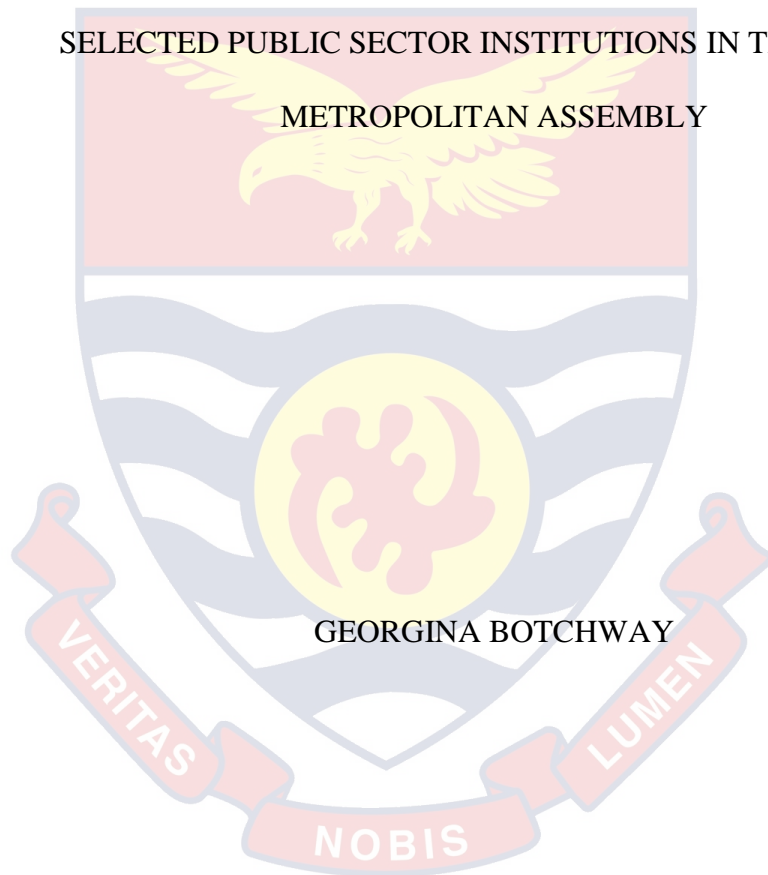UNIVERSITY OF CAPE COAST

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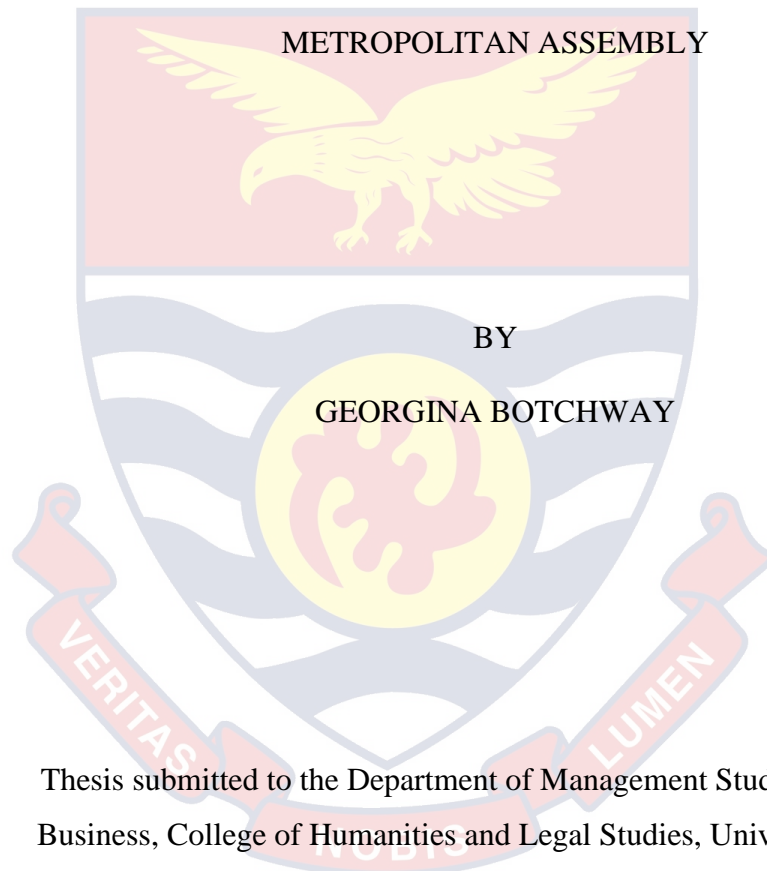
GEORGINA BOTCHWAY

2019

UNIVERSITY OF CAPE COAST

EMPLOYEE EMPOWERMENT AND PRODUCTIVITY IN SOME

SELECTED PUBLIC SECTOR INSTITUTIONS IN THE ACCRA

METROPOLITAN ASSEMBLY

BY

GEORGINA BOTCHWAY

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

SEPTEMBER 2019

DECLARATION

Candidate's Declaration

I hereby declare that this Thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.
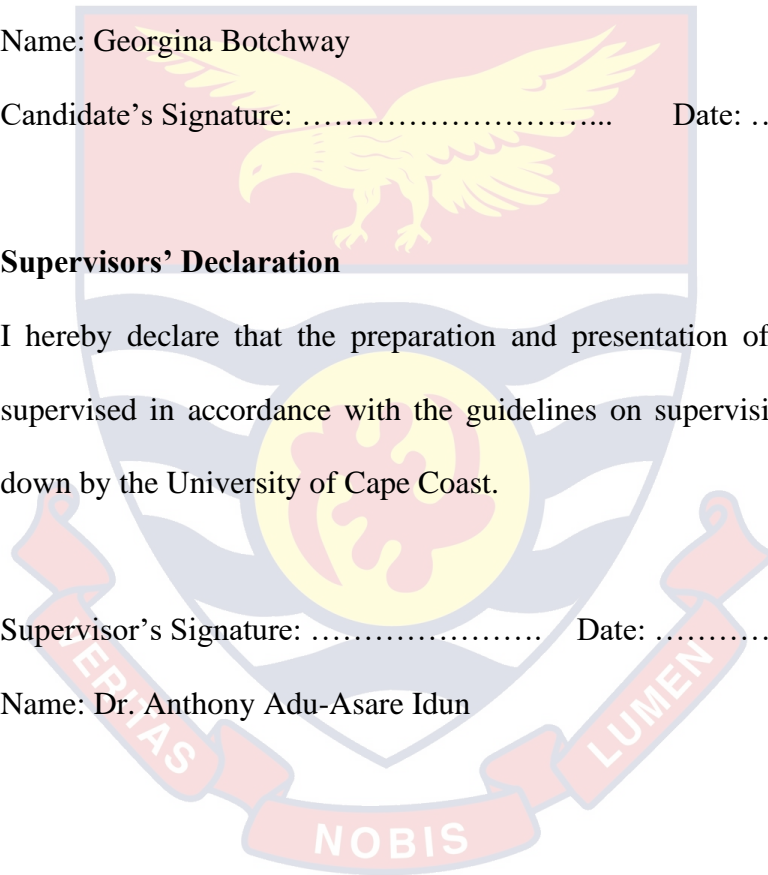
Name: Georgina Botchway

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

Supervisors' Declaration

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

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

Name: Dr. Anthony Adu-Asare Idun

ABSTRACT

The main purpose of the study is to investigate the effect of employee empowerment and productivity from some selected public sector institutions in the Accra Metropolitan Assembly. The case study design which considered quantitative and qualitative paradigm was adopted for this study. In all 384 respondents were sampled to represent the population. Purposive sampling was used to select 10 managing directors and 10 human resource managers of the various public service departments. This gives the overall sample size of 404 respondents. The lottery method of the simple random sampling was used in ensuring that each respondent stood equal chance of selection. Purposive sampling was also adopted to select respondents for the focus group discussion and interviews. However, the questionnaire was the main data collection instrument. Statistical product for service solution (SPSS version 21) was used to analyze the data. Frequencies and Percentages, Mean and Standard deviations, thematic analysis and narratives were all considered for this study. The study however concluded that granting sufficient autonomy, clearly articulating the scope of the individual's job and employees being bold enough to face situations and avoid fear of failure are not strategies for employee empowerment. Public institutions in Ghana should come out with positive strategies that would reward increased work effort, inspire creative thinking, appreciate the efforts of employees, giving assistant that is required to staff to do their task better, provide emotional assistant by paying attention and caring about manpower work-life needs, give adequate freedom, autonomy and discretion.
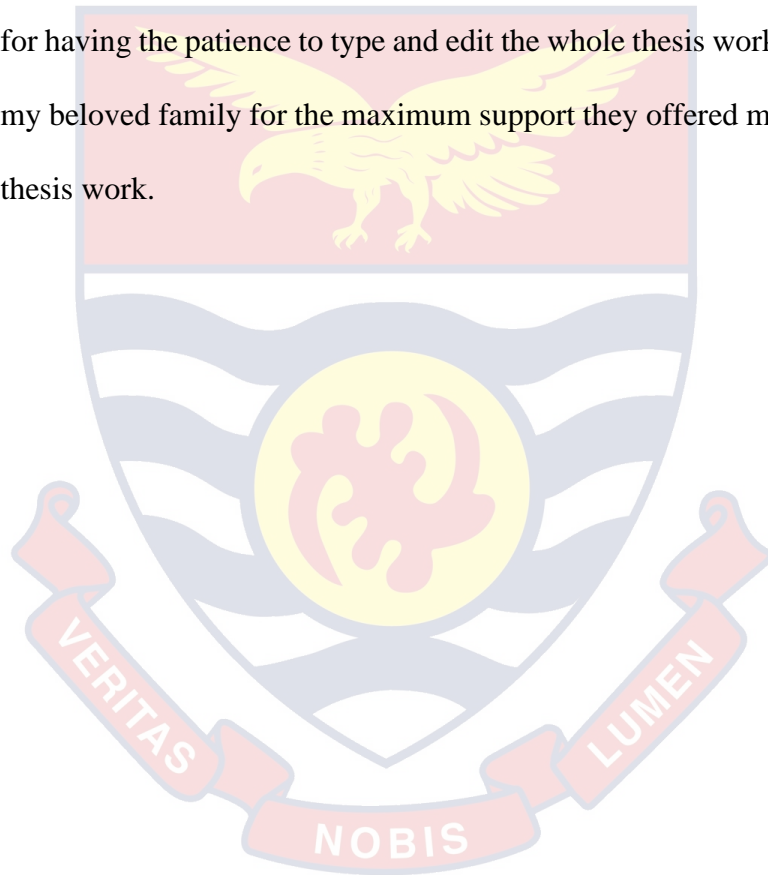
KEYWORDS

Productivity

Strategies

Empowerment

ACKNOWLEDGEMENTS

I am indebted to Mr. Anthony Adu-Asare Idun, my dissertation supervisor who in spite of his busy schedules, guided me throughout the study with useful guidelines, direction and support in writing this work. I also owe special thanks to my Husband Mr. George Nii Kotey Neequaye, who stood by me throughout this entire research work. His immense contribution and support throughout this research are worthy of emulation. I also thank my self for having the patience to type and edit the whole thesis work. Finally, I thank my beloved family for the maximum support they offered me throughout this thesis work.

DEDICATION

To Mr. George Nii Kotey Neeqauye my husband and our children, Keandria

Naa Adee Dromo Neequaye, Barnabas Nikoi Neequaye and Evelyn Miracle
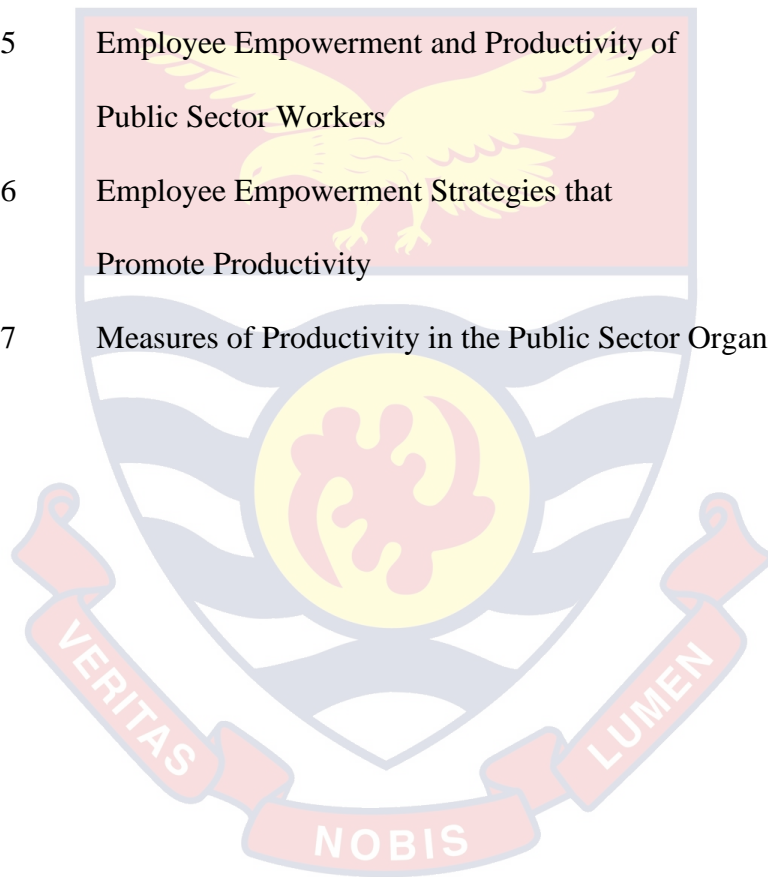
Kutorkor Neequaye.

