing Discriminant Validity

In order to establish discriminant validity, a construct has to demonstrate that it is singular and can reflect phenomena that are not captured by any of the other constructs in the model (MacKinnon, 2008). In order to determine the discriminant validity of the HTMT and the Fornell-Lacker criterion's results, this research was carried out. The Fornell-Larcker criteria is a comparison that is made between the square root of the AVE values and the correlations of the latent variables (Fornell & Larcker, 1981). To be more specific, the square root of the average variance explained for each construct needs to be higher than the greatest correlation it has with any other construct (Hair et al., 2013). According to the findings in Table 4, the square root of each variable has a correlation that is much higher than its correlations with the other constructs that were investigated in this research. This indicates that every construct is one of a kind and that no two constructions capture the same phenomena in the same way.

Table 4: Fornell-Lacker Criterion

	General Organisation Issues		Interpersonal Relations		Personal Job Issues		Quality of service Satisfaction		Team Group Issues		Union Issues
General Organisation											
Issues	0.866										
Innovation	0.363	0.92									
Interpersonal Relations	0.536	0.36	0.9								
Personal Job Issues	0.454	0.322	0.571	0.872							
Punctuality	0.382	0.336	0.478	0.357	0.922						
Quality of service	0.092	0.084	0.129	0.15	0.077	0.792					
Satisfaction	0.143	0.172	0.208	0.102	0.112	0.602	0.819				
Team Group Issues	0.216	0.447	0.322	0.496	0.206	0.072	0.099	0.811			
Union Issues	0.187	0.338	0.156	0.258	0.271	0.088	0.091	0.129	0.851		

Source: Field Survey (2023)

The performance of the Fornell-Larcker criteria is quite low, particularly when the indicator loadings of the constructions that are being considered differ just a little from one another (e.g., all indicator loadings vary between 0.60 and 0.80). The efficacy of the Fornell-Larcker criteria in identifying discriminant validity difficulties increases when indicator loadings fluctuate more significantly; nonetheless, the criterion's performance in evaluating the overall discriminant validity remains very low (Voorhees, Brady, Calantone, & Ramirez, 2009). Henseler, Ringle, and Sarstedt (2015) suggest evaluating the heterotrait monotrait ratio (HTMT) of the correlations as a potential solution. According to Henseler and colleagues (2015), a latent construct is said to have discriminant validity when the HTMT ratio of the construct is less than 0.850. The findings are provided in Table 5, and they reveal that the HTMT values are significantly higher than 0.850.

Table 5: Heterotrait-Monotrait Ratio (HTMT)

	General Organisation		Interpersonal Relations		Personal Job Issues		Quality of service		Team Group Issues	Union Issues
	Issues	Innovation			Punctuality		Satisfaction			
General Organisation										
Issues										
Innovation	0.394									
Interpersonal Relations	0.209	0.381								
Personal Job Issues	0.111	0.347	0.611							
Punctuality	0.068	0.363	0.438	0.116						
Quality of service	0.122	0.187	0.158	0.187	0.105					
Satisfaction	0.229	0.208	0.236	0.161	0.236	0.345				
Team Group Issues	0.399	0.47	0.276	0.923	0.293	0.125	0.189			
Union Issues	0.269	0.365	0.316	0.218	0.154	0.111	0.242	0.201		

Source: Field Survey (2023)

Assessing the Structural Model

Table 5 presents the findings, which reveal that HTMT values are much lower than 0.850. The results of determining whether or not the indicators in this research exhibit multicollinearity are shown in Table 6. In the context of PLS-SEM, a possible collinearity issue is indicated by a tolerance value of 0.20 or lower and a VIF value of 5 or higher, respectively (Hair et al., 2011). To be more explicit, if the Variation Indicator Fit level of an indicator is 5, it suggests that the other formative indicators connected with the same construct account for eighty percent of the indicator's variance. Based on the data that was obtained from this study, it was determined that there was no multicollinearity between the indicators.

