



**THE POLITICAL APPOINTMENT OF CHIEF EXECUTIVES INTO  
GOVERNMENT AGENCIES AND ITS EFFECTS ON MORALE OF  
CIVIL SERVANTS IN GHANA: GHANA STANDARDS AUTHORITY  
AS A CASE STUDY**

**BY  
FRANCIS KOFI AGBAGLI  
(10273475)**

**A LONG ESSAY SUBMITTED TO THE UNIVERSITY OF GHANA  
BUSINESS SCHOOL IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS IN  
MANAGEMENT AND ADMINISTRATION AT THE UNIVERSITY OF  
GHANA, LEGON**

**JUNE, 2019**

## DECLARATION

I, Francis Kofi Agbagli, author of this dissertation titled, “The Political Appointment of Chief Executives in Government Agencies and Its Effects on the Morale of Civil Servants in Ghana: Ghana Standards Authority as a case” do hereby declare that, except for references to other people’s work which have been duly acknowledged as such, the final work presented here in publication was done by me as a student at the Department of Organization and Human Resource Management, University of Ghana Business School, University of Ghana, Legon. This research work has not been presented either by anyone in any form for an academic award in this or any other University.

.....

.....

**(FRANCIS KOFI AGBAGLI)**

**Date**

I hereby certify that this dissertation was supervised in accordance with procedures laid down by the University of Ghana and submitted for examination with my approval to my supervisor during the 2018/2019 academic year.

.....

.....

**(PROFESSOR KWESI AMPONSAH-TAWIAH)**

**Date**

## **DEDICATION**

I dedicate this work, first of all to Professor Kwesi Amponsah-Tawiah and Mr. James Kwaku Agbagli, my dad. Mr. Thomas Kofi Kporsu, my friend and a brother, am proud of you and you deserve to be mentioned in this dedication. Also, I wish to dedicate this piece of work to the memory of my late mum, Helena Yaa Harley, and the rest of my family and loved ones, not forgetting colleagues at work, home and at school, above all to the Almighty God, for He did it and did it all.

## **ACKNOWLEDGEMENT**

Many thanks to my supervisor, Professor K. Amponsah-Tawiah, who helped modify this topic through his immense contribution to the content and quality of this work, his invaluable suggestions, encouragement, correction, great patience, admirable guidance, leadership and dedication throughout the research period. Also, thanks to some indispensable persons such as Ms. Boatemaa Manu-Antwi and Mrs. Harriet Bani for their special support, motivation and encouragement. Again, my appreciation goes to Louisa Agyekumhene, Mark Senanu Kudzordzi, Dictus Azorliade, Gabriel Sarfo, Freda Kyere Nkansah, Priscilla Sewor and Samuel Dzikpehlo for their special support and constant engagements. Although this work represented my own efforts, I am highly indebted to Raesibe Granny Matsaung and Reginald Arthur, whose works served as my mostly sourced reference; I owe them a lot of special gratitude. Finally, special thanks goes to persons not mentioned but were able to directly and/or indirectly contribute in kind, time and material to this work, to all I say 'ayekoo'.

## TABLE OF CONTENTS

DECLARATION .....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT .....	xi
CHAPTER ONE.....	1
INTRODUCTION .....	1
1.1 Background of The Study.....	1
1.2 Statement of The Problem.....	3
1.3 Objective of The Study .....	5
1.4 Research Questions .....	5
1.5 Research Hypotheses .....	6
1.6 Significance of The Study .....	6
1.7 Scope of The Study .....	7
1.8 Definition of Terms.....	7
1.9 Chapter Disposition.....	8
1.9.1. Chapter One: Introduction.....	8
1.9.2. Chapter Two: Literature Review .....	8
1.9.3. Chapter Three: Research Methods and Data Analysis .....	9
1.9.4. Chapter Four: Results.....	9
1.9.5. Chapter Five: Discussion .....	9
1.9.6. Chapter Six: Summary, Conclusion, Limitations and Recommendations .....	9
CHAPTER TWO .....	10
LITERATURE REVIEW.....	10
2.1 Introduction .....	10
2.2 Theoretical Review .....	10
2.3 Theoretical Framework .....	14

CHAPTER THREE.....	18
METHODOLOGY.....	18
3.1 Introduction.....	18
3.2 Research Paradigm.....	18
3.3 Research Design .....	20
3.4 Type and Source of Data .....	21
3.5 Population/Targeted Population .....	21
3.6 Sampling.....	22
3.6.1 Sampling for Quantitative Analysis.....	22
3.6.2 Sampling for Qualitative Analysis.....	23
3.7 Methods of Sampling .....	24
3.8 Data Collection Instrument.....	25
3.8.1 Data Collection Procedure for Quantitative Analysis.....	25
3.8.2 Data Collection Instruments for Qualitative Analysis .....	26
3.9 Administration of Research Instrument/Procedure.....	27
3.9.1 Quantitative Data Collection .....	28
3.9.2 Qualitative Data Collection .....	28
3.10 Data Analysis .....	30
3.10.1 Quantitative Data Analysis.....	30
3.10.2 Qualitative Data Analysis.....	30
3.11 Ethical Consideration .....	31
CHAPTER FOUR.....	33
RESULTS.....	33
4.1 Introduction .....	33
4.2 Quantitative Data Analysis.....	33
4.2.1 Response on the Demographic Characteristics of Participants .....	34
4.2.2 Validity and Reliability of the morale scale .....	36

4.2.3	Result on Morale.....	37
4.2.4	Answers to the Research Questions of the Study .....	38
4.2.5	Test Hypotheses.....	42
4.3	Qualitative Data Analysis.....	46
4.3.1	Validity and reliability .....	46
4.3.2	Themes .....	47
4.3.3	Sub-Themes.....	47
4.3.4	Major Themes.....	49
4.3.5	Answers to the Research Questions 4 and 5 of the Study.....	56
CHAPTER FIVE .....		59
DISCUSSION.....		59
5.1	Introduction.....	59
5.2	Reliability of Findings.....	59
5.3	Research Objectives .....	59
5.3.1	Research Objective One .....	60
5.3.2	Research Objective Two .....	60
5.3.3	Research Objective Three .....	61
5.3.4	Research Objective Four .....	62
5.3.5	Research Objective Five.....	62
CHAPTER SIX.....		64
SUMMARY, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS .....		64
6.1	Introduction.....	64
6.2	Summary .....	64
6.3	Limitations.....	65
6.4	Recommendations.....	66
6.5	Conclusion.....	68
REFERENCES .....		70