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CHAPTER ONE

INTRODUCTION

It has been globally acknowledged that the effect of employee empowerment has a very important role to play in the productivity of workers in businesses. This has opened up and given a different and new dimension to the rise of implementation of employee empowerment in our business environment. Globally the idea of employee's empowerment has been so increased in the modern world of business today, that a company that ceases to implement this modern development of employee's empowerment stands the chance of being bowled by the wind in the events of time. Changes in modern technology in our current world today, is also causing the modern organization that is ready to stand the test of time to start the implementation of employee empowerment in its business pursuit.

Background to the Study

It is stressed that effectively uplifting employee output has been very paramount in the past and recent research works in both the manufacturing and service sectors of the economy. This is due to the fact that, a quantitative improvement and multiplying employee productivity will positively influence the general presentation of an establishment and its ambitious edge. Kien (2012) "states that productivity creates a very good important factor for building administrative competitiveness, sustaining its strategic and financial performance, getting the major target, and conference the value hypothesis of its stakeholders". Sahay, Sardana and Prem (2009) also "established that the attempt to boost work rate come from the successful administration of staff".

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It is very important to note that, functional and well organised utilization of manpower in an establishment is very prime to upgrade its all - inclusive constructiveness and efficiency. Previous publications and other related write ups reveal that "staff capacity can be impacted by various corporation social factors such as staff coaching, employee authorisation, and joint action" (Bhat, 2013). According to Muguella, Mohd & Mohd, (2013), "Empowerment is a mechanism for keeping unlock the workforce hand in other that they can labour for what is deem pre-eminent and have the autonomy to results without fright of being accepted by their superiors". "This means employee authorization is a very noteworthiness master plan used by many institutions to upgrade the force and participation of their workmen since empowered employee most likely are able to be more methodical in their task responsibilities" Saifullah, Alam, Zafar, & Humayon, (2015). Empowerment at the work place as showed by many organisations is perceived as the fresh direction of interceding in businesses. The current condition of happenings has "stimulated a need for employees who can take initiative, embrace risk, stimulate innovation and cope with high uncertainty".

Empowerment, in the view of Muguella, Mohd & Mohd, (2013) "is a tool that enables for keeping open the staff hand so that they can work freely for what they think is the best. This in the long run will also give them the opportunity and autonomy to take actions without worry of being accepted by their superiors". This therefore makes it clear that, business organizations in this era endorse the difficult task of giving more enhanced excellence services to their internal clientele who are the most cherished workforce and also promotes exercises which involve workmen on empowerment.

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"Renouncing peak lower part supervision approach motivates employee institutional pledge and refines a persons and corporation performance alongside with promoting flexibility in the establishment" Maryam & Imran, (2012).

Mostly delegation has most often been defined differently by different people and organisations across the globe, it has been a subject of great debate and controversies and so, presently remains a poorly defined concept. To some writers, the word is seldom explained clearly and routinely used rhetorically. For instance, Boudrias et al., (2009) "opines that one possible reason for this lack of clarity is the tendency for empowerment to be attached to management programmes". Boudrias et al., (2009) in an example stated that, "Business Process Re-engineering (BPR), Total Quality Management (TQM) and self-managed work teams on the expectation that these will increase employee productivity as well as innovation".

Kay et al., (2008), "however, suggested that genuine empowerment is likely to include decision-making authority over job content and job context". "Empowerment requires that workforce with much autonomy take bold initiatives when it comes to responding to job related problem with the encouragement and support of management" Raub & Robert, (2010); Hakan & Jamel, (2012). The introduction of staff empowerment begun with the private sector that is; after the private sector was being defeated by the increasing rate of competition from other sectors. To overcome the increasing competition, the private sector had to come out with new strategies to promote an effective and efficient workforce devotion and establishment presentation respectively. Potterfield, (1999) "records that in

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the 1980s; global competition and strong pressure to continuously improve quality led many prominent American firms to adopt employee empowerment programs". A better understanding of this notion contributed earnestly to the growth of diverse plan of action. These involved; distributing of workplace resources among staff and most importantly allowing more opened avenues to the workforce in depth by means of incentive plan of action or profession enhancement chances.

"Many large firms, including American Express, Xerox, and Federal Express, supplanted the production line approach to service delivery with an array of empowerment practices" Matheson, (2007). "The results showed an increased employee productivity, organizational commitment, job satisfaction, and innovativeness that lured the public sector to do the same" Neilsen & Pedersen, (2003); Matheson, (2007).

"In the public sector, employee empowerment figured prominently in the New Public Management reforms undertaken in North America, Europe and the Pacific" Kettl, (2005); Wise, (2002); Matheson, (2007), "including in the United States where empowerment was one of the four guiding principles of the Clinton Administration's National Performance Review" Gore, (1993). "These New Public Management reforms undertaken in the United Kingdom, Canada, Australia, and France was propelled by a belief among reformers in these countries that more empowered workers will be willing to work harder, share more ideas with management, and treat their clients more humanely since they are themselves being treated better" Kettl, (2005).

Much research has not been done on empowerment in sub-Saharan African, specifically Ghana, even though assorted workforce administration

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schemes has been launched by the government of Ghana over the years, with most of their initiatives focusing on workforce justification and motivating worker in order to improve presentation by means of state institution refines. A typical example of such programmes is training and development and employee performance in district assemblies Ghana.

Even though, the structures in the state corporations in Ghana and Africa at large has not only concentrated directly in staff empowerment, but has also enhanced on creating conducive surroundings that will enhance further man power evolution masterplan and employee authorization. Life story of public institution policies in Africa dates back to the nineteen sixty's, African states were still attaining effortful self-government and need to embark on tactics to give rise to rule their countries.

The state industry reforms, which give much emphasis to the countries of evolution in Africa and others the presentation of the administration in expression of help carriage to the resident, still maintains mandatory and continuous strategy goals for a lot of developing state. For instance, Hope (2011), "in his view states that, one of the most influential drivers of public sector reform in Africa is the New Public Management (NPM)". According to Hope, (2011), "It is often associated with positive, Action-oriented phrases like: reinventing government, re-engineering, revitalization of the public service, organizational transformation, total quality management, paradigm shift, entrepreneurship, empowerment, results over process, downsizing, now rightsizing, lean and mean, contracting out, off-loading or outsourcing, steering rather than rowing, empowering rather than serving and earning rather than spending".

It was further stated by Hope, (2011) "that the introduction of human resource management was the main aim of the NPM". It was believed that this will foster a performance-aligned way of life that looks into structuring the activity through which state corporations operate so as to promote efficiency, effectiveness, and surrounding customer-based, mission-driven, and quality-build up management. "The New Public Management Programme was also intended to serve in a better way the needs of both government and the occupant with refined delivery of public services to eliminate poverty, improve livelihoods, and sustain good governance" Hope, (2011). It is very important to note that, with the commencement of the NPM, Authorities and public sectors in Africa begun endorsing strategies that make certain workforce empowerment in the quest to intensify output. The introduction of these strategies coupled with the inadequate publication on staff empowerment in some parts of Africa and its corresponding effects on the dedication and presentation of the workforce, provided the bases to say that staff empowerment is very essential to output and development of the state at large.

In Ghana, Hope, (2011) "stated that much needs to be done to encourage the practice of empowerment of employees in the public sector". He further argued that public institutions lack empowerment and as such perform abysmally as compared to private institutions". Hope, (2011) "further stressed that there is lack of motivation, there exists various challenges, there is lack of strategy and little awareness on empowerment which disturbs the performance of public sector employees". It is counter to this context that this

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thesis is conducted to explore employee empowerment and effect on productivity on selected institutions in the Accra Metropolis.

Statement of the Problem

Workforce empowerment within the job area demands delegating task and responsibilities that requires to be performed by leadership. A scenario like this, governance in other words, forced by encouraging instructors and promote involvement and unity. "The competition prevailing in the business market needs quality and participation by the employees of the financial institution" Khan & Yar, (2014). "All these empowering processes, project accountability, foster pride, job satisfaction, better work and productivity" Adrian, (1998); Savary, (2001). Empowering staff of the monetary establishment in the country, prevents the tenderness of un willing assistance or prevention of personal-authority which bring about in cruelty. "It encourages democratic exercise within the establishment. It also grows workers' self-efficacy" Gretchen & Spreitzer, (2007).

On the contrary, Hope (2011) shared that the reforms in the public sector in Africa and for that matter in Ghana has not focused directly on employee empowerment, rather the focus is on creating a conducive environment that will enhance further human resource development strategies and employee empowerment. "It is an undeniable fact that, the public sector reforms, which gives much emphasis to the state of development in Africa and the performance of the governments in terms of service delivery to the citizenry, still remains a necessary and on-going policy objective for many developing countries" (Hope, 2011). Kipkebut, (2010), "however states that the poor nature of service delivery by public organizations can be assigned to

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poor work performance and lack of commitment on the part of employees and leadership". "The general influence has promoted a relaxed growing economy and an abode that does not entice numerous investments" World Bank, (2010). This underlying issue invites all public organizations to come out with new and improved master plan that will promote institutional commitment and also better upgrade the output and service delivery in the state sector. In view of this, "several researchers are of the view that structural and psychological empowerment, equate with a more chain of command and automatic approach to management, offers numerous benefits that are linked to commitment to the organizations consequently improving organizational performance" Chen, (2007); Kirkman, (2007); Kanfer, (2007).

According to Hong & Yang, (2009), "Structural and psychological empowerment gives employees the flexibility and resources needed to easily respond to a customer's particular needs and to rapidly correct defects in service delivery". Distributing authority, resources, and mastery with workforce between power also assist as a great tool in increasing job satisfaction and commitment. "This in turn improve upon how productive and effective an individual can be not forgetting the improvement in the individual's quality of interactions with customers" Chen et al., (2007). Aside the overwhelming merits of systemic and intellectual authoristaion on institutional dedication and presentation of staff in the state industry, Authority is more applicable in the individual   own sectors. It   seems knowledge needed to contribute towards power as a means of uplifting upon the standard of assistance delivered by the public is very limited.

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The study by Amoateng, (2015) "on the institutional learning, empowerment and creativity among employees of financial institutions in Accra, found that job satisfaction and age did not have any significant moderating effects on the relationship between empowerment and creativity". Hanaysha, (2016) similarly investigated on testing the effects of employee empowerment, teamwork, and employee training on employee productivity in higher education sector. The results revealed that employee empowerment has significant positive effect on employee productivity. It was also found that teamwork has significant positive effect on employee productivity. In a study conducted by Forson (2012) on the impact of motivation on productivity of empowered employees at GT Bank in Ghana. The study concluded that efforts should be aimed at motivating staff of all levels in order to increase productivity for higher returns.

Anlesinya, Bukari and Eshun (2014) "wrote on the effect of employee development on performance of public sector organisations in Ghana: Evidence from controller and accountant general's department, Accra". The result indicated that employee development has a significant negative effect on organizational performance.

"It has been revealed that few or little studies conducted has discussed the issues of empowerment" Amoateng, (2015); Hanaysha, (2016); Forson, (2012); Anlesinya, Bukari & Eshun, (2014), however, it seems none of the studies in Ghana, especially in the Accra Metropolis on employee empowerment and productivity on some selected institutions in the Accra Metropolis. This research therefore seeks to bridge these gaps in existing

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knowledge and geography which will in turn ascertain the employee empowerment and effect on the public sector institutions.

Purpose of the Study

The main intention of the thesis was to probe into employee empowerment and productivity in some selected public sector institutions in the Accra Metropolitan Assembly of the Greater Accra Region in Ghana. Research Objectives:

1. Assess the relationship that exist between employee empowerment and productivity of public sector workers

2. Identify employee empowerment strategies that promote productivity amongst public institutions in the Greater Accra Metropolis

3. Determine the measures of productivity that exist in the public sector organisation in the Greater Accra Metropolis

Research Questions

The following research questions have been formulated to guide the direction of the study:

1. What relationship exist between employee empowerment and productivity of public sector workers?

2. What employee empowerment strategies would promote productivity amongst public institutions found within the Greater Accra Metropolis?

3. What measures of productivity exist in the public sector organisation within the Greater Accra Metropolis?

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Significance of the Study

To begin with, this study will serve as additional literature on employee empowerment and productivity, as a result, the information obtained would be very useful to various researchers, students and organizations in appreciating the usefulness of employee empowerment and effect on productivity amongst various public institutions. The study will also go a long way to raise the interest of learners who would like to embark out on farther thesis on the topic, since there is not enough study done in the area in question. The study would be beneficial to the government and other stake holders in the country when it comes to formulating policies for managing man power and ensuring employee loyalty in state organizations. The government of Ghana will come to realized and would employ strategies which includes reorganization staff into a more effective structure in a way to ensure quality services to the public.