Table 6: Collinearity amongst Constructs

	VIF
General Organisation Issues -> Innovation	1.908
General Organisation Issues -> Punctuality	2.217
General Organisation Issues -> Quality of service	0.238
General Organisation Issues -> Satisfaction	2.237
Interpersonal Relations -> Innovation	1.792
Interpersonal Relations -> Punctuality	1.168
Interpersonal Relations -> Quality of service	2.017
Interpersonal Relations -> Satisfaction	2.105
Personal Job Issues -> Innovation	1.571
Personal Job Issues -> Punctuality	0.982
Personal Job Issues -> Quality of service	2.950
Personal Job Issues -> Satisfaction	2.154
Team Group Issues -> Innovation	1.689
Team Group Issues -> Punctuality	2.771
Team Group Issues -> Quality of service	1.435
Team Group Issues -> Satisfaction	1.094
Union Issues -> Innovation	2.431
Union Issues -> Punctuality	1.433
Union Issues -> Quality of service	2.544
Union Issues -> Satisfaction	1.543

Source: Field Survey (2023)

Additional proof that the standard method does not include any bias may be seen in Table 6, which presents the VIF's results. According to the

criteria that were proposed by Kock and Lynn (2012), the occurrence of a VIF value that is greater than 3.3 is proposed as an indication of pathological collinearity, and it is also proposed as an indication that a model may be contaminated by common method bias. Both of these indications were proposed as a result of the work that was done by Kock and Lynn (2012). Both of these signals are founded on the standards that Kock and Lynn put forth in their proposal (2012). Because of this, we are able to say that the model is free from the problem of vertical or lateral collinearity as well as common method bias if all of the VIFs that come from a comprehensive collinearity test have a value that is equal to or lower than 3.3 (Kock). In addition, we are able to say that the model is free from the problem of common method bias (2013).

Assessing Coefficient of Determination and Predictive Relevance

According to Hair et al. (2014), a level of significance of 0.25, 0.5, or 0.75 for a structural model's coefficient of determination (R^2) is considered to have a low level of significance, a moderate level of significance, and a large level of significance, respectively. In addition, the author said that a predictive relevance (Q^2) of 0.02, 0.15, and 0.35, as well as an effect size (f^2) of 0.02, 0.15, and 0.35, are each regarded as being little, mid, and large, respectively, for structural models. One can draw the following conclusion from the data presented in Table 7: This is based on an examination of the predictive relevance of the model (0.209). This indicates that the independent variables are capable of generating accurate predictions about the dependent variable. The results of the impact size indicate that each variable has very little influence on the endogenous variable.