APPENDICES ..... 81

List of figures

<b>Figure 2.1: Theoretical Model (adapted from Baron and Kenny, 1986).....</b>	<b>16</b>
<b>Figure 3.1: Mixed Method Design .....</b>	<b>21</b>

List of tables

<b>Table 3.1: Quantitative and Qualitative samples</b> .....	25
<b>Table 4.1: Demographic Information</b> .....	34
<b>Table 4.2: Frequency Distribution of Morale</b> .....	37
<b>Table 4.3: Mean (<math>\bar{x}</math>) and Standard Deviation (<math>\sigma</math>) of Morale</b> .....	38
<b>Table 4.4: Frequency distribution of Morale based on Gender of GSA workers</b> .....	39
<b>Table 4.5: Frequency distribution based on level of Education of GSA workers</b> .....	40
<b>Table 4.6: Frequency Distribution of Morale based on Experience levels</b> .....	41
<b>Table 4.7: Shapiro-Wilk W test</b> .....	43
<b>Table 4.8: t-Test on level of morale based on gender</b> .....	44
<b>Table 4.9: t-Test on level of morale based on education status</b> .....	45
<b>Table 4.10: t-Test on level of morale based on experience status</b> .....	46
<b>Table 4.11: Coded Responses from Participants</b> .....	48
<b>Table 4.12: Major Themes of the study</b> .....	50

## ABSTRACT

This study aimed to find out the effect of political appointment of a Chief Executive on the morale of workers. In order to understand this intrigues factor, this study employed and used a robust methodology (mixed-method approach) to examine how political appointments affect the morale of workers. A total of 151 participants; 4 directors, 21 heads and 126 first-line employees were used for quantitative analysis whilst 6 participants; 3 management and 3 non-management workers were interviewed. The *t*-Test was used to test all the quantitative hypotheses which revealed a relatively high morale among the workers of Ghana Standards Authority (GSA). In the qualitative analysis, a thematic content analysis of the participants revealed tactful meaning of what political appointment meant to workers. The result further revealed that, political appointment negatively affects morale, commitment and engagement, career progression and processes and procedures at the work environment and the workers. The study therefore, made recommendations to government policy draft, organizational practice and future research endeavours. At the conclusion, the researcher seized the opportunity to reconstruct the meaning of political appointment. Also, some limitations were realized and acknowledged.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of The Study**

Over the past decades, various types of public sector organisations in both the developed and developing world are frequently subject to political influence and favouritism in relation to their staff appointment and promotion (Ashraf, 2017). According to Matheson, Weber, Manning and Arnould (2007), political interference in the area of staff management is often an indicator of political meddling in other aspects of administration involving the immediate discharge of organizational responsibilities. These political interferences can be in the form of how processes governing promotions, appointments, dismissals, transfers and performance assessments are interpreted and applied (Ashraf, 2017). Drawing on the above, a study by Yaro (2014) in Nigeria reveals that appointment process into Nigerian public service is frequently influenced by political activities, with competence being overlooked. This suggests that politicians use their influence or force recruitment process to favour appointees affiliated to their parties leading to appointment of incompetent workers in public organisations. Re-emphasizing this point, a similar study carried out by Ishii, Rohitarachoon and Hossain (2013) in Philippines and Thailand. They found out that one city in each of the two countries appointed employees on merit, whilst the other two had appointment processes that were politically influenced in ways that affected organizational performances and staff morale. In addition, in the cities where political influence was clear impacted negatively on the morale and discipline of the employees. On the other hand, cities where appointment process was done on merit impacted positively on the morale of employees. Another study by Jahan (2012) shows that appointment processes in Bangladesh public sector were identified not to be based on merit but based on political influence leading to appointment of incompetent workers.

Consequently, the civil and public service in developing countries were seen as the effective and efficient in the management of developmental policies and programmes; where the civil service of Ghana has been previously described as most relevant, finest and performance oriented institution in Africa (Ayee, 2001; Lentz, 2010; Nti, 1978). Accordingly, the early civil servants of Ghana were essentially well-trained, adequately resourced, anonymous and neutral in duty performance. These experiences were observed as past glories and accolades of very past civil services before the 1992 constitution and fourth republican governments (Ayee, 2001; Lentz, 2010). However, the current civil service of Ghana has been branded with failures of mismanagement, overstaffed, lack of morale, uncontrolled recruitment and motivation problems. Adeptly, the political appointments become obvious whenever governments change hands after general elections (Lentz, 2010). These key political appointments in the public sector organizations, morally affects the competence and morale of the workers (Gyampo, 2010). This incident somewhere may be as a result of the 4<sup>th</sup> republican constitution, which allows the president powers to appoint and remove heads of government institutions (see article 195 of chapter 14, 1992 Constitution of the Republic of Ghana, 1992).

Concurrently, the impact of morale of the workers on performance of organization has also received wide consideration in many studies (Antwi, Analoui, & Nana-Agyekum, 2008; Anderfuhren-Biget, 2012; Ashworth, Boyne, & Entwistle, 2010; Bawole, Hossain, Domfeh, Bukari, & Sanyare, 2013). Morale is seen as effect of many events taking place in the work environment: more so stated, workplace morale was not a cause, rather the resultant of many variables in the work environment (Aidoo, 2018; Wittmer, 2000). This, they posited that the root of a problem concerning morale of the workers must be recognized in order to unravel the factors that gave rise to the problem, which in this case the researcher considers that those factors may be the way political appointments of top level managements are done. Aidoo,

(2018) and Wittmer (2000) said, morale is an essential factor or contributor to the preparedness of the workers to work, which in turn leads to happiness, job satisfaction, increased performance and productivity. Through high morale, workers worked enthusiastically and willingly towards the achievement of the agency's vision and mission. This, according to their literature revealed that a good morale was a condition of wellbeing that resulted from a sense of determination and self-confidence. This is simply because high or good morale enable workers to attach more importance to organizational goals, thereby, reducing absenteeism and quitter tendencies. On the other hand, low or negative morale brings about low productivity, waste, poor satisfaction of work, inefficiency, indiscipline, and other vices among workers, they added.