This study will look at educating the entire public on the essence of employee empowerment which could in one way or the other promote productivity. Thus, employees should be encouraged to learn to empower themselves which will lead to improving their creative abilities in various public institutions for them to promote productivity. This study in essence should provide understanding about authority of workmen, thus control and workers of various establishment should do well to adopt the principles of empowerment of staff in order to build up performance and promote the delivery of services.

The research will throw more light on some negative and positive factors that are likely to affect human capital in an organization, most

especially when it comes to the structure of an organization that may positively or negatively affect the roles and duties of employees. The work will also emphasis on workforce best exercise in running the most important resources that is, the manpower in advance as empowerment is considered. This investigation may come out with some important aspects of workforce empowerment that are likely to add importance to employee dedication. This data in a long run may be very useful by leadership of public institutions in looking into means to govern and encourage its workers for skillfulness and successfulness on assistance delivery to the general state.

Delimitations

The scope of the research was related to the employee empowerment and productivity. The study only attempted to ascertain how employee empowerment influence productivity in an institution. It is not in any way concerned with the extent to which the purpose/ideas behind the introduction of the concept of employee empowerment policy and productivity could be achieved. The study which is based on employee empowerment and productivity is a phenomenon that should have being investigated in all the parts of Ghana. However, the study specifically focused on the Accra Metropolis of the Greater Accra region in Ghana. The study concentrated on only public sector institutions in the Accra Metropolis.

Limitations

Limitations are some aspects of the study that the researcher knows may negatively impact on the research work of which the researcher has no control over (Mugenda & Mugenda, 2003). The restrictions of this research were:

This thesis is only narrowed to the Accra Metropolis which is not likely to reflect the social class, structure and attitude of other districts countrywide. The study therefore would need to be applied in other district with some caution. The greatest limitation of this study is that it was not possible to control the attitude of respondents as they gave their responses which may have affected the validity of responses. The researcher therefore assured them that their identity was to be treated with confidentiality.

The researcher also used participant observation and interviews as data collection instruments. This might affect the data collection exercise as most of the respondents when they have been told that they will be observed and interviewed will tend to exhibit certain behaviours which might not be their usual way of doing things. As such the Hawthorne effect might influence the rationality and accuracy of the outcomes.

Also, since the study covered only public sector institutions in the Accra Metropolis it would be difficult to generalize the findings to the population as a whole. As such the findings from this study may be used to guide upcoming research because the gaps and the other areas that were not covered in this study can be looked at, it cannot be applied to all other settings. Despite the above limitations the study has implications for practitioners.

Definitions of Terms

Employee: An individual employed for wages or salary, especially at non-executive level in any establishment, organisation or firm

Productivity: The ability to produce goods / services as measured in terms of the rate of output per unit input

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Empowerment: The process of becoming stronger and more confident, especially in controlling one's life and becoming more productive in an organisation

Institutions: An organisation established by law or practice for professional, educational and social purpose

Organisation of the Study

This study has been arranged into 5 chapters. Chapter 1 presented the introduction, which includes; framework to the research, declaration of the difficulty, reason of the thesis, thesis examination, importance of the study, borderline and narrowed aspect of the research, the definition of concepts and the summary of the chapter. Chapter Two of this thesis reviewed related publications. The literature reviewed included conceptual review, theoretical framework and empirical review. It also has a subdivision for empirical review under which various readings associated with the study have been reviewed. In Chapter Three, the research methods have been outlined which includes the study design, sampling method, population, data gathering instrument, data collection procedure and data processing and analysis. Chapter Four of the study dealt with the data analysis, data reporting, and discussion, and in conclusion, in the last Chapter, five a summary of finding, conclusions, and recommendations, as well as areas for further research, are presented.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Section Two outlines the premises that buttress the research. These theories throw more light on the numerous variables of this work which has been disclosed in this portion. Chapter two further examines empirical and conceptual literature which is closely related to the outcomes that are in approval of difference with the focal point of the present-day study.

Theoretical Framework

The research is built on premises, in other words the organizational learning theory as propounded by Argyris and Schön (1996) and the empowerment hypothesis by (Kanter, 1993), social exchange hypothesis (Blau, 1964), social cognitive hypothesis (Gist & Mitchell, 1992) and Vacharakiat Integrated Empowerment model (Vacharakiat, 2008).

Empowerment Theory (Kanter, 1993)

This thesis of authorisation offers that, delegation can be encouraged in the work habitat where staff easily can get entry to facts, supplies, assist and the chance to find out and grow. Entry to supplies bring up to the capacity to obtain asset, apparatus and individual to carry out the job. Have entry to data also comprise scientific mastery and command necessary to perform accomplishment of the individual task. "Support on the other hand, refers to guidance and feedback received from subordinates, peers, and supervisors to ensure effectiveness" Kanter, (1993). For instance, supported workforce to get more good learning experience from their co-workers and their mangers as well.

Empowerment in the work environment comprises giving of authority to staff to perform staff jobs and obligation in the habitat of the job space. Kanter, (1993) "defined power as the ability to organize material and human resources to achieve organizational goals". In agreement with Kanter, (1993), "two systemic sources of power exist in organizations, namely formal and informal power". Conventional authority is derived on stated task that gives room being easily shaped, versatility also obviousness, which is primary to institutional intention and objective. Alternatively, easy going authority is gotten from communal relationship, and the initiation of transmission and data medium with financier, peers, workers and mixed-functional groups. To sum up, casual authority is accomplished from the designing connections and associations with associates and work mate duo external and inside the establishment. "However, Kanter's theory focused on the structures of organization rather than the individual's own qualities" Bradbury-Jones, Sambrook & Irvine, (2007).

Commentators are bringing out idea that, traits of a person's such as dignity, affection of the potential to influence and the doable psyche that also authorises workforce were included in the highlight in Kanter's hypothesis. Alternatively, the hypothesis concentrated exclusively on the creation of the job state which are stimulates workforce delegation. Nonetheless, the thesis was considered suitable to complete the research in the view that, job environment state moreover circumstances so that promote staff delegation as explained in this thesis. This latest research is more concern about the general job state which guarantee work force delegation such as good as the supply of important supplies, enhanced job connections, involvement in sound

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judgement process and diverse through which Kanter's thesis explains the above mention states, on that account its importance to the research.

Essential assumption introduced by the Kanter's hypothesis on organistional authority and establishment dedication, the research explains further that areas where staff are allowed to use the idea of constructional delegation internally at their establishment: means to aid, chance, supplies and data required to be dedicated to their roles within their institutions. Kanter supported that if workforce inside an institution perceived better avenues for success and comfort is present, the workforces' frame of mind, work satisfaction, and all-inclusive institutional dedication intended be promoted. "In order for an employee to perceive that opportunity exits, the employee must be in a position that allows access to resources, information, and support" Seibert, Gang & Stephen, (2011).

Finally, Kanter's hypothesis (1993) "theory of workplace empowerment places emphasis on the structural characteristics of the job in determining access to the structures of power and opportunity within the workplace, rather than personality traits". The already stated essential as the organisational attributes of the task perhaps transform and altered, on the other hand independent character.

Single – loop and Double – loop Model (Argyris & Schon, 1996)

"Organizational learning model on which this research is essential is single-loop and double-loop learning model" Argyris & Schön, (1996). Single-loop learning includes the detection and solving of difficulties and mistakes. In total, it is studying from the outcome of attitude as well as schooling for up to date expertise or potentials. Upon the detection of

problems in accordance with to this model, a lot of the masses watch for possible functional mechanism to curtail the difficulties that will perform inside the exact objective-system and responsibility-area which is in its form a schooling of its own. In other words, individuals master mechanisms important in the minimization of unresolve difficulties in establishment and other discipline that are in linkage with the genuine objectives and ambitions. That is to say, corporations including staff as well learn to gain expertise, measures and understanding that promote the amendment of difficulties they come across in various establishment. As claimed by Argyris et al., (1996), "Single-loop learning answers presenting set back, but tends to overlook issues of why the problems arose in the first place". Double-loop schooling also goes ahead to address the limitations of Single-loop learning. It made up of the vivid thought of objectives, opinion, ethics and mechanisms.

For instance, Double- loop tutelage is made up of structures that will overseer and prevent manners and explore the suitable conduct. It then supplies answers to setbacks and further goes to bring about the fundamental genesis of the difficulties. Argyris et al., (1996) "learning model is relevant in this study in the sense that, employees and organizations in order to overcome problems and mistakes that hinder the achievement of relevant goals, tend to learn strategies and skills necessary for the solution of those problems to make reality those goals". Bast (1999) "advocates that, it is relevant to base Transformational learning (triple-loop learning) than the single loop and the double loop learning". The reframing tutelage comprises authorising individuals to come out willing themselves by helping them to view how their structure of authority, beliefs, and manner build unplanned results. But,

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according to Bast (1999), "it is quite easy to achieve double-loop learning as compared to Transformational learning which may take a while".

Social Exchange Theory

Social exchange hypothesis will be employed in the research to explain the connection that joins the required assistant or means to discerned help on the institutional dedication. "Perceived organizational support draws on the social exchange theory developed" by Blau, (1964) to interpret workforce-establishment interconnection. According social exchange hypothesis, one individual has discernment and concerning the outlook of the different group, but these predictions, insight also are connected with the period or the details of what each association required to give out. If duo alliances obtain noteworthiness of the party have been completely met. "Thus, social exchanges comprise reciprocity" Tansky & Cohen, (2001). Foundation on the above argument, perceived establishment assistance entails some of the workforce insight about their institutional involve with their welfare and their benefaction. "Perceived organizational aid looked at the level to which workers affection brings out that the corporation is fondness to equitably repay them with the trade-off of their accomplishment, assist them when they need make their work enthralling and inspiring, and supply them with enough working state" Aube, Rousseau & Morin, (2007). Linkage joining discerned establishment aid and institutional dedication is mainly revealed by substitute and communal exchange.

Social exchange hypothesis standpoint, Eisenberger, Cummings, Armeli and Lynch, (2004) "argued that beliefs underlie employees' inferences

concerning their organizations' commitment to them in turn contribute to the employees' commitment to their organizations". soaring discernment establishment assistance encourages an assignment for staff. "Staff feel an obligation that they not only ought to be committed to their establishment, but also feel an obligation to return the organizations' commitment by showing behaviors that support organizational goals" Eisenberger, et al., (2004).

Social Cognitive Theory

"The Social Cognitive Theory comprises three reciprocal influences, namely behaviour, cognitions and the environment" Gist & Mitchell, (1992). The writers explain that Social Cognitive hypothesis is the notion in an individual's ability that give the stimulation to employ intellectual supplies and to give the optimum measures to encounter habitat request. Billek-Sawbney and Reicherter, (2004) "described social cognitive theory as a triangle with each corner representing a factor: behaviour, cognition and personal factors, and the environment". Attitude will change mental behaviour and the habitat; individual and mental element may affect conduct and the habitat; and the domain can impact individual and intellectual factors or etiquette in a trade-off category.

Thomas and Velthouse, (1990) "developed a model with four cognitions as basis for empowerment based on the Social Cognitive Theory and Spreitzer's, (1995) findings supported it". Quinn and Spreitzer, (1997) recounted on numerous outcomes. "Their model describes these four dimensions or cognitions as fundamental beliefs and personal orientations that are characteristic of most empowered people". Delegated workforces give a feeling of personal-will power, which implies that they have a sensation of

alternatives in starting on and controlling their activity, others have a perception of self-government ruling over the beginning and development of job schedules and measures such as building choices concerning job systems, intervals and attempt, and they had not tiny-control.

Delegated workforces have affection and sense of expression. Workers sense that their task is paramount to them as individual and they love what they are doing. It includes a suitable connection in the demands of an individual's job duties and self's notion, belief and conduct. Delegated staff perceived a feeling of knowledge or self-education technical to other staff task and have believe in reliance about their talent to carry out task schedules properly and with expertise. In conclusion, delegated workforces desire possesses a fondness of impression. Workforces have power over their task component and can sway calculated, managerial or make-go results at their place of work and other staff pay attention to their schemes.

Proportions of 4 blend to consist of optimal design of intellectual delegation. The proportions look like a vigorous instead yielding positioning to an individual's job assignment. Empowered staff forces never forecast their duty state of events as a specified, instead something always willing to mold by their steps. The proportions will detail meaning of intellectual authorisation. "This study is based on the premise fronted by the Social Cognitive theory as expounded" by Thomas and Velthouse, (1990) and analytically tested by Spreitzer, (1995): "that psychologically empowered individuals have sense of meaning, self-determination, impact and competence". "While these constructs of psychological empowerment are not specific management practices" Spreitzer, (1995), "they are the characteristics

that reflect the personal experiences or beliefs that employees have about their role and empowerment in the organization" Quinn & Spreitzer, (1997); Spreitzer, De Janasz & Quinn, (1999).

The Vacharakiat's Integrated Empowerment Model

The thesis in addition will as well embrace an integrated prototype handled by Vacharakiat, (2008) "to investigate the interrelation connecting structural empowerment and psychological empowerment to work satisfaction and institutional commitment among Filipino and American-born nurses working in the United States". The research by Vacharakiat, (2008) "found correlations between structural empowerment, psychological empowerment, and job satisfaction among Filipino and American nurses, and concluded that structural empowerment, psychological empowerment, job satisfaction, affective commitment, and normative commitment were positively correlated with each other in both the Filipino and the American registered nurses' groups". The Vacharakiat style will consequently shape numerous bases for improving a theoretical idea that promote interrelationship linking delegation and institutional dedication in the thesis.