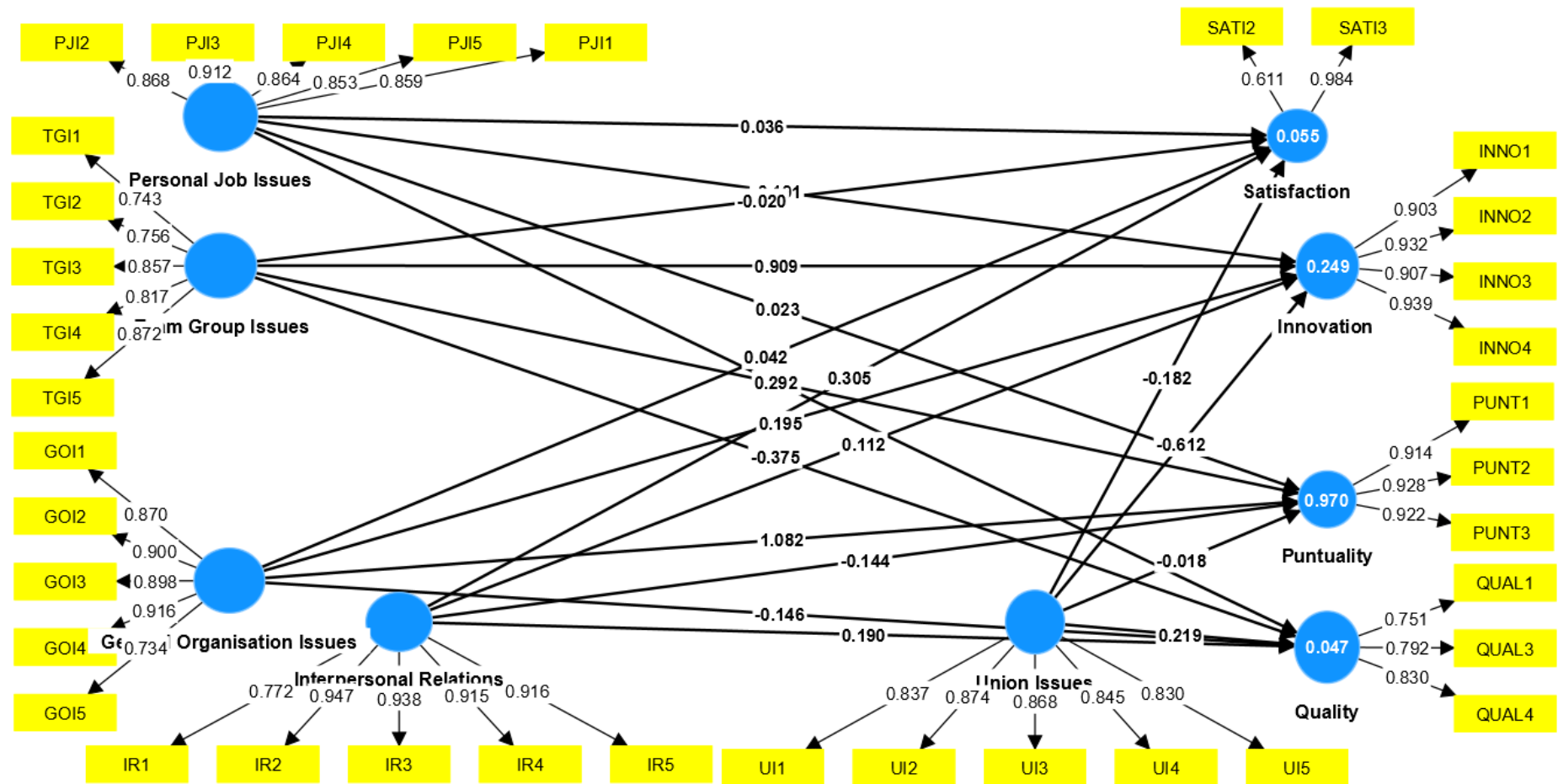


Figure 2: Model specification
Source: Field Survey (2023)

Table 7: Regression Output

	Original sample (O)	Standard deviation (STDEV)	T stats	P values
General Organisation Issues -> Innovation	0.195	0.028	6.964	0.000
General Organisation Issues -> Punctuality	0.982	0.06	16.367	0.000
General Organisation Issues -> Quality of service	0.146	0.196	0.745	0.713
General Organisation Issues -> Satisfaction	0.142	0.054	2.630	0.008
Interpersonal Relations -> Innovation	0.312	0.083	3.759	0.001
Interpersonal Relations -> Punctuality	0.144	0.053	2.717	0.006
Interpersonal Relations -> Quality of service	0.19	0.213	0.892	0.373
Interpersonal Relations -> Satisfaction	0.305	0.272	1.121	0.263
Personal Job Issues -> Innovation	0.591	0.26	2.273	0.003
Personal Job Issues -> Punctuality	0.623	0.041	15.195	0.000
Personal Job Issues -> Quality of service	0.292	0.127	2.299	0.009
Personal Job Issues -> Satisfaction	0.836	0.206	4.058	0.000
Team Group Issues -> Innovation	0.909	0.286	3.178	0.002
Team Group Issues -> Punctuality	0.725	0.067	10.821	0.000
Team Group Issues -> Quality of service	-0.375	0.456	-0.822	0.41
Team Group Issues -> Satisfaction	-0.02	0.349	-0.057	0.953
Union Issues -> Innovation	0.612	0.229	2.672	0.009
Union Issues -> Punctuality	-0.018	0.074	-0.243	0.811
Union Issues -> Quality of service	0.819	0.322	2.543	0.009
Union Issues -> Satisfaction	-0.182	0.423	-0.430	0.667

Source: Field Survey (2023)

Participatory decision making and employee performance

The purpose of the study was to analyse the effect of participatory decision-making on employee performance. Participatory decision-making was demarcated into five components. These included personal job issues, team group issues, union issues, general organisation issues, and interpersonal relations. Employee performance was also demarcated into four components. This included innovation, punctuality, satisfaction, and quality of service. Components of participatory decision-making regressed on all four components of employee performance.

Participatory decision making and innovation

The first hypothesis was to analyse whether there was a significant positive relationship between participatory decision-making and innovation.