From the above, it is imperative to say that, political influence play a significant role in appointments, morale of workers and performance in public sector organizations hence the need for this study to examine the effect of political appointment on morale of public sector workers.

## **1.2 Statement of The Problem**

Literature and scholars put it quietly clear and simple that morale of workers determined overall motivation, job satisfaction, altruism, performance and productivity of an institution, organization or department (see Anderfuhren-Biget, 2012; Antwi, et al., 2008; Ashworth, et al., 2010; Ayee, 2001). When workers are positive or happy about their work environment they tend to have high or positive morale. So also, negative or low morale is as a result of how unhappy and negative the workers perceived their work environment (Akintayo, 2012). From literature, it was argued that more is to be considered when appointments or selections are made

into an organizational environment, than the hasty political appointment usually done under uncertainty and risk, which is without recourse for scrutiny and competition before recruitment (Mitnick, 1986). Invariably, political appointment, though observed certainly as adaptable to organizations, however, it is recommended that politicians need to face up to the fact that they are dealing with organizations where a minor situation can have an unreasonable damage to the organizational environment (Mitnick, 1986;1991; Waterman & Meier, 1998). A review of literature points out that, political appointment has presumably duel, thrive and flourish on philosophical and scholarly opinions rather than empirical verifications and proofs (Dahlstrom & Holmgren, 2015; Painter & Peters, 2010). In the field of public administration, scholars and observers answered this dilemma with skepticism, opting instead to emphasize only on the cultural and historical dependence of these contemporary arrangements of politics and administration (Dahlstrom & Holmgren, 2015; Painter & Peters, 2010). The political appointment was a radical political rationale which was one-day undoubtedly imposed on the public sector and had being maintained and justified till today (Moe, 1985b).

Likewise, in Ghana, article 195 of chapter 14, 1992 Constitution of the Republic of Ghana, gave a guideline concerning public organizations, the case however is that heads of public sector organizations are replaced and new officials appointed at the start of every change of government (Gyampo, 2010). This political meddling may have negative bearing on work environment and probably affect the morale of workers in the public sector. However, review of the literature shows little evidence of political appointment and its effect on morale of the public servants in Ghana. Hence, the point of this paper is to examine the political appointment and its effect on the public sector, the work environment, and morale of workers which was largely neglected and overlooked. This will also enhance the debate and further direct the

interest of scholars, practitioners, and international development to this intricate factor of demoralizer of public sector workers in Ghana, Africa and the world at large.

### **1.3 Objective of The Study**

This section detailed the particular research objectives based on the current research project as following:

- a. To establish morale of the workers in Ghana Standards Authority (GSA).
- b. To find out morale of the workers based on their educational levels in GSA.
- c. To explore morale of the workers in relation to years of service in GSA.
- d. To investigate the meaning of the political appointments (including Chief Executive) among workers in GSA.
- e. To examine the extent to which the top level political appointments affect morale of the workers at GSA.

### **1.4 Research Questions**

This paper will attempt to answer the following questions:

- a) What is the level of morale of the workers in Ghana Standards Authority (GSA)?
- b) What is the level of morale based on education of the workers of GSA?
- c) What is the level of morale based on years of experience of the workers in GSA?
- d) What does Chief Executive political appointments (including chief Executive) mean to the workers in GSA?
- e) How does the top level political appointment affects morale of the workers in GSA?

## **1.5 Research Hypotheses**

The hypotheses below were formed from the prediction of literature on the morale of workers, and the subsequent effects of political appointments of Chief Executive on the morale of workers in public organizations:

H<sub>1</sub>: There is no significant difference in the morale of the civil servants of Ghana Standards Authority (GSA) based on gender.

H<sub>2</sub>: There is no significant difference in the morale of the civil servants of Ghana Standards Authority (GSA) based on educational level.

H<sub>3</sub>: There will be no significant difference in the morale of the civil servants of Ghana Standards Authority (GSA) based on years of work.

## **1.6 Significance of The Study**

This study projected an appreciation of effects the political appointments to top level management (including Chief Executives) of public institutions in Ghana have on morale of workers. It added to the understanding of other factors which are unimaginable or least thought of that affected the morale of Ghanaian workers at the workplace environment. Also, this research built upon the vast existing knowledge of causes and effects of morale of government employees, since, it touched on the morale of workers which can be influenced by workplace environmental factor, such as the political appointments. Finally, this research would serve as a reference point for researches with similar interests. Above all, organizations would learn of

the possible implications and effects the political appointments have on other factors inter alia job satisfaction, productivity and performance in the public sector.

### **1.7 Scope of The Study**

This study limited itself to examine how the political appointment of Chief Executive of public organizations affect the morale of public servants in Ghana, using public organization, Ghana Standards Authority as a case study.

### **1.8 Definition of Terms**

These definitions were used purposely for this research work and the terms used are defined as following:

*Top Level Management* – meant the head and senior management team of a government establishment or agency or institution

*Chief Executive* – meant head of a public government establishment or agency or institution.

*Political appointee* – meant partisan or patronage/political appointment of a person based largely on political activism, service or lining to a party other than just for his/her competence.

*Government Agency* – meant government institution or establishment funded by the state to provide some essential goods and services to public and government also referred to as civil or public service

*Worker/workers* – meant employee(s) in public institution known also as civil/public servant or government worker/staff/employee

*Morale* – meant “the degree of enthusiasm and drive that results from group cohesion and a variety of organizational variables” (Maguen & Litz, 2006, p. 280; Shaw & Stayton, 2015).