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The diagram below describes prototype dealt with by Vacharakiat, (2008).
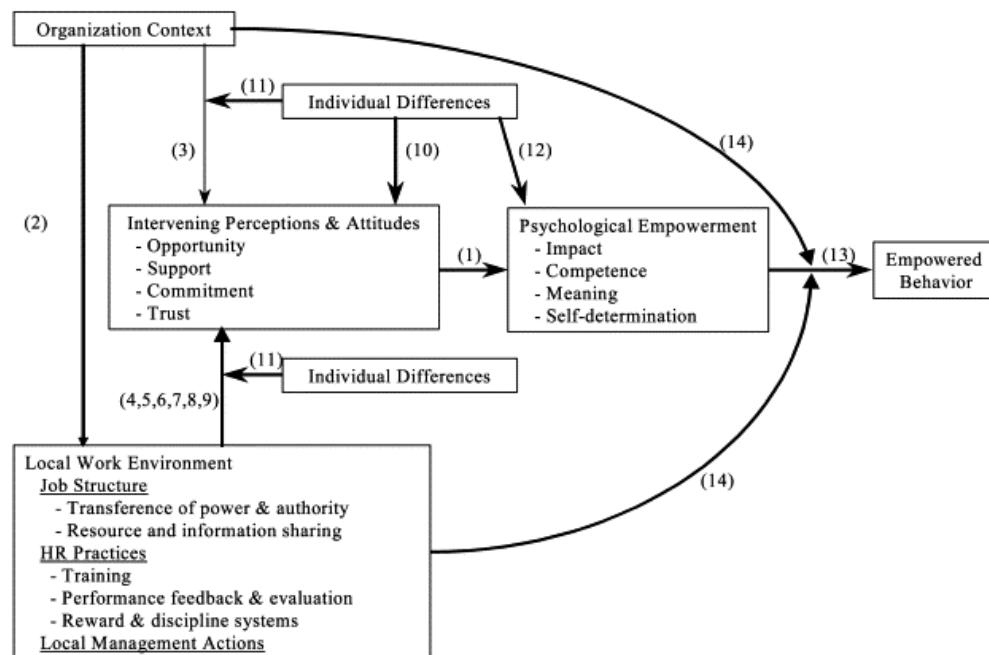
Figure 1: Vacharakiat's Integrated Empowerment Model

Essential premise on Vacharakiat's style, systemic delegation among staff is benefited when there is assistance, chance, data and supply. Mental delegation for instance, is accomplished when workers get sense of belonginess, capability, independence and influence in their obligation. The thesis embraces most of the features in deciding authority amongst public workers. The theoretical essential on the style throws more light on hypothesizes that institutional dedication is decided based on the systematic authorisation and intellectual delegation. "Although this thesis does not concentrate directly on other variables in the wired model" employed by Vacharakiat, (2008) "such as job satisfaction, the model provides a conceptualization of the relationship between aspects of empowerment and organizational commitment".

Empirical Review

Employee Productivity

The issue of workforce output has emerged in the publication as one of the foremost critical difficulties for establishment to control their manpower. As much of an institutional progress depends on the output of its workers, thus, output is a very essential consideration for a lot of startups. For instance, the outcomes employed by workforce are top prime subject that must be allowed higher recognition, for the reason that the principal reason of performing the job is to obtain the optimum end product with reduce quotation. Sultana, Irum, Ahmed, and Mehmood, (2012) "described productivity as the ability to achieve certain tasks according to predetermined or specified accuracy standards, completeness, cost, and speed". Staff output perhaps be analyzed in expression of the skillfulness of workforce in performing their duties. In total, workers output perhaps be measured in period of the productivity of staff working for a stated duration of time.

A lot of explanations for staff output have been propounded by numerous authorities. For example, Ferreira and Du Plessis, (2009) "described it as the time spent by an employee in executing his or her job duties, in order to achieve expected outcomes based on the job description". Furthermore, Mathis and Jackson, (2000) "demonstrated that employee productivity can be assessed based on the quantity and quality of work done by an employee taking into consideration the costs of resources being used to achieve that work". Kien, (2012) "indicated that increasing employee's productivity can lead to favourable outcomes such as: competitive advantage, maintaining strategic and financial results, achieving organizational goals,

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and fulfilling stakeholders' value propositions". The writer summed up that the principal beneficial effects that will force workers yield is pivotal to increase establishment skillfulness. Therefore, labour supervisors must be willing to structure manpower plan of actions geared towards enhanced institutional output. Kawara, (2014) "asserted that one of the common approaches to increase employee productivity includes linking rewards to the amount and quality of performance via different types of incentives". In addition, coaching widely seen as a prime cause promoting growing establishment output. Certain groups of intellectuals eg. Colombo & Stanca, (2008); Sepulveda, (2010) "considered training as an essential and effective tool in the successful achievement of organizational goals and objectives, resulting in higher productivity".

"The increase in employee productivity is also assumed to come from better workplace environment" Hameed & Amjad, (2009) the manual arrangement of workplace can stimulate workers and in the long run enhanced staff output. Besides, Brown, (2008) "suggested that employee productivity can be maximized when there is a reasonable balance, thus, employees would have adequate control, authority, and feel empowered to make the most effective decisions". Contrariwise, Michac, (1997) "identified several reasons for being less productive as follows; ineffective training in the organization, absence of written performance standards, poor planning and motivation, frequent change, undesirable atmosphere and work environment, insufficient communication at various levels, and non-description with organizational goals".

Employee Empowerment

Institutions of all groups must give all workforce various chances to increase potential skill and mastery which will lead to accomplishment of future objectives and enforce consensus rewards. One most importance characteristics of a victorious group emerges in the financing with important level of delegation and power of choice building. As claimed by Jacquiline, (2014) "organizations that are performance oriented should focus on employee empowerment and job satisfaction in their decision making in order to achieve such desired goal". "Employee empowerment is one of the valued concepts that are considered to be important in improving the behavioural elements of employees to achieve higher degree of support, innovation, teamwork spirit, entrepreneurship, self-confidence, and independent thinking" Elnaga & Imran, (2014).

"Employee empowerment was previously defined as endowing the power to an employee to make decisions when needed" Hunjra, UlHaq, Akbar, & Yousaf, (2011). Besides, Daft, (2001) "described empowerment as offering employee the freedom, control, and opportunities to involve in decision-making and organizational matters". In this day and age, popularly tagged by soaring development, it calls for establishment to concentrate on delegation to give the competent staff to assist in measurable choices and answer to all situations capable of arising in the workplace habitat at any moment. "Employee empowerment is built by designing a working environment where employees are allowed to make their own decisions based on certain work-related conditions" Elnag & Imran, (2014). As explained by Wadhwa and Verghese, (2015), "empowerment is a process of transferring

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power, authority with responsibility, and accountability to employees through their managers". "As result, empowered employee will usually develop competency to actively perform their tasks by applying their knowledge and skills" Jacquiline, (2014). Positive aspect of manpower authorisation includes enlarged duties, soaring staff self-esteem, and superior standard of work being and existence. Meyerson and Dewettinck, (2012) "regarded employee empowerment as a motivational tool that aims to increase organizational performance if managed properly by increasing the participation and self-determinations of employees".

Workforce delegation has globally been accepted as one of the vital supporters to institutional progress, several proponents noticed that a direct connection uniting the degrees of workforce delegation and workforce presentation. Dobbs, (1993) "stated that empowerment affects the performance of employees and also creates a favourable work environment". As explained by Ripley and Ripley (1992), "empowerment leads to positive organizational outcomes, such as enhanced employees' responsibilities and motivation in the routine work, improved level of job satisfaction, better quality of services, higher employee's loyalty, low turnover intention, and maximized productivity". By embracing the delegation plan of action, already trusted most workforce embracement have fondness of the self-esteem noted worthy for them, and eventually enhance staff output in addition to standard of job. Meyerson and Dewettinck, (2012) "also found that empowerment had a significant positive effect on employee productivity".

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Conceptual Framework for Measuring Workers' Productivity

Beaton et al. (2009) "shared that work productivity simply is the output per unit of input, example production output as seen in labour hours". In the workplace, worker productivity is influenced by several factors like technology, market forces including the input of the labourer. Measuring individual worker productivity is vital for several reasons. Every society or organisation consider worker productivity as one of the several factors that contribute to indicators of success in the workplace or well-being of various businesses. Beaton, et al. (2009) Absenteeism and presenteeism can be consider as one of the indicators that affect productivity. This is the number of days lost due to loss of labour input which is translated to several reasons. The model also discusses inability, ability, effectiveness, wage rate, effects of intervention, technology, physical, social, psychological and cost as determinants of productivity.

Figure 1: Description of Productivity Figure 1:

Component / Perspective	Outcome state	Cost indicator
Absenteeism	No. of days/hours off work	Cost of time away from job
At work productivity loss or Presenteeism	Difficulty at work	Worker productivity loss expressed in hours and translated to dollars

In concentrating on workers productivity mechanisms provides a small view of the institutional world. Institutions are set in the context of a

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changing, competitive territory in which blue print are grown to guide the efforts of administration and staff toward a common vision and set of goals. Even the highest-structured procedures will reduce without a supportive way of life within the establishment that values change, continuous advancement, goal commitment, group cohesion, and respect for workers. Productivity interrelates with other forms of workers presentation, monetary controls, innovations, and driven productiveness – one of the below can lead to institutional collapse. Sink and Smith, (2007), "identify seven related but separable performance criteria for an organizational system: (1) effectiveness, (2) efficiency, (3) productivity, (4) quality, (5) quality of working life, (6) innovation, and (7) profitability (profit center) or budget ability (cost center)".

It is established that, in sector, the evaluation and analysis of persons-level output serves several huge purposes:

1. Interpret output and straight forward attitude: Evaluation structure enables an inbuilt meaning of outcome for the affairs. It explains to staff, the managers, and the collective requirement of their responsibility. An output assessment issues exact leading and ushers the workforce against fruitful programs.

2. Assess presentation and give reply: The assessment method gives a method to evaluate advancement towards objectives. Moreover, it can be a crucial segment of most worker's presentation assessment give rise to motivations or chastising outcomes.

3. Identify issues: outcome investigation, especially the inspection of patterns, assist to recognise difficulty ahead of they becoming predicament and allows quick accommodation and remedial measures.

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Like the rest of the measures, outcome assessment does not really determine the root of the issues, only that one survive.

4. Enable forecast and command: output quantification supplies data on value, moment, production cost, and facility consumption to give room for sound judgement with regards to costing, manufacturing arrangement, buying, undertaking, carriage organising, and several other actions in the factory revolution. Work rate measures, in addition with other segment of ambitious game plan, may find out which products or processes must be enhanced and which ought to be introduce.

5. Promote alteration: output scanning, adds valuable information, assist several measurements of suggested rebuild to genuine commodity or techniques and the bringing of fresh ideas. It is one of the main bases for the uninterrupted enhancement attempt that are both well liked and compulsory for endurance in corporate institution nowadays.

The reason of the assessment structure is analytically vital in deciding the exact proceedings to be employed. For instance, if the means are to be employed only for forecasting and leading motives, the process into the means and the results may be indefinite sum up statistics that supply direction for positioning activities and later potential demands. Nonetheless, the assessment ought to be used as a standard for workforce measurement system bringing about a lot of bonuses, pay raises, layoffs, and disciplinary consequences, inputs and outputs of the measures must be more precise and exact for shorter

time intervals, and they must exclude forces outside the domain of the workforce.

Chapter Summary

Literature has been extensively discussed on the theoretical, empirical and conceptual issues that relate to this present study. Various authorities and concepts have been espoused to give meaning to the variables that has been expressed in the thesis in question.

CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter discusses various systems that were employ for the entire thesis. This comprises the thesis design, population, sample and sampling techniques, data collection instrument, data collection procedure and data processing and analysis.

Research Design

Case study research designed intended appropriately adopted for the study. "It was identified that the finest approach when the research objectives are expounding, especially the issues contemporary research as well as social events within the research location occurs within real world environment and out of control of the researcher" Yin, (1994). The detailed analysis of a case over a period of time, touching on a specific subject. "An individual, programme, event, study, institution, organisation, social group or phenomenon is investigated within a specified time frame, using a combination of appropriate data collective devices" is considered in a case study. Creswell, (1994, p. 12). Cavaye (1996) "shared that in a case study research both quantitative and qualitative methods can be considered". When two approaches of qualitative and quantitative paradigms are considered the beauty and true picture concerning the event touching on the various individual competences. The quantitative and qualitative touch in a case study allows for cross – officially acceptance to quarantee consistency and genuiness.

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In collecting data for a case study design, the mixed approach which is a combination of quantitative and qualitative approach would be considered for this study. The strength of this approach is that it addresses various relative alien questions which almost no absolute method can help address such issues.

Secondly the study considered employing both quantitative and qualitative approaches because it will be more concise in generating more precise results which wouldn't be possible when either methods are considered in isolation. The researcher wants to highlight that quantitative approaches can be treasured to test the comparative benefits of qualitative thoughts. The qualitative approach was employed to add extra information in explaining the issues that the quantitative method could not discuss adequately with figure representations.