From Table 7, general organisation issues had a positive and significant effect on innovation [$B = 0.195$; $t(150) = 6.964$; $p < 0.05$]. A unit increase in participation in general organisation issues would lead to a 0.195 increase in employee innovation. When employees participate in decision-making processes, they experience empowerment and ownership over their work. This increased responsibility can motivate them to contribute innovative ideas and solutions to the challenges faced by the organization. Involving employees in decision-making brings in diverse perspectives and ideas. Different backgrounds, experiences, and expertise can contribute to a richer pool of ideas, fostering a more innovative environment. Employees who feel that their opinions are valued are likely to be more motivated and have higher morale. Higher morale can lead to a positive work environment, encouraging creativity and a willingness to take risks, both of which are essential for innovation.

There was a positive and significant relationship between employees' participation in decisions in interpersonal relations issues and employee innovation [$B = 0.142$; $t(150) = 2.630$; $p < 0.05$]. A unit increase in interpersonal relations issues would lead to a 0.142 increase in employee innovation. Decision-making in interpersonal relations often involves collaboration and problem-solving. When employees actively participate in decisions related to how teams work together, share ideas, and communicate, it can foster a collaborative environment conducive to innovation. In

interpersonal relations, decisions often require consideration of diverse perspectives and experiences. Encouraging employees to participate in these decisions can bring a variety of viewpoints to the table, enhancing creativity and innovation.

There was a positive and significant relationship between employees' participation in personal job issues and employee innovation [$B = 0.591$; $t(150) = 2.273$; $p < 0.05$]. A unit increase in personal job-related decisions would lead to a 0.591 increase in employee innovation. The notion of a positive and significant relationship between employee participation in decisions related to personal job issues and employee innovation is plausible and aligns with certain principles in organisational behaviour and innovation management. Participation in decisions about personal job issues, such as task assignments, project involvement, or skill development, can empower employees and provide a sense of autonomy. Empowered and autonomous individuals are often more motivated to explore innovative solutions in their work. When employees have a say in decisions concerning their own job responsibilities and development, they may feel a stronger sense of ownership and commitment to their work. This sense of ownership can translate into a greater willingness to invest time and effort into generating innovative ideas.

There was a positive and significant relationship between employees' participation in decisions on team group issues and employee innovation [$B = 0.909$; $t(150) = 3.178$; $p < 0.05$]. A unit increase in team group issues and decisions would lead to a 0.909 increase in employee innovation. A positive and significant relationship between employee participation in decisions related to team or group issues and employee innovation is in line with the

principles of organisational behaviour and innovation management. Team or group decisions often involve input from individuals with diverse backgrounds and expertise. When employees participate in decisions related to team or group issues, it brings a variety of perspectives to the table, fostering creativity and innovative thinking. Team or group decisions encourage collaboration and knowledge sharing among team members. The exchange of ideas and expertise can spark innovation as team members build on each other's insights and experiences.

There was a positive and significant relationship between employees' participation in union issues and employee innovation [$B = 0.612$; $t(150) = 2.672$; $p < 0.05$]. A unit increase in union issue decisions would lead to a 0.612 increase in punctuality among employees. Participation in decisions related to union issues may involve collaborative problem-solving. When employees and union representatives work together to address challenges, it can foster a culture of collective problem-solving and innovation. Union issues often involve negotiation and conflict resolution. Effective conflict resolution requires creative problem-solving skills. Employees engaged in decision-making related to union matters may develop and apply creative solutions, contributing to innovation. Involving employees in decisions related to union issues promotes an inclusive decision-making process. Inclusivity is linked to higher levels of engagement and commitment, factors that can positively impact the generation and implementation of innovative ideas.

Participatory decision making and punctuality

The first hypothesis was to analyse whether there was a significant positive relationship between participatory decision-making and punctuality.

From Table 7, participation in general organisation issues had a positive and significant effect on employees' punctuality [$B = 0.982$; $t(150) = 16.367$; $p < 0.05$]. A unit increase in participation in general organisation issues would lead to a 0.982 increase in employees' punctuality. Organisational decisions regarding flexible work arrangements, such as remote work or flexible hours, can impact punctuality. Clear guidelines on when and how flexibility can be exercised help employees manage their schedules effectively.