*Work Environment:* meant “.... factors which embrace personal (motivation, job satisfaction, good health and safety and productivity-oriented skills) and organizational climate (leadership styles, job security, compensation design and management, condition of service, nature of work and work load)” (see the definition from Carrel and Gregory, 2010). Also referred to as organizational variables.

*Management:* meant members of staff who were Heads of Units and Departments and Directors of Directorates at Ghana Standards Authority (GSA).

*Non-management:* meant members of staff who were first-line employees of GSA.

*Level of education:* meant employees’ educational qualification was categorized as high education (i.e. First Degree and below) and higher education (above First Degree)

*Years of work:* meant employees’ years of work was grouped into experience (above 10 years work experience) and inexperience (10 years and below).

## **1.9 Chapter Disposition**

The chapters were six in all.

### ***1.9.1. Chapter One: Introduction***

This comprised of the background of the study, problem statement, objectives of the study, significance of the study, the research questions, the research hypotheses, the definition of terms and chapter disposition.

### ***1.9.2. Chapter Two: Literature Review***

This examined the review of past literature on morale of workers and political appointment of Chief Executives in government agencies. It also captured the concept of morale, the antecedent of political appointment and possible effect they have on work environment.

**1.9.3. Chapter Three: Research Methods and Data Analysis**

This highlighted the methodology (the methodology was about how data gathering was done to answer the research hypotheses). Included were research paradigm, research design, type and source of data, population/targeted population, sampling, methods of sampling, data collection instrument, administration of research instrument/procedure, data analysis and ethical consideration.

**1.9.4. Chapter Four: Results**

This presented the analyzed data in the light of the presented hypotheses and research questions.

**1.9.5. Chapter Five: Discussion**

This discussed the results in the light of the reviewed literature. Here the researcher synthesized results with the literature which drew inferences as to what have accounted for the account which agreed or disagreed with literature.

**1.9.6. Chapter Six: Summary, Conclusion, Limitations and Recommendations**

This presents the summary and conclusion of the research., made some recommendation for research, theory and application to policy formulation. The limitations to the research is also discussed.

Appendices and References are also provided at the end of the paper.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This outlines review of existing literature on morale of public sector workers and the effect of political appointment of Chief Executives. The main headings covered are the concept of morale of public sector workers which includes the definition of morale, comprises the kinds of morale and factors that determined or affected morale of workers; and political appointment, which includes antecedent of political appointments, factors that influence these appointments to government agencies. Also, looked at is the link between the political appointments of Chief Executives and the effect it has on the morale of workers.

#### **2.2 Theoretical Review**

What affected the workers' morale in public organizations? Do political appointments of Chief Executives have in any way influenced the morale of workers? Morale has been thought as a feeling, a state of mind, emotional and mental attitude (Akintayo, 2012; Mendel, 1997). However, morale meant more than emotions, attitudes and feelings (Akintayo, 2012; Washington & Watson, 2000); morale and other factors like job satisfaction, environmental conditions are interrelated. They then defined morale as a feeling an employee has about his/her job based on how the worker perceived treatment in the organization; and the extent to which the organization viewed and reconciled expectations, the end result of which lead to performance, job satisfaction and productivity on the part of the worker. In addition, Akintayo (2012) and Bentley and Rampel (2003) explored morale as the professional enthusiasm and interest that an employee shows towards the achievement of organizational goals in a given job

situation. Based on the above definitions, morale was depicted as the end result of influential variables or factors in the work environment. Bartone, Adler and Vaitkus (1998) and Shaw and Stayton (2015) claimed that, the influential variables or factors in work environment can affect individuals in a way and can also impact the same individuals differently over time. Leadership style and climate in organization has significant influence on morale of workers (Akintayo, 2012; Ajala, 2004; Babajide, 2001; Linda, 1998) and that the level of workers' participation and involvement in making judgements in relation to organizational interest also influence morale of workers. They further stated that, level of awareness and knowledge of workers on problems and issues affecting organization where they have invested their life's skills and talents of their life could also affect their job satisfaction, morale, performance and organizational quitter tendencies. To this end it can be concluded that factors in the work environment broadly affect morale of workers. Organizational productivity is dependent on various factors which embraced personal (good health and safety, job satisfaction, motivation and productivity-oriented skills) and organizational climate (job security, nature of work and work load, leadership styles, management, compensation design and condition of service) (Akintayo, 2012; Carrel & Gregory, 2010). Similar study by Burke and Nelson (1998) revealed that, if the work environmental factors were negative and unhealthy the morale of workers would turn low and negative. They further stated that low morale behaviours such as labour turnover, high absenteeism, unresolved grievances or strikes impede the achievement of the organization's desired goals and outcomes. However, when workers are positive about their work environment such as open communication with management or leadership then employees' morale becomes positive or high. Similarly, high morale corresponded with job satisfaction, initiative, creativity and high work effort, a commitment to one's organization, a sense of pride in one's work, and the desire to put the attainment of personal goals behind group goals, thereby improving an organization's productivity and performance (Blum & Naylor,

1968; Neal & Griffin, 2004). From the above literature reviews, we can conclude that the expected output of workers in an organization rest on adequate levels of morale at the workplace. Therefore, Holliday (2007), Matsaung, (2014) and Sankey (2011) asked, if morale of workers were an immediate process or it did take time, or can there be any ‘magic’ for suddenly increasing the employees’ team spirit? They also demanded to know, how one can go about improving morale in the workplace.