Study Area

The thesis was executed in the AMA district. The AMA district happens to be amongst of the major metropolitan district out of the 254 civil districts across the country. It is located in the Greater Accra Region of Ghana, with a population of 1,665,086 as of 2010. As of March 2018, it spans an area of approximately 60 km^2 (23 sq mi). Suburbs within the Metropolitan districts include: Ablekuma South, Ashiedu Keteke, and Okaikoi South sub-metropolitan district councils. The district was established by the Local Government Act of 1993 (Act 462) and Legislative Instrument 1615. Mohammed Adjei Sowah is currently the head of the district, who was authorised by the Head of state of the Republic of Ghana in 2017 as the Metropolitan Chief Executive (administrator) and set out as the political head of the district and mayor of the City of Accra.

AMA is the political and managerial jurisdiction for the city of Accra. AMA has a general assembly membership of 102 with two-thirds made up of selected nominated and one-third being political delegatees. The council comprises of 10 sub-metropolitan district councils which are accountable to the chamber of deputies. They carry out roles delegated to members by the general assembly.

Some of the public schools located in the area are, Osu Salem 5 Primary school, Osu St. Barnabas Primary School, Independence 1&2 Primary School, Farisco Cluster of Schools, Ayalolo Cluster of schools, Dr. FV Nanka Bruce Junior High School (JHS), Korle-Gonno RC Boys, Mamprobi 1 (M1) / Socco Cluster of Schools), Accra New Town 4&11 Primary Schools, Accra New Town 6&8 Primary Schools and Unity Cluster of Schools. The rest are Kwashieman Cluster of schools, Darkuman JHS, Shiayennor 1&2, Shiayennor A&B JHS, Kwame Nkrumah Memorial JHS, Abossey Okai Cluster of Schools, Kaneshie West 1&2 Cluster of Schools, Mateheko RC Cluster of Schools, Dzorwulu JHS, Kanda Cluster of Schools, La-Balawashie Presby Cluster of Schools, Maamobi Prisons Cluster of Schools as well as Kaneshie Kingsway 1&2 Primary & JHS.

Some health sector institutions in the Accra Metropolitan Assembly are Accra Psychiatric Hospital located at Adabraka, Korle-Bu Teaching Hospital located at Korle Gonno, LEKMA Hospital in Accra, LA General Hospital located in Accra, Millitary Hospital in Accra, Princess Marie Louise Hospital (Children Hospital), Adabraka Polyclinic in Adabraka, Police Hospital at Cantoments, Achimota Hospital located at Achimota, Dansoman

Polyclinic located at Dansoman, Lapaz Community Hospital at Abeka Lapse and Ridge Regional Hospital located at North Ridge.

Tourism sectors in the Accra Metropolitan Assembly are just to mention a few, Dr. Kwame Nkrumah Memorial Park, The National Museum, Accra Sports Stadium, Independence Square, Centre for National Culture (Arts Centre), The National Theatre, Beaches like the La Pleasure Beach, Marine Drive Beach and Korle-Gonno Beach.

Some Law enforcement Agencies in the Accra Metropolitan Area are Police Head Quarters, Accra Regional Police Command, Kaneshie Police Station, Odorkor Police Station, Dansoman Police Station and Adabraka Police Station. These Law enforcement Agencies have the following specialized units; Criminal Investigations Department (CID), Domestic Violence and Victim Support Unit (DOVVSU), National Patrol Department (NPD), Special Weapons and Tactics (SWAT), Court Unit, Communications, Motor Traffic and Transport Department (MTTD), Finance and Public Affairs Directorate. They also constitute Odorkor Division, Kaneshie Division, Nima Division, Dansoman Division and Weija Division.

NOBIS

Table 1: Accra Metropolitan Assembly

Sub – Metro Districts	Office Location
Ablekuma Central	Lartebiokorshie
Ablekuma West	Dansoman
Ablekuma North	Darkuman
Ablekuma South	Korle- Bu
Ashiedu Keteke	Jamestown
Ayawaso Central	Kotobabi
Ayawaso East	Kanda
Ayawaso West	Abelemkpe
Okaikoi North	Abeka
Okaikoi South	North Industrial Area
Sub- Metro Districts	Office Location
Osu Klottey	Kwame Nkrumah Circle

Source: Field data, 2019.

Population

The population of this study comprise all the state-owned public-sector departments that are found within the Accra Metropolis. The target population for this study includes all the public sector workers in various government organizations. In the Composite Budget Report of the Accra Metropolitan Assembly for the 2017 Fiscal Year, the total number of public sector workers were estimated to be 70.1 percent (%) of the total population of the residence of Accra Metropolis which stands at 1,665,086 per the 2017 Housing survey report. As such the entire population of public sector workers in the Accra Metropolis was 1, 284,340 workers. The workers are found at

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government agencies and sectors like the educational, health, transport, security amongst others.

Table 2: Population Distribution of Public Sector Workers in Accra Metro

Type of Public Sector	Population
Education	145969
Health	129360
Law Enforcement Agencies	128235
Transportation	48784
Fire Service	59361
Emergency Services	57832
Gas and Oil	58585
Infrastructure	59066
Banks	138389
Diplomatic service Officers	129361
Media	125392
Electricity	76693
Water	58240
Agriculture	69073
Total	1, 284,340

Source: Field data, 2019.

Sampling Procedure

It has been discussed and shared by Best and Khan (1995) "that the basic primary reason of a research is to discover the various ideologies that have international claim but to study an entire group as a population in order to generalize would be unrealistic if not possible". As such the researcher has to use a scientific approach to represent the population to get a fair representation through a sample. The simple random sampling technique was adopted for this study. Simple random selection is the approach that ensures that each member of the population stand a fair chance of being sampled for the study. It has been stressed that in most quantitative studies, the best

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method of settling on the selected area is to compute the sample out of the inhabitant of this study. The investigator employed Krejcie and Morgan, (1970) representative expanse purposefulness Technique $S= X^2NP (1- P)/d^2$ $(N- 1) + X^2P (1- P)$ to determine the quantitative sample size for the thesis. According to Krejcie and Morgan (1970) the table for selecting sample size says that for a population of 1,284,340 a sample of 384 should be selected to represent the population. The lottery method of the simple random sample technique was adopted for the study considering male and female workers. At every organization taking into focus the proportionate allocation of sample, folded papers of Yes and No, where Yes represents inclusion into the selected sample were mixed up thoroughly and various employees in the public sector were made to pick from the basket at random. The employees did the picking until the require number representing the sample was achieved. In all 384 is the sample size. Purposive sampling was used to select 10 managing directors and 10 human resource managers of the various public service departments. This gives the overall sample size of 404 respondents. The selected was utilized on account of the fact that adopted sample can give worthwhile features equally as the details required for the research. McMillan, (1996) "supports this idea by stating that the sample chosen should possess the needed characteristics for the research to be conducted".

The reason for the choice of this sample technique was to select respondents who had detailed knowledge and information regarding the topic under study. This will help the researcher come out with findings that would be adequate and detailed.

Table 3: Sample Size Distribution for Respondents

Type of Public Sector	Population	Sample Size
Education	145969	44
Health	129360	39
Law Enforcement Agencies	128235	38
Type of Public Sector	Population	Sample Size
Transportation	48784	15
Fire Service	59361	18
Emergency Services	57832	17
Gas and Oil	58585	18
Infrastructure	59066	18
Banks	138389	41
Diplomatic Service Officers	129361	39
Media	125392	37
Electricity	76693	23
Water	58240	17
Agriculture	69073	20
Total	1,284,340	384

Source: Field data, 2019.

Data Collection Instruments

Self-designed questionnaire and interview guide was designed by the researcher to facilitate the collection of quantitative and qualitative data. Most of the respondents were literate as such the researcher decided to use the questionnaire since they could read and write and respond to questions.

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However qualitative data in the form of interview guide was used to solicit extra information relevant to the study from various heads of institution concerning this study. Best and Khan (1995) retorted that a questionnaire should have a series of questions relating to the purpose of the study of which respondents are made to attend to them to generate necessary information.

Also, interview instrument was employed to assist the researcher to collect qualitative information from the ten (10) managing directors and ten (10) human resource directors of the various public service departments in the Accra Metropolis. The interview guide was appropriate for the study because the participants are believed to be very occupied with and would not on own much period to look through and answer to the items. Again, interview guide will give the researcher the opportunity to read, interpret and reframe questions and also ask follow up questions in order to solicit for more information from the participant. Interview allows the researcher to investigate further on subject which are not transparent.

The test was disserted into seven sections A, B and C Section A covered the statistics figures of answerer which includes the "Sex" and others. The remaining part of the work cover extensively on the research questions. This was done in order to help elicit adequate information on the topic under study. The interview guide was in the form of semi – structured interview protocol.

Data Collection Procedures

The researchers' obtained a letter of introduction from the Department of Management Studies, in order to secure consent from answerers. In the effort to get answerers to retort to the tools on time, the investigator put

together an opening's interaction elucidating the goals of the project and asking for the respondents' collaboration. The investigator described to the respondent's basis and drive of the research and appealed to the party involve in the research to get involve in the research work. Investigator spent lots of period to clarify the piece to the parties to boost the authenticity of the information. A series of investigation were put together to determine just in case the answerer had finished the questionnaires. A number of stop by were needful because they gave chance for a lot of clarification to respondents who had some challenges. All the questionnaires were retrieved within one week which means a 100% return rate was achieved.

Interviews were arranged with human resource managers and various managing directors of the various public sector department depending on when they can make way for such interaction. Interview schedules and protocols were followed accordingly.

Data Processing and Analysis

The figures compiled from the answerers were managed by programming them and were later analysed using statistical tools. The data coding was done using IBM SPSS (version 21) and the outcome submitted in frequencies and percentages, mean and standard deviations and tables. The questionnaires were coded for easy analysis. To facilitate processing of the data, the questionnaires were given numerical worth of 1, 2, 3, 4 and 5 for each of the following:

i. "Strongly Disagree" (1); "Disagree" (2); "Agree" (3) and "Strongly

Agree" (4)

The analysis of the results helped to determine the direction of the responses from the respondents. The analysis of the qualitative data collected from the interview helped the researcher to gain comprehensive understanding and analytical descriptions of statements made by respondents. The written and recorded responses were transcribed and various themes generated from them for easy analysis. Narrative notes and narrations were used to analyze the patterns of interviews undertaken. These helped to identify patterns that were similar. The themes were then categorized and classified. Careful analysis was done in order to identify issues where there are convergence and divergence of themes during the coding and classifying. The data were carefully analysed and presented in relation to the research objectives and research questions. The results were interpreted and authenticated to match the findings of the study.

Ethical Consideration

There was right to confidentiality, as well as the researcher had the right to expect the respondence to limit access to and maintain the security of information obtained from the participant. The right to privacy was also not left out and right to anonymity was also adhered to and under no circumstance would the researcher identify specific data with a specific individual.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The ultimate reason of the thesis is to research the workforce empowerment and productivity on selected establishment in Greater Accra Metropolis. The case study design which considered quantitative and qualitative paradigm was adopted for this study. In all 384 respondents were sampled to represent the population. Purposive sampling was used to select 10 managing directors and 10 human resource managers of the various public service departments. This gives the overall sample size of 404 respondents. The lottery method type of simple random sampling was introduced in ensuring that each respondent stood equal chance of selection. Purposive sampling was also adopted to select respondents for the focus group discussion and interviews. However, the questionnaire was the main data collection instrument. Statistical Product for Service Solution (SPSS version 21) was used to analyze the data. Frequencies and Percentages, Mean and Standard deviations, thematic analysis and narratives were all considered for this study. The findings presented summarise the two research questions. However, the demographic data covering gender, age, academic qualification, years of working experience amongst others have clearly been analysed.

This section deals with the results and discussions of the main data collected from the field. The discussion is done based on the research questions that were posed to guide the direction of the study.

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Table 4: Demography of the Respondents

Variable	Subscale	No	%
Name of Institution	Public sector services	384	100
Name of Department	Education	44	11.5
	Health	39	10.2
	Law Enforcement Agencies	38	9.9
	Transportation	15	3.9
	Fire Service	18	4.7
	Emergency Services	17	4.4
	Gas and Oil	18	4.7
	Infrastructure	18	4.7
	Banks	41	10.7
	Diplomatic Service Officers	39	10.2
	Media	37	9.6
	Electricity	23	5.9
	Water	17	4.4
	Agriculture	20	5.2
Gender	Male	213	55.5
	Female	171	44.5
Variable	Subscale	No	%
Age	20 – 25 years	35	9.1
	26 – 30 years	49	12.6
	31 – 34 years	88	23.0
	35 – 40 years	95	25.0
	41 – 50 years	68	17.7
	51 years and above	49	12.6
Highest Academic Qualification	Diploma	65	17.0
	Bachelor's degree	219	57.0
	Masters' degree	97	25.3

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	Doctorate	3	0.7
Years of Working Experience	1 – 5 years	34	8.6
	6 – 10 years	99	25.8
	11 – 15 years	97	25.3
	16 – 20 years	67	17.4
	21 – 25 years	24	6.3
	26 – 30 years	21	5.5
	31 – 35 years	19	4.9
	36 – 40 years	23	6.0

Source: Research field data, (2019).