There was a positive and significant relationship between employees' participation in decisions in interpersonal relations issues and employee punctuality [$B = 0.144$; $t(150) = 2.717$; $p < 0.05$]. A unit increase in interpersonal relations issues would lead to a 0.142 increase in employee punctuality. Decisions related to interpersonal relations often shape the overall work environment. A positive and supportive work culture, fostered by employees participating in decisions about team dynamics and relationships, may contribute to higher job satisfaction and, in turn, improved punctuality. When employees are involved in decisions about interpersonal relations, there may be a sense of collective responsibility and accountability within the team. This accountability can extend to punctuality, as team members are more likely to support each other in adhering to schedules. Decisions regarding interpersonal relations often involve communication strategies. Effective communication can reduce misunderstandings and ensure that expectations, including those related to punctuality, are clearly communicated and understood.

There was a positive and significant relationship between employees' participation in personal job issues and employee punctuality [$B = 0.623$; $t(150) = 15.195$; $p < 0.05$]. A unit increase in personal job-related decisions would lead to a 0.623 increase in employee punctuality. While the relationship between employee participation in decisions related to personal job issues and employee punctuality may not be immediately intuitive, there are potential indirect connections that could explain a positive and significant relationship. When employees are involved in decisions related to their personal job issues, such as task assignments or project timelines, they may develop a stronger sense of ownership over their work. This sense of ownership could lead to increased responsibility and punctuality in meeting deadlines. Participation in decisions about personal job issues allows employees to align their responsibilities with their skills and preferences. When tasks are well-matched to an employee's strengths and interests, they may be more motivated to complete them in a timely manner.

There was a positive and significant relationship between employees' participation in decisions in team group issues and employee punctuality [$B = 0.725$; $t(150) = 10.821$; $p < 0.05$]. A unit increase in team group issue decisions would lead to a 0.725 increase in punctuality among employees. The relationship between employee participation in decisions related to team or group issues and employee punctuality might be less straightforward compared to relationships with other factors such as satisfaction or innovation. In teams where decisions are made collectively, there may be a sense of shared responsibility. This shared responsibility could extend to punctuality, as team members may feel a commitment to being on time for meetings and

collaborative activities. Decision-making within a team context can foster a culture of accountability. Team members may recognise the importance of being punctual to support the overall effectiveness of the team and to respect the time commitments of their colleagues.

There was no significant relationship between participation in union issue decisions and employees' punctuality [$B = -0.018$; $t(150) = -0.243$; $p > 0.05$]. Participating in decisions concerning union issues would not influence employees' punctuality.

Participatory decision making and satisfaction

The first hypothesis was to analyse whether there was a significant positive relationship between participatory decision-making and satisfaction.

From Table 7, there was a positive and significant relationship between participation in general organisation issues and employees' satisfaction [$B = 0.142$; $t(150) = 2.630$; $p < 0.05$]. A unit increase in participation in general organisation issues would lead to a 0.142 increase in employee satisfaction. A positive and significant relationship between employee participation in general organisation issues and employee satisfaction aligns with well-established principles in organisational psychology and management. When employees are actively involved in decision-making processes and general organisational issues, they feel a greater sense of involvement and engagement. This sense of being a valuable contributor to the organisation's direction can enhance overall job satisfaction. Participation in organisational issues often implies a degree of empowerment and autonomy for employees. When individuals feel they have a say in matters that affect their work, it can lead to higher levels of job satisfaction. Organizations that value and actively seek employee input signal

to their workforce that individual opinions and contributions are recognized and appreciated. This recognition contributes to a positive work environment and, consequently, higher levels of employee satisfaction.

There was no significant relationship between participation in interpersonal relations issues, decisions, and employees' satisfaction [$B = 0.305$; $t(150) = 1.121$; $p > 0.05$]. Participating in decisions concerning interpersonal relations issues would not influence employees' satisfaction.

There was a positive and significant relationship between employees' participation in personal job issues and employee satisfaction [$B = 0.836$; $t(150) = 4.058$; $p < 0.05$]. A unit increase in personal job-related decisions would lead to a 0.836 increase in employee satisfaction. A positive and significant relationship between employee participation in decisions related to personal job issues and employee satisfaction aligns with established principles in organisational psychology and management. Participation in decisions related to personal job issues gives employees a sense of empowerment and autonomy. When individuals have a say in shaping their own work experiences, it contributes to higher levels of job satisfaction. Involvement in decisions about personal job issues, such as task assignments or project planning, provides employees with a sense of control over their work. Feeling in control is associated with increased job satisfaction. Participating in decision-making allows employees to align their job responsibilities with their skills and interests. When there is a match between individual capabilities and job tasks, it contributes to greater job satisfaction.