The concise definition of political appointment implied for the public appointment made by politicians. However, a number of different literatures have addressed political appointments. Some explain presidential goal and strategies as reasons for the political appointments (Chang, Lewis, & McCarty, 2001; Cohen, 1995; Weko, 1995). Same notion also meant appointments made for political purposes such as rewards for political service or activism, based on political affiliations (Chang, et al., 2001) and also stated that, the confirmations of some executive branch appointees were as a result of some examined existing legislative policies and appointment principles. Allern, Bischoff, and Kristinsson (2011) cited, political appointments as a core issue which has long been of interest to public administration and political science by making references to early thinkers on the subject like (Weber, 1968; Woodrow, 1887), who both boldly presented administration and politics as two distinct worlds, which they argued should not blend each other in any form. They both cautioned also that, if the blend is done it is only at a cost to the two systems. Such early “politics administration dichotomy”, saw administration as an autonomous institution, based on clearly defined career paths and hierarchical management, as a vital part of an impartial and technically well-performing administration system (Allern et al., 2011).

However, the political involvement like the political appointment became obvious and overbearing overtime. The most forthright way for political leaders to change the policy positions of an organization is by intervening in the recruitment and selection of its human resource (Dahlstrom & Holmgren, 2015; Doherty, Lewis, and Linbocker 2014; Enns-Jedenastik 2014; Kiewiet and McCubbins 1991; Lewis 2008; Snyder and Weingast 2000; Wood and Waterman 1991). Essentially, in the seamless attempt to sync conflicting interests, public workers can be either forcibly dismissed or made to select like-minded or self-select out of the organization, whilst public workers with common interests can be either directly appointed or made to select themselves into positions in the organization in order to turn hostile organization into a friendly organizational environment (Dahlstrom & Holmgren, 2015). However, recent empirical evidence purports a more skeptical and opposing view of the professional civil servants by claiming that their general lack of both understanding, commitment and loyalty are some reasons presidents are more responsive to the public sector (Krause, Lewis & Douglas, 2006; Moe 1985a) by “manipulating civil service rules, proposing minor reorganizations, and pressing for modifying legislation . . . to increase the number and location of administrative positions that can be occupied by appointees.” (Moe 1985a, 245). Based on the empirical reviews, it can then be concluded that processes and procedures in public organizations are often broken down after changes in governments which extensively gives way to nonprocedural and culture of demoralization, by observation Ghana is no exception. Nonetheless, it was also claimed by Samuels (2006), in a study that when political appointment is neither positive or negative, but the uncertain and effects with respect to the organizational environment and the morale of workers. Also, when political competition becomes high, it gives actors more reasons to supplement actions with illegal means which usually hurt and harm public agencies negatively as well as the organizational environment. Similar study according to Carpenter (2001), Huber (1998) and Lewis (2010), stated that

political appointment offered high turnover in the workplace environment. High turnover, they observed, was problematic because it negatively affected organizational and institutional knowledge; this they added, might also make public agencies less attractive to qualified public servants. Another point was that, the political appointment turned to control and influence the public attitude and environment (Barberia & Praça, 2014). Bennett and Hess (2001) and Matsaung, (2014) found that, supervisory actions in political environments are seen as intimidating, with high possibility of workers losing their job as among the reasons cited was decreased morale of workers. This phenomenon was also examined by Kondylis (2011) when he observed the Greek recruitment system for decades. He viewed that, the Greek recruitment system faced with a lot of problems such as lack of meritocracy, and riddled with massive corruption because of the intense patronage state by the politicians. Also, Adewuni, (2012) stated in his report on the politically dominated public sector reform assignment, that the Nigerian civil service was deteriorating. He noticed that the deteriorations and several undesirable characteristics were most prominent in the public service. Some of these included never-ending conflicts with individuals in teams, over-centralization, little emphasis on results and actual performance, counterproductive behaviours, separation of authority from responsibility at the topmost hierarchy, inappropriate staff development practices and dangerously low staff morale and productivity. To sum it up, the workers of public sector found themselves working in a social context, a work environment, where all factors were critical about their attitudes or activities of which the state of morale of the workers can be weakened or strengthened.

### **2.3 Theoretical Framework**

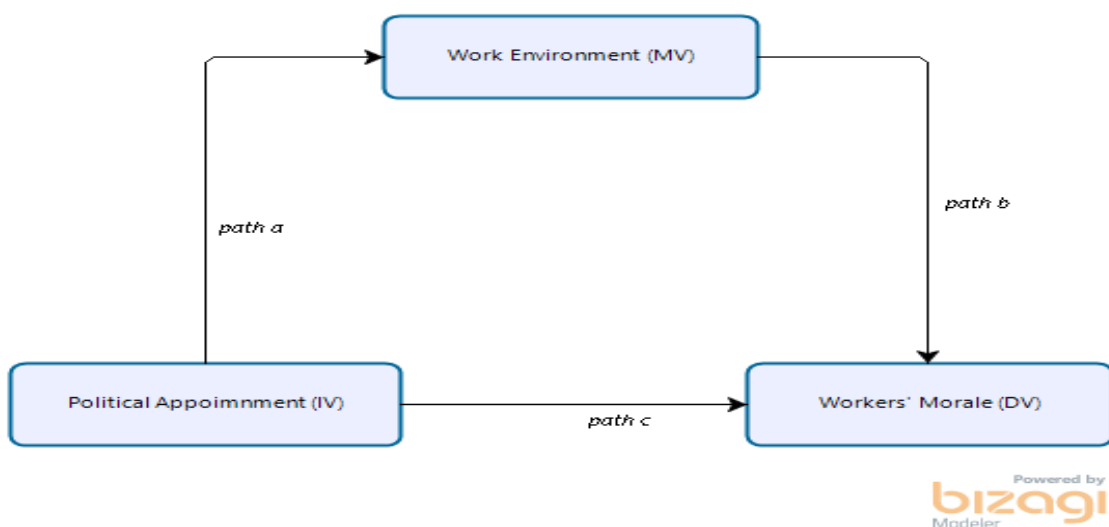
In order to examine the political appointment and its effect on morale of workers, the theoretical linkages between the studied variables of this paperwork needed to be established. To Mertens,

(2005, p.2), the "exact nature of the definition of research is influenced by the researcher's theoretical framework"; with theory being used to establish relationships between or among constructs that describe or explain an occurrence by going beyond the local incident and trying to connect it with related incidents (Mackenzie & Knipe, 2006).