Table 4 indicates that 384 (100%) of the respondents were all workers in the public sector. The majority 44 (11.5%) of the respondents were engaged in the educational sector, 39 (10.2%) of the respondents were in the health sector, 38 (9.9%) of the respondents were in the law enforcement agencies, 41 (10.7%) of the respondents were working in the banking sector, 39 (10.2%) of the respondents worked as diplomatic service officers and 37 (9.6%) of the respondents were working in the media fraternity. Few respondents were found in the agriculture, water, electricity, gas and oil, infrastructure, fire service and transportation sector. It seems most respondents were found to be working in the educational sector because it is the largest sector that employs a wide range of professionals.

As can be seen in Table 4, majority 213 (55.5%) of the respondents were males and 171 (44.5%) were females. It could be interpreted that most of the workers were males due to the fact that more males were professionally qualified to have been employed to work in the public sector.

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As can be observed in Table 4, majority 95 (25.0%) of the respondents were between the age range of 35 – 40 years, 88 (23.0%) were between the age range of 31 – 34 years, 95 (25.0%) of the respondents were between the age range of 35 – 40 years whilst 68 (17.7%) of the respondents were 41 – 50 years, but 35 (9.1%) of the respondents were between the ages of 20 – 25 years and 49 (12.6%) of the respondents were 51 years and above.

Table 4, also shows that a lot of 219 (57.0%) of the answerers are holders of bachelor's degree, 97 (25.3%) of the respondents are working in the public sector with master's degree whilst 65 (17.0%) were holders of diploma certificates however, 3 (0.7%) of the public sector workers were possessing doctoral degrees. It could be interpreted that first degree is the minimum requirement for employment as such most employees had the minimum requirement of first degree.

As can be observed from Table 4, majority of the respondents 99 (25.8%) had 6 – 10 years of working experience, 97 (25.3%) of the respondents had 11 – 15 years of working experience, 67 (17.4%) of the respondents had worked for 16 – 20 years, 34 (8.6%) employees had 1-5 years of working experience, whilst 24 (6.3%) of the respondents had working experience of between 21 – 25 years, but 21 (5.5%) of the respondents had worked for 26 – 30 years and 23 (6.0%) of the respondents had worked for 36 – 40 years. It was found that few 19 (4.9%) of the respondents had worked for 31- 35 years.

Main Results

This section discusses the main results of the study. The discussion of the main result provides more awareness to investigate employee empowerment and productivity on some selected institutions in Accra Metropolis of the study area in Ghana. The discussion of the main result was centered on the various research questions formulated for the dissertation study. This was done to confirm or disconfirm the various literatures reviewed under chapter two.

Employee Empowerment and Productivity of Public Sector Workers

Research question 1: What relationship exist between employee empowerment and productivity of public sector workers? Research Question 1 sought to solicit from public sector workers' the relationship that exist between empowerment and productivity of public sector workers. In order to answer this thesis question, the research employed Pearson Product Moment Correlation coefficient type of technique to build the link connecting work force authority practices and employee presentation. A decline examination based on the workers performance (dependent variable) against manpower authority practices (independent variable) was executed. The breakdown of the investigation is as here below:

Table 5: Employee Empowerment and Productivity of Public Sector Workers

Model summary (predictors – constant EEP)

Model	R	R. square	Adjusted R. square	Std. Error of the Estimate	Change Statistics R Square Change	F Change
1	.587	.345	.340	.47606	.345	80.509

Mode 1	Unstandardised Coefficients		Standardised Coefficient			95% Confidence Interval for B	
1 Constant	B	Std. error	Beta	T	Sig.	Lower Bound	Upper Bound
		.160		17.906	.000	2.544	3.174
		.045	.587	8.973	.000	.313	.490

Beta stands at 587 likewise Y=2.859+0.401X. The results of the research show important impressive interconnection uniting the two variables. In any component transform in staff authority practice there is important modification on employee empowerment by a 0.401(Table 4.16). The research work concluded that out of the analysis at least 34% of workforce performance transformation can be assign to workers empowerment

operations. In other words, workforce empowerment practice has an important duty to play in the regional growing authorities and should be motivated.

The outcome of the thesis is in conformity with works that at the current establishments are showing an interest in enhancing the responsibilities of ordinary workers in decision making through empowerment as a means of getting higher staff incentive and commitment to institutional goals. Gomez et al., (2010) "they believed that empowered employees are authorized to individually take action, control work and make decision in autonomous way". Carter, (1995) "stated that empowerment should focus on removing barriers that keep employees from exercising their talents fully". This is as the result of the fact that, because empowered workforce is a source of fresh concept and restructuring which enhanced skillfulness and output if period of, teaching and facility are given for the activity to progress. As Nixon cited by Mullins, (2002) "argued that by empowering staff right through the organisation structure every employee will have the power to be innovative and ensure performance is good". An undermanaged establishment will not permit empowerment as staff will call for room to resolve the job-aspect difficulties on their individual way.

The analysis of the thesis expresses that there was minute assistant of the workforce empowerment practices by staff. Dubrins, (2009) "suggested that to foster team work, management should not micro manage teams instead managers should show respect to the team".

Employee Empowerment Strategies that Promote Productivity amongst Public Corporation in Greater Accra Metropolis

Research Question 2: What employee empowerment strategies would promote productivity amongst government institutions in the Greater Accra Metropolis? Research Question 2 sought to solicit from public sector workers' employee empowerment strategies that would promote productivity amongst public institutions in the Greater Accra Metropolitan Assembly. In order to answer this research question, a five-point likert scale crafted questionnaire was administered to employees and management members. The questionnaire had strongly disagreed coded = 1, disagree = 2, undecided = 3, agree = 4 and strongly agree = 5. As such the analysis and discussions of the Mean (M) and Standard Deviations (SD) followed this interval, where responses which were between 0 – 1.4 was concluded to disagree, 1.5 – 3.4 undecided and 3.5 – 5.0 agreed. However, if the Standard Deviation is below 1 then it means the responses are homogenous but in case the Standard Deviation is above 1, then there is a heterogeneous response. Items 9 - 28 of the questionnaire was respectively meant to find out these areas. To ensure orderly presentation, the results from respondents were presented.

The results are presented in Table 6.

Table 6: Employee Empowerment Strategies that Promote Productivity

Statements	Mean	SD
Demonstrate trust to employees	3.74	1.06
Communicate a clear vision to employees	3.68	1.01
Accepting challenging	3.69	1.10
Encourage self -improvement	3.61	1.01
Inspire creative thinking	4.02	.95
Appreciate the efforts of employees	3.63	1.10
Produce the just skill set for the work	3.50	1.01
Grant sufficient autonomy	3.57	1.035
Plainly articulate the extent of individual's work	3.95	1.07
Provide adequate information and resources	4.05	.95
Build employee's confidence	3.99	.94
Guide with positive feedback	4.12	.84
Presenting greater trust and hold up in the worker's ability to fulfil a job duty by not micro-managing their duty	4.02	1.19
Encouraging cross-learning so that employees benefit from each other's skills and knowledge	4.10	1.17
Employees need to be motivated to take advantage of opportunities	3.96	.78
Employees need to be motivated to take advantage of opportunities	3.96	.78
Acknowledging and rewarding the employees for their accomplishments	3.71	1.08
Employees need job enrichment	3.98	.83

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Employees should be allowed to give suggestions for improvements	3.97	.80
Positive organizational culture should exist for productivity	4.11	.73

Sources of data: Field data, 2019.

Table 5 shows that majority (M = 4.35) of the answerer agreed that there should be encouragement of blend-learning so that workforce merit from each other's expertness and knowledge. It can be interpreted that when employees acquire adequate knowledge on the job they tend to perform well with less supervision. The standard deviation which less than 1 (SD = .74) shows that the responses are homogeneous depicting that the respondents gave similar responses. The direction of analysis of the responses is in line with the assertion made by Robbins, (2001) "who found empowerment as likely to improve productivity only when employees are willing to accept increased responsibilities".

The Mean (M = 4.02) shows that most of the respondents agreed that a strategy for employee empowerment is inspiring creative thinking. The deduction that can be made is that employee empowerment can be promoted through the strategy of inspiring creative thinking on the part of employees. The standard deviation (SD = .95) which is less than 1 depicts that the responses given by the respondents is homogeneous or similar in nature. As such the respondents had similar views on the issue under discussion. The direction of analysis of the responses is in line with the assertion made by Robbins (2001) "who found empowerment as likely to improve productivity only when employees are willing to accept increased responsibilities".

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Finally, another strategy to promote employee empowerment is to guide employees with positive feedback. The Mean (M = 4.12) shows that most of the respondents agreed that effective feedback promotes work. The standard deviation (SD = .84) suggest the responses are homogeneous. This shows that the respondents gave similar responses in expressing their views concerning the issue. The direction of analysis of the responses is in line with the assertion made by Robbins (2001) "who found empowerment as likely to improve productivity only when employees are willing to accept increased responsibilities".

Focus Group Discussion of Management Members on Employee Empowerment Strategies

Labour Conventions as Employee Empowerment Strategy

In order to also gather responses from management members on the strategies that they put in place towards employee empowerment, purposive sampling was used to select 10 managing directors and 10 human resource managers of the various public service departments. These respondents responded to issues of employee empowerment strategies for the focus group discussion and interviews. The focus group responses and interviews were edited, transcribed and thematic analysis and narratives used for the analysis.

In a focus group discussion, the researcher wanted to find out from the management members the various employee empowerment strategies that they have put in place in their various departments. The respondents retorted that we put in place a lot of mechanisms as strategies to empower our employees, we do this in line with the national labour laws and what has been put in place in the public sector. Some of the respondents shared that the

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strategies they put in place towards employee empowerment includes respecting the fundamental human rights of the employees. One management member added that: All individual in this country, whatever their status, place of birth, party shades, race, faith, ideology or masculine or feminine shall be made to the basic independence and liberty of the person encompasses in the constitution, which applies to workers. It was further added by another human resource manager that due to the fact that the public sector is regulated by public laws, one strategy to empower employees is respecting what the constitution has laid down for workers which is protection of the human right to personal liberty; protection against slavery and forced labour, male or female, race, colour, ethnic, place of birth, belief, doctrine or social or financial status, and to cover location of ancestry and profession. Finally, it was added by the last respondent that: All capable individuals have the equitable form to or connect to a labour association of his selection for the encouragement and promotion of his financial fairness and agreed appeal.

In a much-related response in addressing the issue of the various strategies that is put in place by management towards employee empowerment, a human resource manager posited that, we treat all the staff under the International Labour Organisation regulation (ILO). The Labour Act details all employers and workforce other than those in strategic level of management such as the Armed Forces, Police Service, Prisons Service and the Security Intelligence Agencies. He further shared and discussed that the ILO continues to outline that: A lot of requirement in the Labour Act involves institutions of corporation and individual engagement avenues, safe guarding of the engagement connection, overall situation of job, engagement of

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persons with conditions, engagement of people under age, engagement of feminine, right discontinuation of employment, safe keeping of salaries and wages, short-term and informal employees, associations, employers' institution and shared acceptance, labour unrest, institution of a National Tripartite Committee, slave trade, job-related well-being and protection, employment examination and the institution of the National Labour Commission.

In a much-related response, another department manager in the public sector quickly added that, it is best for us in using the various local and international labour laws which in a way would motivate the employees to know that different laws are not used for them. For example, locally CHRAJ Act, No. 456 of 1993, instituted a CHRAJ to look into challenges of breach of basic independence and liberty, unjustness and fraud, misuse of authority and unjust rectification of individuals by state officials in the performance of their responsibilities, with authority to look for solution in honour of such acts or deletion. Also, in empowering our employees one strategy that we often use is providing tutelege for their workmen for the achievement of the height of competence needed for the rendering of their tasks and to improve their profession.

The tenth manager, responded that it is the Labour Act which has established the National Labour Commission (NLC), as a strategy we have adopted all the dictates of the labour in order to help employees to feel empowered. Its roles are, inclusion of activities, to implement the settlement of labour unrest, solve industrial disputes, research into unjust industrial practices, eliminate labour clashes and boost teamwork between staff and

management. He further added that the labour law demands a put down agreement of engagement for job performance for a duration of six- months or for an integral part of working days equal to six- months or more within a calender year. The undertaking shall lay down in explicit language the correct and responsibilities of all the alliance. Mainly elaborated in Section 1 to the Act, in other words names of workers', date of first engagement, task caption, remuneration (including afterhours rates), hours of job, rest, ailment and job-linked accident claims, community protection or grant scheme, ending notice and chastise regulations/complaints. The agreement should be endorsed by both alliances and dated.

Finally, the respondents agreed that the employees should be able to understand and have awareness of the laws used in managing them, this also is enough strategy for employee empowerment. As such, the National Labour law, prevent the engagement of persons under age in dangerous task, elaborated to consist of work probable to reveal the individual to fleshy or ethical threat, Remuneration and pay shall be given in monetary currency, in other words for money due by the workforce for caution, pension or other acceptable funds, for labour alliance contribution and the likes. 2 or more staff engaged in the similar enterprise may join an association, and two or more workforce in the similar sector or business, each of whom engages not less than fifteen work force, may join or stick to a staff' institution. All these laws are known by the employees and when management comply to them is a good strategy for employee empowerment. This analysis is in line with the assertion of Covey, (1999) "that training and development programs can boost employees' confidence to act in more empowered way by allowing the

employees to know about the laws that regulate their work, employment and attitudes in an institution".