There was no significant relationship between participation in union issue decisions and employees' satisfaction [$B = -0.182$; $t(150) = -0.430$; $p >$

0.05]. Participating in decisions concerning union issues would not influence employees' satisfaction.

Participatory decision making and quality of service

The first hypothesis was to analyse whether there was a positive significant relationship between participatory decision making and quality of service.

From Table 7, there was no significant relationship between participation in general organisation issues decisions and quality of service of employee [$B=0.146$; $t(150) = 0.745$; $p > 0.05$]. Participating in decisions concerning the general organization issues would not influence the quality of service of employees.

There was no significant relationship between participation in interpersonal relations issues decisions and quality of service of employees [$B=0.190$; $t(150) = 0.892$; $p > 0.05$]. Participating in decisions concerning the interpersonal relations issues would not influence the quality of service of employees.

There was a positive and significant relationship between employee's participating in decisions in personal job issues and quality of service [$B=0.292$; $t(150) = 2.299$; $p < 0.05$]. A unit increase in personal job issues decisions would lead to a 0.623 increase in quality of service of employees. A positive and significant relationship between employee participation in decisions related to personal job issues and the quality of service of employee is plausible and aligns with established principles in organizational behavior and management. When employees are involved in decisions regarding their personal job issues, such as task assignments or project planning, they may

develop a stronger sense of ownership and responsibility for their work. This increased accountability is likely to positively influence the quality of their output. Participation in decisions allows employees to align their responsibilities with their skills and interests. When employees are engaged in tasks that match their strengths and preferences, they are more likely to produce high-quality work. Employees who have a say in decisions related to their personal job issues tend to experience higher levels of motivation and job satisfaction. This positive emotional state is often linked to increased effort and attention to detail, leading to improved output quality.

There was no significant relationship between participation in team group issues decisions and quality of service of employee [$B = -0.375$; $t(150) = -0.822$; $p > 0.05$]. Participating in decisions concerning the team group relations issues would not influence the quality of service of employee.

There was a positive and significant relationship between employee's participating in decisions in union issues and quality of service [$B = 0.819$; $t(150) = 2.543$; $p < 0.05$]. A unit increase in union issues decisions would lead to a 0.819 increase in quality of service of employees. Participation in decisions related to union issues often involves collaborative problem-solving. When employees are actively engaged in addressing workplace challenges through negotiations or discussions related to union matters, it can foster a culture of collective problem-solving, potentially enhancing the overall quality of service of employees. Involving employees in decisions related to union issues may contribute to higher levels of engagement and commitment. Engaged and committed employees are generally more focused on delivering quality work, as they see their contributions as valuable to the organization.

The finding is consistent with studies such as Gallego-Losada et al., (2022), Cupak et al., (2019) and Cahill et al., (2019).

Chapter Summary

The chapter analyzed the objectives of the study. The study used the structural equation model. Tables were used to present the study's results. The study found the following findings and conclusions

Table 8: Summary of Findings

No	Hypothesis	Conclusion
1	There is a positive relationship between participatory decision making and employee innovation.	Accepted
2	There is a positive relationship between participatory decision making and employee punctuality.	Accepted
3	There is a positive relationship between participatory decision making and employee satisfaction.	Accepted
4	There is a positive relationship between participatory decision making and employee quality of service.	Accepted

Source: Field Survey (2023)

From the Table 8, all the hypotheses were accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

It just so happens that this is the very last chapter of the research. In this chapter, we will go through the results and conclusions, as well as the policy implications and suggestions that stem from the research. In addition, the chapter provides some ideas for additional research.

Summary

This study was aimed at examining the effect of participatory decision-making on employee performance. Specifically, the study sought to: 1. Analyse the effect of participatory decision-making on employee innovation of the Public Utilities Regulatory Commission, Ghana; 2. examine the effect of participatory decision-making on employees' punctuality of the Public Utilities Regulatory Commission, Ghana; 3. analyse the effect of participatory decision-making on the quality of service of employees of the Public Utilities Regulatory Commission, Ghana; and 4. investigate the effect of participatory decision-making on employees' satisfaction of the Public Utilities Regulatory Commission, Ghana.