For this purpose, system theory was opted for this study as theoretical framework. The paper used the systems theory because a work environment was an environment which could be influenced by many factors including political appointments. System connotes complex elements that are rationally connected (Luhmann, 1995) towards a common goal (Golinelli, 2009). Systems theory provides an approach of a field of investigation (Laszlo & Krippner, 1998, p. 47-74) as well as a perspective which can study an occurrence from a holistic view point (Capra, 1997). To an organization, Emery and Trist (1960), address organizations as socio-technical system, where the interdependent of the two main components of the firm are seen as a system; a social component (human), and a technical component (machines and technology) (Mele, Pels & Polese, 2010; Scacchi, 2004). The system theory therefore is interdependencies of complex subsystems, such that an affected event in one subsystem may intensify into unintended consequences elsewhere in the whole system (Ackoff, 1981); each factor has an effect on the functioning of the whole system. Furthermore, the system theory is a framework by which to describe and/or analyse any group of factors or variables that work in concert to produce result, with special emphasis on how individuals shared into decisions, how they relate to each other and to the entire system (Ackoff, 1981; Laszlo & Krippner, 1998). Using the system theory would enable the study establish the effects political appointment (a subsystem) has on work environment (a subsystem) and where the ripple effect was to the overall morale of workers (subsystem) in the organization (a whole system).

In the current study with the above theoretical framework, the aim was again to model and examine the mediating effect of work environmental factors (mediator variables) on the relationship between political appointment (independent variable) and morale of workers (dependent variable) following on the mediation methodology designed by Baron and Kenny (1986) (Hayes, 2017). In connection to the explanations by Baron and Kenny (1986, p. 1176), a factor can be said to function as a mediator when these three conditions are met. First, the independent variable (IV) should be a reason for differences in the mediator (MV, path *a*). Second, the differences in the levels of the independent variable should account for differences in the dependent variable (DV, path *b*), and this variable should no longer be significant when path *a* and path *c* are controlled. Third, the differences in levels of the mediator should account for the differences in the dependent variable (path *c*). Simply put, the MV is the mechanism through which the IV influences DV (Hayes, 2017). We can then conclude that, political appointments influence morale of the workers through by affecting factors at the work environment. The figure below shows the mediation theoretical model of the study.

**Figure 2.1: Theoretical Model (adapted from Baron and Kenny, 1986)**



Therefore, the system theory was used as the theoretical framework for the research whereas Baron and Kenny's mediation theoretical model was also used to establish the interconnectivity between and among the various affective factors under study. These factors were political appointment, workplace environment and morale of workers as modelled above.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

In connection to Kothari (2004), a research method is the method used by a researcher to conduct an investigation or research. These analyses describe the specified deployed methods used in obtaining data or information for the study. Therefore, the chapter gives a brief background to this study and the various methods that are used in carrying-out the research.

#### **3.2 Research Paradigm**

A research paradigm is defined by Kuhn (1970, p. 175), as “a set of beliefs, values and techniques which is shared by members of a scientific community, and which acts as a guide or map, dictating the kinds of problems scientists should address and the types of explanations that are acceptable to them”. Alternatively, a research paradigm includes “three elements: a belief about the nature of knowledge, a methodology and criteria for validity” (MacNaughton, Rolfe & Siraj-Blatchford, 2001, p. 32). To Creswell (2009), there are four (4) research paradigms that explain the philosophical worldview of researchers, and, are post constructivism, advocacy/participatory, positivism and pragmatism.

The pragmatic paradigm was opted for this study. According to Creswell (2009), Patton (2002) and Scotland (2012), the pragmatic approach amongst other approaches is a philosophical assumption which is focused on building investigations based on research problems, thereby, adopting a number of paradigms that seeks to provide solutions to the existing problem. This implies that the focus of this approach is usually not the method of the study, rather, the need to identify credible solutions to a research problem using all available techniques and methods

that provide the most suitable solution to the identified problem (Flick, 2002). This approach draws judgement of reality based on what is in the mind as well as external circumstances independent of the mind. Creswell (2009), went on to state that pragmatic approach asks research questions of the “what” and “how” of a particular situation or phenomenon. The pragmatics worldview thus uses qualitative and quantitative techniques and deploys mixed methods to provide a deeper understanding of a research problem and provides justification for use of such methods (Creswell, 2003).

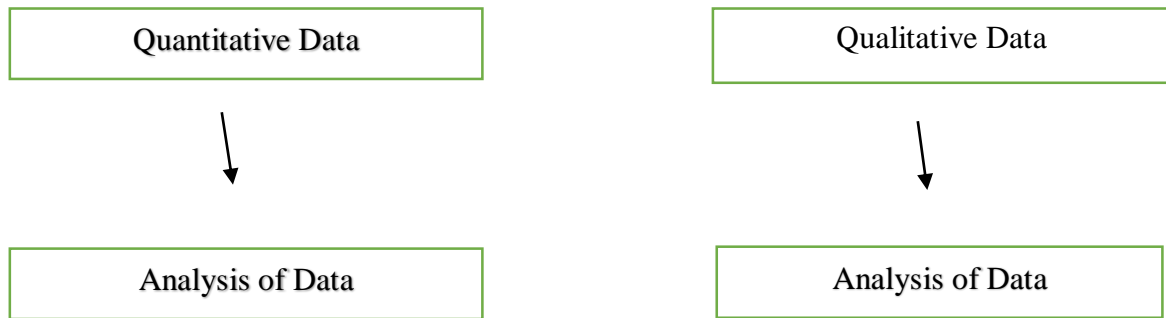
Deducing from the afore-mentioned approach, research paradigms constitute philosophical assumptions that underpin the strategy and scientific methodology used in validating a research. This research followed the quantitative and qualitative (called *mixed*) approach of a study. The study also drew on the view espoused by Creswell (2009), that it helps on the judgement of reality based on what was in the mind as well as the external circumstances independent of the mind, that is the GSA workers. On one hand and on the account of Creswell (2009), quantitative research method provides means for testing theory through the use of hypothesis. This is done by the collection of data that are statistically measurable and testing them to either support or refute the hypothesis. Additionally, quantitative studies usually focus on making generalizations from the analysis of data that guard against bias. On the other hand, he stated, qualitative research methods provide a means for exploring and understanding the meaning individuals give to a social problem. This method relies heavily on subjective opinions of participants in the study and is usually framed in the use of words rather than numbers. Mixed methods also combine the strengths in both the qualitative and quantitative methods to provide a more comprehensive analysis of a phenomenon. A mixed method basically involves collecting and analyzing data qualitatively and quantitatively in order to provide a solution to a research problem. To paraphrase Creswell (2009) and Creswell and Clark (2017), the mixed