Employee Motivation as Employee Empowerment Strategy

Through the focus group discussion and interview conducted, it was found that, various motivational strategies whether intrinsic or extrinsic, are enough to promote employee empowerment. The discussants suggested that admitting and motivating the workforce for their achievement helps for employee empowerment. Rewards like praise, higher remuneration, bonuses, promotion, staff bungalows, vehicles amongst others should be given to staff who accomplish their mandated duties.

Other respondents were of the view that better working conditions should exist to improve employee empowerment. It was revealed that, when better working conditions exist in the workplace, various activities that are to be undertaken by the employees would take place. Also, better conditions of service should exist for employees to put up their best and improve productivity.

Opportunities for further education, training and retraining and scholarships with study leave and greater incentives should be awarded to employees to further acquire knowledge, skills and the needed abilities to enhance work and promote productivity. Scholarship package should be given to outstanding employees and deserving workers for their effort towards organizational growth. This will to a large extent promote employee empowerment. Employees tend to be committed and work more when various mechanisms exist for their growth and personal development and welfare. As such, the public sector institutions should put in place various measures to

support and motivate employee empowerment. Employees need to be motivated to take advantage of opportunities that exist in the organisation. The public sector institutions should make available various opportunities that exist for employee empowerment so that various employees would give up their best to boost productivity and enhance service delivery.

Institutional Factors as Employee Empowerment Strategy

Also, in the focus group discussion and the interviews conducted, the various departmental heads and the human resource managers disclosed that certain institutional factors can serve as strategies for employee employment. The respondents disclosed that the working situation of the environment should be such that workers demonstrate trust with the employees. There should be a trust relationship to help boost communication between the employees and employers which can go a long way to promote work and service delivery. One respondent earmarked that, when there is a trust relationship it promotes communication, it is when there is good communication that the employers can communicate a clear vision to the employees.

The employers again discussed that, they have realised that assigning employees with challenging task help encourages self-improvement which goes a long way to inspire creative thinking, creativity and ingenuity. Most of the respondents agreed that the work environment should be such that it encourages creative thinking and help push employees to achieve more through enterprising task. The ninth human resource manager shared that, as the workers are doing their all to help the institution to achieve it core

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mandate, the institutions should also do their best to put strategies in place to appreciate the efforts of workers to reciprocate their achievements.

Finally, it was also revealed in the focus group discussion that in order for employee empowerment to be achieved, some institutional factors should be put in place. This includes granting sufficient autonomy, providing the right skills for the job, clearly articulating the scope of individuals' job and providing adequate information and resources on the job task of the employees. When this is achieved by the institutions, the respondents are of the view that it will build employee's confidence, provide positive feedback, encourage confidence and aid in the employee's capacity to perform a piece of work. Most of the respondents agreed that various institutions / organisations in the public sector should as a matter of fact in improving employee empowerment provide employees with job enrichment, allow them to give suggestions to improve work and encourage positive organizational culture.

Effective Measures of Productivity in Public Sector Organisations

Research Question 3: What effective measures of productivity exist in the public sector organisation in the Greater Accra Metropolis? Research Question 3 sought to solicit from public sector workers' effective measures of productivity that exist in the public sector organisation in the Greater Accra Metropolis. In order to answer this research question, a five-point likert scale crafted questionnaire was administered to staff and supervisors. The questionnaire had strongly disagreed coded = 1, disagree = 2, undecided = 3, agree = 4 and strongly agree = 5. As such the analysis and discussions of the Mean (M) and Standard Deviations (SD) followed this interval, where

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responses which were between 0 – 1.4 was concluded to disagree, 1.5 – 3.4 undecided and 3.5 – 5.0 agreed. However, if the Standard Deviation is below 1 then it means the responses are homogenous but in case the Standard Deviation is above 1, then there is a heterogeneous response. Items 29 - 38 of the questionnaire was respectively meant to find out these areas. To ensure orderly presentation, the results from respondents were presented. The outcome is presented in Table 7.

Table 7: Measures of Productivity in the Public Sector Organisation

Statements	Mean	SD
Workers are able to expand output within the stated deadlines to increase productivity	3.74	1.06
Staff are willing to adopt and learn on new ways of making themselves more useful	4.12	.84
Employees are able to make more work than an hours' worth of productivity based on the needed resources	4.10	.1.17
Employees quality of work has improved overtime due to availability of resources	3.97	.80
Workforce are able to perform under less than ultimate conditions	4.08	.78
Employees bring out recommendation to increase their product/ service delivery	4.35	.74

Employees are free to recognize and award top recognition to top preference in the public sector	4.11	.73
Employees have a sense of what to do and when to do in other to increase productivity	4.27	.84
Employees steadily increased their personal yield on a day to day basis	4.11	.73

Source: Field data, 2019.

Table 7 shows that the majority (M = 4.35) of the respondents agreed that workforce provide recommendation to improve their product / service delivery as a measure for productivity. Provision of proposal to intensify their product / service delivery is a measure of productivity. Respondents believe that productivity can be enhanced through feedback and suggestions which can add positive values to the products and service delivery. The standard deviation (SD = .74) shows that the responses were similar in nature since the standard deviation value is less than 1. The standard deviation is homogeneous in nature, meaning that the respondents have the same idea on the issue of provision of suggestions / feedback to enhance services and improve the quality of products. The direction of analysis is in line with Dubrins, (2009) "who suggested that to foster team work and increase productivity, there should be feedback and further deliberation to enhance and improve services".

As can be seen on Table 5, the Mean (M = 4.27) of the respondent agreed that staff are qualified to pin down and grant top notice to top

preeminence in the public sector can be considered as a measure of productivity. Employees discussed that giving attention to top priorities in the public sector can be used as a measure for productivity. The standard deviation (SD = .84) which is less than 1, shows that the responses given by the respondents are homogeneous in nature. This shows that the responses gave similar responses. The direction of results is in line with Byars and Irwin, (2000) "who pointed out that it was important that members of the organisation know exactly what is expected of them and the yardstick by which their performance and results will be measured improving performance is only achievable where there are effective processes of continuous development".

The Mean (M = 4.12) shows that most of the respondents agreed that employees are willing to learn on new ways of making themselves more productive. Most staff are eager to fresh means of making themselves more productive which can promote the activities of the organisation. The standard deviation (SD = .84) which less than 1 shows that the responses were homogeneous in nature. The respondents gave similar responses on the issue of learning new ways of making themselves more productive. The direction of results is in line with Byars and Irwin, (2000) "who pointed out that there should be the acquisition of new skills and new ways of doing things in a way to improve productive".

Finally, the respondents also agreed that workmen are allowed to give rise to more than an hours' high value of output based on the needed resources. The Mean (M = 4.10) shows that most of the respondents agreed to generating additional than a moment value of capacity based on the needed resources.

Respondents are of the view dedicating more hours to work will promote productivity when the required resources are provided. The standard deviation (1.17) which is more than 1 shows that the responses are heterogeneous in nature. Heterogeneous responses show that the respondents gave varied or different responses. The direction of results is in line with Dubrins, (2009) "who asserted that dedicating more hours to work can promote productivity especially when all resources are provided to employees".

Focus Group Discussion on Measures of Productivity in Public Sector Organisations

In order to also gather responses from management members on the measures that they put in place towards employee empowerment, purposive sampling was used to select 10 managing directors and human resource managers of the various public service departments. These respondents responded to issues of measures of productivity in the public sector for the focus group discussion and interviews. The focus group responses and interviews were edited, transcribed and thematic analysis and narratives used for the analysis.

In an attempt to find out the measures of productivity in the public sector organisation, the focus group discussion with the managers and human resource managers revealed that measures of productivity are seen in enhanced customer service, increased productivity per man hour, improved innovation and promotion of new ideas, contributing new ideas and innovations to organisations. It was discussed that given the needed resources; employees are supposed to work within all the required man hours to increase productivity. As such employees are to be creative, improve customer service,

be innovative and contribute various ideas to enhance work. The responses of the respondents are in line with Covey, (1999) "who found that training and development programs can boost employees' confidence to act in more empowered way".

It was also revealed in the interview by 7th manager that, one of the measures of productivity is to work and deliver within the set deadlines which improves productivity. Since productivity is measured by the output per man hour, it is said that it would be prudent that employees complete all their daily task and work schedules in order to meet deadlines which invariable improves productivity. It is therefore seen that a measure of productivity is the ability of an employee to complete all work task daily set for that employee to complete this in a way can be hourly measured to identify the productivity of workers. The direction of analysis supports the view of Covey (1999) who is of the view that commitment to daily task leads to increase productivity.

It was also revealed by another interviewee that, no matter the conditions of service, employees are to give out their best and improve productivity. In a way, as employees are provided with resources to work, there should be improvement in work. Since all resources needed to work are provided by the employers to the employees, it is assumed that employees are to work diligently to promote productivity. The direction of analysis suggests that Covey (1999) shares that good conditions of service promotes the productivity of workers.

Finally, another interviewee shared that, employees who are productive, in attending to their daily schedules should do their best to provide suggestions to enhance their services. Workers are to incorporate various

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feedback and suggestions to their work to make their work very productive. The work of employees should be their topmost priority and give the most needed attention to increasing their output which invariably promote productivity. The direction of responses and analysis is in line with Convey (1999) assertion that suggestions and feedback can promote positive attitudes to work. Employees who adjust to positive feedback and suggestions to improve upon work and promote productivity.

Chapter Summary

Results and discussion about the data gathered on employee empowerment and productivity on some selected public sector institutions have been explained in the analysis.
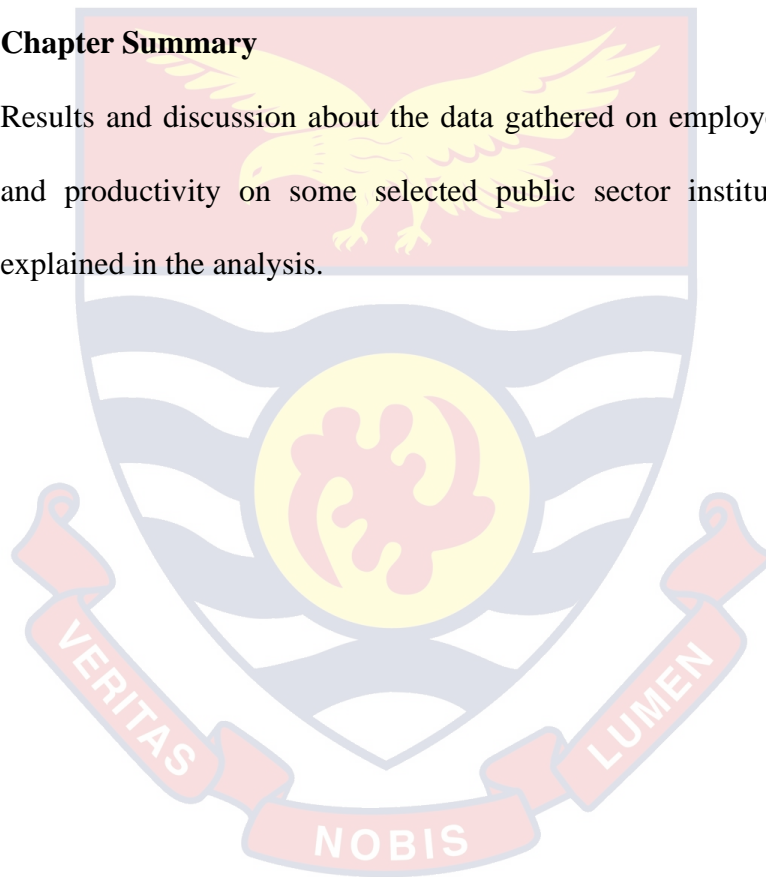
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter outlines the summary of the findings, conclusions drawn from the study and provides recommendations for action. In this final chapter, areas have been suggested for further studies.

Summary of the Study

The main purpose of the study is to investigate the employee empowerment and effect on productivity on selected institutions in the Accra Metropolis. The case study design which considered quantitative and qualitative paradigm was adopted for this study. In all 384 respondents were sampled to represent the population. 10 managing directors and 10 human resource managers of the various public service departments were selected by the use of purposive sampling. This gives the overall sample size of 404 respondents. The lottery method type of the simple random sampling was employed in ensuring that each respondent stood equal chance of selection. Purposive sampling was also adopted to select respondents for the focus group discussion and interviews. However, the questionnaire was the main data collection instrument. SPSS version 21was utilize to analyze data. Mean & Standard deviations, thematic analysis, Frequencies and Percentages, and narratives were all considered for this study. The following research questions were formulated to guide the direction of the study:

1. What relationship exists between empowerment and productivity of public sector workers?

2. What employee empowerment strategies would promote productivity amongst public corporations in the Greater Accra Metropolis?

3. What are the measures of productivity in the public sector institutions in the Greater Accra Metropolis?

Key Findings

The study found that employee empowerment and productivity of public sector workers is positively related. On the interrelation joining staff empowerment exercises and employee presentation, the study came out that there was medium connection uniting the two variables with a correlation of .587. It must be emphasis that staff were most often on consensus of the level in which workforce empowerment exercise were being used.