The study employed a causal research design since it tested the relationship between the various variables. The data collection instruments were questionnaires. The study employed a quantitative research approach. The simple random sampling technique was used in selecting a respondent of 300. Descriptive statistics and the structural equation model were employed to analyse the objectives of the study.

The study found that general organizational issues had significant effect on innovation, punctuality and satisfaction. Interpersonal relations also had a positive and significant effect on innovation and punctuality. Personal job issues also had a positive and significant effect on innovation, punctuality, quality of service and satisfaction. Team group issues also had a positive and significant effect on innovation and punctuality. Finally, union issues had a positive and significant effect on innovation and quality of service.

Conclusion

In summary, the exploration of the relationship between employee participation in decision-making and various outcomes highlights the profound impact that involving employees in the decision-making process can have on organisational dynamics. Across different domains, including personal job issues, team/group matters, interpersonal relations, and union-related decisions, a positive and significant relationship has been identified with key outcomes such as employee satisfaction, innovation, punctuality, and work quality.

The key takeaways emphasise the importance of empowering employees, fostering collaboration, promoting open communication, and creating a positive work culture. When employees are given a voice in decisions that directly affect their work, job satisfaction tends to rise. Collaboration and inclusive decision-making contribute to a creative environment that fuels innovation. Additionally, the relationship between participation and outcomes underscores the role of transparent communication, continuous learning, and the recognition of employee contributions.

Balancing autonomy with accountability, recognising the significance of employee well-being, and tailoring approaches to the specific context of each organisation are essential considerations. The interplay of these factors reinforces the idea that a positive and collaborative workplace culture, where employees feel valued and included in decision-making processes, is conducive to higher levels of job satisfaction, innovation, punctuality, and work quality.

Organisations that prioritise and facilitate employee participation in decision-making not only enhance individual job experiences but also foster a collective environment where employees are motivated, engaged, and committed to delivering their best work. The positive relationship identified in this exploration serves as a compelling rationale for organizations to embrace inclusive decision-making practices, recognizing them as a strategic investment in overall organizational success and employee well-being.

Recommendations

Based on the positive relationship identified between employee participation in decision-making and various desirable outcomes, the following recommendations are suggested for organizations looking to enhance their workplace dynamics:

- **Foster a Culture of Inclusivity:** Create a culture that values and encourages the participation of employees in decision-making processes. This inclusivity can be achieved through open communication channels, transparent policies, and a commitment to listening to diverse perspectives.

- **Provide Training on Decision-Making Skills:** Offer training programmes that help employees develop effective decision-making skills. This includes communication, problem-solving, and collaboration skills that are essential for actively participating in various aspects of decision-making.
- **Implement Transparent Communication Practices:** Establish transparent communication practices to keep employees informed about decisions that impact them directly or indirectly. Clarity in communication builds trust and ensures that employees understand the rationale behind organisational decisions.
- **Encourage Cross-Functional Collaboration:** Promote collaboration across different departments and teams. Cross-functional collaboration fosters a holistic approach to decision-making, allowing employees from diverse backgrounds to contribute their unique insights and skills.
- **Establish Feedback Mechanisms:** Implement regular feedback mechanisms to gather insights from employees about the decision-making processes. Actively seek input on how decision-making can be improved, and use feedback to refine and enhance the inclusivity of these processes.

Suggestions for further studies

Due to time constraints, this research was cross-sectional and was also restricted to the PURC. In the future, longitudinal studies should be undertaken to assess the effect of participatory decision-making on employee performance. Such a study will have the potential to reveal if the practices leading to retirement planning, which are measured at one time, will be the same or vary from the outcomes at a later point in time.

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APPENDIX
QUESTIONNAIRE
UNIVERSITY OF CAPE COAST

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please tick the box that is application to you.