method is usually deployed because of the belief that it provides a study that is more robust and addresses a research problem comprehensively than either using the qualitative or quantitative methods alone. In other words, the mixed method approach was used so that the overall strength of this study becomes greater than either the quantitative and qualitative approaches. And, also to provide subjective and contextual meaning to the concept of the political appointment of Chief Executive whilst statistically examining its effect on the morale of workers.

### **3.3 Research Design**

A research design is defined as a framework or systematic method for collection and analysis of data (Bryman, 2006). According to De Vos, Delport, Fouché & Strydom (2011), surveys are also particularly useful in determining people's opinions and attitudes. In addition to the above, design of inquiry or methodology provides specific direction for techniques in a research design (Mertens, 1998). To execute the data collection for this survey, a questionnaire was designed and mapped out among sampled Ghana Standards Authority (GSA) workers for completion. Simultaneously, an interview was also conducted. In this study, the mixed method approach was adopted by the researcher to frame the data collection and analysis procedures. In fact, the use of a simultaneous embedded strategy of mixed method was necessitated to have holistic view of the subject matter. To paraphrase Creswell (2009), Creswell, Plano Clark, Gutmann and Hanson (2003), the aim of the use of the mixed method basically was not to compare data from one source with another; but in its quest to contribute as a distinct enhancement to guide analyze both quantitative and qualitative data side by side to provide a comprehensive and subjective assessment of the concept under study, herein, the effect of political appointment of the Chief Executives on morale of workers. The methodology design for this study is shown in figure 3.1 below.

**Figure 3.1: Mixed Method Design**



Source: Adapted from Creswell *et al.* (2003)

### **3.4 Type and Source of Data**

Primary data was the main source of data used for this research where the respondents were interviewed to give subjective responses of the effect political appointment of Chief Executives have on their morale. Also, questionnaires were used to obtain the data in a procedure well mapped out which ensured greater response rate, coordination, collection from participants for quantitative analysis.

### **3.5 Population/Targeted Population**

The entire population of permanent staff of GSA was the targeted population of the study. Human Resource Department was consulted in order to arrive at the full list of workers in the category of management and non-management. The GSA had 254 permanent employees, which 40 were Heads of Units/Departments/Regions, 9 Directors of the various Directorates and 205 were non-management staff. The study was carried-out among sampled workers of GSA. For the purposes of representativeness, six (6) regions including the region of the Head Office (Greater Accra) constituted the scope of which the sample was drawn from the target

population for this study, namely; Greater Accra, Volta, Northern, Central, Eastern and Ashanti. The researcher, considering the rotation and transfer nature of workers across the regions had anticipated that the responses of the workers in the selected regions would give a more comprehensive and representative culture of the GSA.

### **3.6 Sampling**

A sample according to Acharya, Prakash, Saxena, and Nigam, (2013), is a subgroup of the total population, selected on the basis of being representative of the larger population. They emphasized that by taking a representative sample, one can reduce the costs involved, the resources needed to conduct and also the time taken to do the study. Stating further that, sample representativeness depends on three factors, namely: 1) Sampling methodology 2) Sample size and 3) Response rate (Probability and related topics for making inferences about data., 2004). The researcher adhered to the cautions outlined above in sampling the participants for this study.

#### ***3.6.1 Sampling for Quantitative Analysis***

Both stratified and convenient sampling techniques were used to select respondents for this analysis. The first technique deployed was stratified sampling. According to Barreiro and Albandoz (2001), stratified sampling is used to find a more representative sample of a targeted population. They opined that, if we are interested in getting that all the groups are represented in the sample, they continued “what we will do now is to divide our sample in such a way that we have elements of all the strata”. In other words, data is divided into various sub-groups (strata) sharing common characteristics where a random sample is taken from each strata. This technique was also asserted by Creswell (2003, p. 156-157). According to Creswell (2003),

this cross-sectional sampling is mainly used to ensure that different groups in the population (i.e. Directors, Heads and Non-management) acquired sufficient representation in the subpopulation. This was emphasized by Unrau and Grinnell (2005, p. 280), that each person in the population had the same known probability of being selected, that gave the conductor an idea of an estimated subpopulation size before the study begun. Stratified probability was chosen as appropriate method, because, it assures that the sample is representative and can estimate the errors for the sample taken and provides more precise information inside the subpopulation about the variables being studied. As a general thing, stratified sampling provides that the subpopulations are disjoint and verify that  $n_1 + n_2 + \dots + n_k = n$  (illustrated in Table 3.1 on page 20) and where the random sampling of the various stratus are more different among them and more homogenous internally (Barreiro & Albandoz, 2001). These features were common in all the subpopulations ( $n_1 + n_2 + \dots + n_k$ ) of GSA which formed the total sample ( $n$ ). Finally, convenient sampling was deployed to get the total sample ( $n$ ). This technique was also used because, the method placed primary emphasis on generalizability and accessibility (Huberman and Miles, 1994).