Research on the topic empowerment revealed that employee empowerment strategies that promote productivity includes trust for employees, communicating a clear vision to employees, accepting challenging task, inspiring creative thinking, appreciating the efforts of employees, providing the rightful skill set for the job, provision of adequate information and resources and building employee's confidence. Also, the study revealed that employee empowerment strategies are guiding employees with positive feedback, provision of growth opportunities to employees and recogniton and motivating the employees for their attainments. Besides, the study found more education, motivation, opportunities and to be employee empowerment strategies. However, the study also revealed that granting sufficient autonomy, clearly articulating the scope of the individual's job and employees being bold enough to face situations and avoid fear of failure are not strategies for employee empowerment. The study also revealed through

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the interview and focus group discussion by management members, that the strategies that could be employed for employee empowerment dwells on the theme of labour conventions, employee motivation and institutional factors.

The study also found that the effective measures of productivity in the public sector institutions include employees being able to deliver within the set deadlines to increase productivity at all times, employees being eager to learn on new ways of making themselves more productive and also adapting to new ways of doing things, staff are qualified to bring about higher level than a moments' value of output based on the needed resources, employees quality of work has improved overtime due to availability of resources and workforce are capable to perform under lower optimum conditions. Also, the study also confirmed that the measures of productivity includes workmen bring out ideas to improve their product/ service delivery, staff are allowed to pick out and accord top recognition to top preference in the public sector, employees have a sense of what to do and when to do in other to increase productivity and workforce have more increased their individual output.

Conclusions

The underlisted conclusions were drawn from the main outcome of the thesis. The research work came out that staff authorization can be employed to enhance workforce output to rise up tremendously. In summary it can be finalized that delegating workforce ends up into assumption of fondness powerless to believing powerfully in individual successfulness. The outcome is that workers take more independent actions and strive in attainment of their objectives even in times of forces majeure.

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The study can be concluded that employee empowerment strategies that promote productivity includes trust for employees, communicating a clear vision to employees, accepting challenging task, inspiring creative thinking, appreciating the efforts of employees, providing the rightful skill set for the job, provision of adequate information and resources, building employee's confidence amongst others. The study however concluded that granting sufficient autonomy, clearly articulating the scope of the individual's job and employees being bold enough to face situations and avoid fear of failure are not strategies for employee empowerment.

The study can conclude that the effective measures of productivity in the public sector institutions include employees been capable to perform highly within the range of set timelines to increase productivity, employees being willing to school on new means and adapting measures of making workforce more useful, workforce are able to give rise to more than an hours' worth of output based on the needed resources available at their disposal, employees quality of work has improved overtime due to availability of resources and workforce are capable to outperform under less perfect situations. Also, the study concluded that the measures of productivity includes staff bring out ideas and new ways of doing things to improve their product/ service delivery, employees are allowed to recognized and give top awareness to top priorities in the public sector, employees have a sense of what to do and when to do in other to increase productivity and employees have more values in their individual output.

Recommendations

To conclude on the outcome of the research and the conclusions that have been drawn, the following underlisted recommendations have been employed to help enhance entrepreneurship education and help graduate entrepreneurs in their place of work.

1. It is further recommended that the government, ministry of employment and management of the public sector should do well to enforce strict regulations towards employee empowerment since employee empowerment leads to productivity of public sector workers in the long run.

2. Public institutions in Ghana should come out with positive game plan that would reward increased work effort, inspire creative thinking, appreciate the efforts of employees, motivating workers with the assistance that is required by staff to perform their task better, introduce emotional help by listening and caring about staff work-life demands and welfare, give out substantial autonomy and freedom, independence and discretion for staff to schedule work activity and control the procedures used in carrying it out so as to aid in productivity.

3. The government of Ghana, the public sector, various organisations and institutions and NGO's should educate employees on the benefits of employee empowerment on productivity. The government of Ghana and the Ministry of trade and industry should come together to educate institutions and organisations on the benefits of employee

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empowerment which includes cost savings, improved employee relations, positive work culture amongst others.

4. The government of Ghana, the public sector, various organisations and institutions and NGO's should do well to create a congenial working environment and set policies to reduce the challenges that mitigate the efforts of management in undertaking employee empowerment activities. There should be the provision of adequate communication system technology, motivation of leaders, proper accountability and transparency amongst others to improve employee empowerment activities.

5. The government of Ghana, the public sector, various organisations and institutions and NGO's should do well to publicize the positive measures that should be considered in order to undertake positive employee empowerment strategies. Institutions should be educated on the factors to be considered on employee empowerment which includes enhanced customer service, increased productivity, positive constructive feedback on their efforts and others.

Suggestions for Further Research

i. The thesis tried to look at the consequences on the state sector but excluding the private sector. Other studies in future should concentrate on institutional commitment and motivation in enterprises and limited liability industry as well other areas, it enhances commitment that predesigned to educate manpower leadership guidelines in the particular sector as well.

ii.   Influence and impact of workforce empowerment mechanisms on institutional commitment in Ghana public service.

iii.   The effects of employee empowerment, teamwork, and employee training on employee productivity in higher education sector

iv.   Organizational learning, empowerment and creativity among workforce of some financial establishment in Accra

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APPENDIX

APPENDIX A

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE FOR PUBLIC SECTOR INSTITUTIONS

I am a postgraduate student of College of Humanities and Legal Studies, School of Business in the Department of Management Studies, University of Cape Coast. I am investigating employee empowerment and effect on productivity on selected institutions in the Accra Metropolis. The aim of this questionnaire is to solicit information with regards to how employee empowerment can affect productivity whether negatively or positively. The research is built on specific representative so your involvement is vital. The facts you give will be accorded the outmost sensitivity. As such I would be grateful if you could provide correct answers to the items on the questionnaire. You are not supposed to put down your name anywhere in the survey form. In administering the survey form, please be as sincere as probable. Thanks a million for your assistance. Please tick [√] the appropriate bracket or write where applicable. The researcher responsible for this investigation is:

    i.   Georgina Botchway

SECTION A

DEMOGRAPHIC DATA

Please tick [√] where appropriate

1. Name of Public Institution ...……………………………………….

2. Name of Department…………………………………………………..

3. Specialisation …………………………………………………………

4. Job Title……………………………………………………………

5. Gender

    Male   [   ]

    Female [   ]

6. Age

    a.   20 – 25 [   ]

    b.   26 – 30 [   ]

    c.   31 – 34 [   ]

    d.   35 – 40 [   ]

    e.   41 – 50 [   ]

    f.   50 years and above [   ]

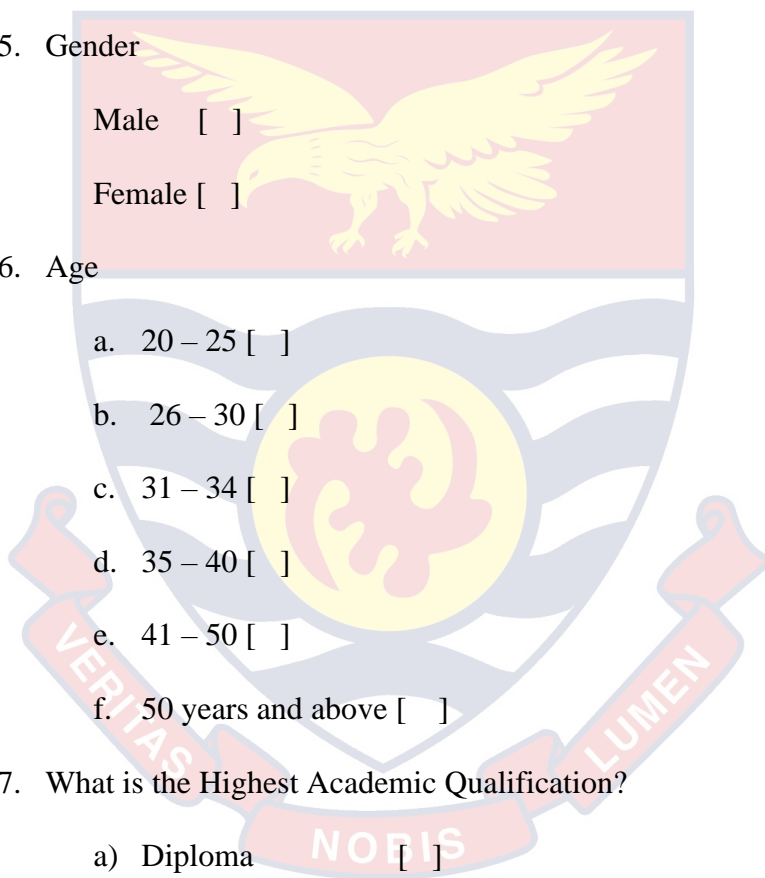7. What is the Highest Academic Qualification?

    a) Diploma   [   ]

    b) Bachelor's degree   [   ]

    c) Masters' degree   [   ]

    d) Doctorate   [   ]

8. Years of working Experience

    a. 1 – 5 years   [   ]

    b. 6 – 10 years   [   ]

    c. 11 – 15 years   [   ]

    d. 16 – 20 years   [   ]

    e. 21 – 25 years   [   ]

    f. 26 – 30 years   [   ]

    g. 31 – 35 years   [   ]

    h. 36 – 40 years   [   ]

For Section B and C indicate the extent to which you agree or disagree to the

state on a scale: 1- Strongly Disagree (SD), 2- Disagree (D), 3 -Undecided

(U), 4-Agree (A) and 5- Strongly Agree (SA)

SECTION B

EMPLOYEE EMPOWERMENT STRATEGIES

Statements	SD	D	U	A	SA
9. Demonstrate trust to employees					
10. Communicate a clear vision to employees					
11. Accepting challenging task					
12. Encourage self –improvement					
13. Inspire creative thinking					
14. Appreciate the efforts of employees					
15. Provide the right skill set for the job					
16. Grant sufficient autonomy					

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Statements	SD	D	U	A	SA
17. Clearly articulate the scope of individual's job					
18. Provide adequate information and resources					
19. Build employee's confidence					
20. Guide with positive feedback					
21. Exhibiting greater trust and support in the employee's ability to accomplish a work assignment by not micro-managing their tasks					
22. Encouraging cross-learning so that employees benefit from each other's skills and knowledge					
23. Acknowledging and rewarding the employees for their accomplishments					
24. Employees need to be motivated to take advantage of opportunities					
25. Employees need job enrichment					
26. Employees should be allowed to give suggestions for improvements					
27. Positive organizational culture should exist for productivity					

28. Others please specify…………………………………………………

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SECTION C

MEASURES OF PRODUCTIVITY IN THE PUBLIC SECTOR

ORGANISATION

Statements	SD	D	U	A	SA
29. Employees are able to deliver within the set deadlines to increase productivity.					
30. Employees are eager to learn on new ways of making themselves more productive.					
31. Employees are able to generate more than an hours' worth of productivity based on the needed resources.					
32. Employees quality of work has improved overtime due to availability of resources.					
33. Employees are able to deliver under less than perfect conditions.					
34. Employees provide suggestions to enhance their product/ service delivery.					
35. Employees are able to identify and give top attention to top priorities in the public sector.					
36. Employees have a sense of what to do and when to do in other to increase productivity					
37. Employees have steadily increased their personal output					

38. Others please specify…………………………………………….

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APPENDIX B

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES

FOCUS GROUP DISCUSSION

I am a postgraduate student of College of Humanities and Legal Studies, School of Business in the Department of Management Studies, University of Cape Coast. I am investigating employee empowerment and effect on productivity on selected institutions in the Accra Metropolis. The aim of this focus group discussion is to solicit information with regards to how employee empowerment can affect productivity whether negatively or positively. The research is established on designated representation so your engagement is crucial. The details you provide will be accorded the outmost sensitivity. As such I would be grateful if you could provide correct responses to the items on the interview guide. In attending to the interview items, please be as honest as possible. Thank you for your help. Please tick [√] the appropriate bracket or write where applicable. The researcher responsible for this investigation is: Georgina Botchway.

The following questions were asked.

1. How do you understand employee empowerment?

2. What are the employee empowerment strategies that promote productivity amongst public institutions in the Accra Metropolis?

3. How do you understand productivity?

4. What are the measures of productivity in the public sector organisations?

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APPENDIX C

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES

INTERVIEW GUIDE

I am a postgraduate student of College of Humanities and Legal Studies, School of Business in the Department of Management Studies, University of Cape Coast. I am investigating employee empowerment and effect on productivity on selected institutions in the Accra Metropolis. The aim of this semi- structured interview is to solicit information with regards to how employee empowerment can affect productivity whether negatively or positively. The work is built on specify illustration so your partaking is crucial. The data you provide will be accorded the outmost sensitive. As such I would be grateful if you could provide correct responses to the items on the interview guide. In attending to the interview items, please be as honest as possible. Thank you for your help. Please tick [√] the appropriate bracket or write where applicable. The researcher responsible for this investigation is: Georgina Botchway.

The following questions were asked.

1. How do you understand employee empowerment?

2. What are the employee empowerment strategies that promote productivity amongst public institutions in the Accra Metropolis?

3. How do you understand productivity?

4. What are the measures of productivity in the public sector organisations?

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