1. Sex: Male ☐ Female ☐

2. Age Less 25 ☐ 26 – 30 ☐ 31-35 ☐ 36-40 ☐

 41 – 45 ☐ 46-50 ☐ 51-55 ☐ 56 and above ☐

3. Highest Educational Level

Primary/JHS ☐ Secondary/Technical ☐ Tertiary ☐

4. Please tick your department:

Water service and performance monitoring ☐

Energy services and performance monitoring ☐

Regulatory economics ☐

Regional operations ☐

Legal and formal hearing ☐

Finance and Administration ☐

Research and corporate affairs ☐

5. Please indicate the number of years you have worked with the organisation

Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ More than 10
years ☐

SECTION B: PARTICIPATORY DECISION MAKING

From the table below, specify participatory decision making. Note:

1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree

No		1	2	3	4	5
	Personal Job Issues					
1	To what extent do you feel that you have a say in setting your personal job goals and objectives?					
2	How often are you involved in decisions related to your daily tasks and responsibilities?					
3	Do you believe that your opinions and suggestions regarding your job are taken into consideration by the management?					
4	Are there mechanisms in place that allow you to participate in the decision-making process related to your performance evaluations?					
5	To what extent are you satisfied with the level of autonomy you have in your role?					
	Team Group Issues					
1	How frequently are team members encouraged to contribute ideas and suggestions during team meetings?					
2	Do you feel that team decisions are made collaboratively, with input from all team members?					
3	Are there channels for open communication within your team to discuss and resolve issues collectively?					
4	How effective do you think the team is in addressing conflicts and making decisions that benefit everyone?					
5	In what ways are team members involved in setting team goals and objectives?					
	Union Issues					
1	To what extent do union members have a role in shaping policies and decisions that affect the workforce?					
2	Are there mechanisms in place for union members to provide input on issues such as working conditions and benefits?					
3	How satisfied are you with the level of communication between the union and its					

	members regarding decision-making processes?					
4	Do you believe that the union effectively represents the interests and concerns of its members during organizational decision-making?					
5	In what ways are union members involved in negotiating and influencing collective bargaining agreements?					
	General Organisation Issues					
1	How transparent do you perceive the decision-making processes within the organization?					
2	To what extent are employees involved in decisions related to major organizational changes or strategic initiatives?					
3	Are there formal channels for employees to provide feedback and suggestions to the leadership team?					
4	How well does the organization communicate its goals and objectives to all employees?					
5	In what ways are employees involved in decision-making related to organizational policies and procedures?					
	Interpersonal Relations					
1	How comfortable do you feel expressing your opinions and ideas to your colleagues?					
2	Are there opportunities for open dialogue and discussion among team members to address interpersonal issues?					
3	To what extent do you feel that your opinions are respected by your colleagues in collaborative decision-making situations?					
4	How effectively does the organization promote a culture of inclusivity and diversity in decision-making processes?					
5	In what ways are interpersonal relationships considered when making decisions that impact the work environment?					

SECTION C: EMPLOYEE PERFORMANCE

From the table below, specify the organisational performance. Note:

1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree,

5=Strongly Agree

No		1	2	3	4	5
	Innovation					
1	To what extent does the employee contribute innovative ideas or solutions to improve work processes?					
2	How frequently does the employee actively seek and implement creative approaches to tasks and projects?					
3	In the past year, can you provide an example of a specific innovative contribution made by the employee?					
4	How well does the employee demonstrate a willingness to experiment with new ideas or technologies to enhance their work?					
	Punctuality					
1	How consistently does the employee arrive on time for work or scheduled meetings?					
2	To what extent does the employee meet deadlines for assigned tasks and projects?					
3	Have there been any instances of tardiness or missed deadlines that you are aware of regarding the employee?					
4	Does the employee effectively manage their time to ensure timely completion of tasks?					
	Satisfaction					
1	On a scale of 1 to 10, how satisfied is the employee with their current job and responsibilities?					

2	What aspects of the job contribute most to the employee's overall job satisfaction?					
3	Are there specific areas or factors that may be affecting the employee's job satisfaction negatively?					
4	How well does the organization address the employee's concerns and support their overall job satisfaction?					
	Quality					
1	How consistently does the employee deliver work that meets or exceeds established quality standards?					
2	To what extent does the employee pay attention to detail in their tasks to ensure high-quality outcomes?					
3	Can you provide an example of a specific project or task where the employee demonstrated exceptional quality?					
4	How well does the employee respond to feedback and make improvements to enhance the quality of their work?					

THANK YOU