### ***3.6.2 Sampling for Qualitative Analysis***

The researcher used a non-probability tool, the purposive sampling technique of sampling for this analysis. As stated by Etikan, Musa and Alkassim, (2016), the purposive sampling technique, also called judgment sampling, is the deliberate choice of a participant due to the qualities the participant possesses. He further explained that, a type of purposive sampling, called Maximum Variation Sampling, for instance, look at a subject from all available angles. This method is used, if the sample pool is too small and involves selecting respondents across a broad spectrum (herein is the, directors, heads and line employees) relating to the topic of study, in so doing to achieve a greater understanding (Etikan, et al., 2016). In addition, Bernard

(2002), opined that the method does not need a set number of participants or theories. In other words, what needs to be known drives the how to find the participants who are willing to provide the needed information by virtue of knowledge or experience (Palinkas, Horwitz, Green, Wisdom, Duan, & Hoagwood, 2015). It is usually used in qualitative research to classify and select the information-rich samples for the better application of available research resources (Patton, 2002). The method involves identification and selection of participants or groups of participants that are knowledgeable and well-informed with the subject of interest (Creswell & Plano Clark, 2011). Bernard (2002) and Spradley (1979) noted further that, in addition to experience and knowledge, the importance of accessibility and will to participate matters, and the capacity to communicate experiences and opinions in an expressive, articulate and reflective way. The steps were deployed by the researcher in selecting the participants that were interviewed.

### **3.7 Methods of Sampling**

The stratified sampling technique was mainly used to make sure that every group (that is, management; Heads and Directors, and non-management) in the population of GSA was represented equally and satisfactorily. Krejcie and Morgan (1970) table of determining small sample size was used in this research. In effect, a total of 154 workers were sampled (representing about 61% of the workforce) out of 254 total populations for the quantitative research. In this regard, 21 Heads of Department/Units/Regions out of 40, 5 Directors of Directorates out of 9, and 128 first-line workers (50% of non-management workers) out of 205 were as well sampled. In addition, a total of 6 participants (1 Director, 2 Heads and 3 first-line employees) were chosen for the qualitative study. This study involved a simultaneous or concurrent interview as a nuance supplement to derive comprehensive objective and subjective

analysis of the problem under study. In all, the samples were considered large and appropriate enough to enable appropriate general conclusions. The respective samples were presented in the table 1 below.

**Table 3.1: Quantitative and Qualitative samples**

Categories of Staff	Population	Quantitative Sample	Qualitative Sample
Directors	9	5	1
Heads	40	21	2
Non-management	205	128	3
<b>Total</b>	<b><u>254</u></b>	<b><u>154</u></b>	<b><u>6</u></b>

### 3.8 Data Collection Instrument

#### 3.8.1 Data Collection Procedure for Quantitative Analysis

Since, morale of workers as an intangible concept cannot be counted physically and directly, a measured design or instrument technique was used for the numerical measurement. Adapted scale of a morale instrument developed by Qureishi (1965) was used. Cronbach alpha was used to determine the reliability of the instrument and Shapiro-Wilk W test was run to examine the normalcy and homogeneity of the data. The instrument has various indicator statements regarding supervision, job, work, environmental conditions, recognition of management policies, suggestions and co-worker relation. Also, the method of internal consistency for

determining validity was used, thus, the obtained correlation coefficient on all the items were positively significant. The questionnaire contained 31 items selected from the original 32 items, one item (*believe that I shall be employed so long as I shall do my work nicely*), was irrelevant to the study, since the study was done on fully engaged employees. The items were scored individually with 5-points Likert scale, that was, “strongly disagree”, “disagree”, “neutral”, “agree” and “agree strongly”, scored from 1 to 5 points respectively. As advised by Davis (2000) and Torrance (2005), that the use questionnaire is very effective and time bound, that is, especially true for researches involving large sample size and covered vast geographical area, like in the case of GSA which employed 254 permanent workers across the country. Another reason for the use of questionnaire was that it is less expensive in nature and it gave the respondents a greater anonymity as well as enhanced response rate and sensitivity to questions. It was echoed by Creswell (1994), that close-ended questions be deployed, which had the respondents limited chance to pick from among a range of answers, to represent their view or opinions on the subject matter under study. The questionnaire had two parts (part A & B, a copy be found in Appendix A). The part A had demographics of the respondents and part B contained several items that were used to establish the morale of workers. Applicably, Reis and Judd (2000) noted that pre-testing a design helps in assessing whether the items were clear and understandable. For this caution, the researcher did a pilot study among 15 contract employees of GSA, which helped to identify difficult and ambiguous items, and based on their feedback, as was necessary, changes were made to item wordings, order and layout to a more current usage.

### ***3.8.2 Data Collection Instruments for Qualitative Analysis***

The method of collecting data for this study is through interview. This is done in order to understand and interpret a participant’s perception on the meaning of an event (Williams,

2007). This study collects data that led to identifying common themes in participant's perception on the event. It also involved a procedure where the research questions explored the meaning of the experience of participants on the event and data collected in an interview. The data is analyzed to find the clusters of meanings, and a report of the essential structure of the experience is obtained as a report (Creswell, 1998; Williams, 2007). The interview questions used were basically six (6) main designed questions which were:

- a) How do you see appointments in this organisation, particularly top level appointment?
- b) What do you think was the criteria for the appointment of top level personnel in this organization?
- c) How does the criteria for top level appointment impact on your work attitude; example Commitment, morale, Engagement etc.
- d) How does the criteria for top level appointment impact on the attitudes of other colleagues?
- e) What would you say should be the best criteria for appointment to top level position?
- f) How do you see your future here in this organization?

The researcher also used a notepad to take responses to complement the digital recorder to record the voice responses of the participants individually in the interview. This was done to have an accurate account of the responses. The interview was also used to provide a comprehensive and subjective assessment of the concept under study.

### **3.9 Administration of Research Instrument/Procedure**

A challenge identified by Creswell (2013) was that getting access to the study site and persuading the people to as well partake in a research was as usual a difficult thing. For this purpose, although, there was no introductory letter from University of Ghana Business School

to GSA, there was implied consent with Director of Administration Directorate and Head of Human Resource Department which made it easy for access to the GSA, since the conductor is an employee of GSA at the Administration Directorate. The procedure employed in the data collection using mixed method research were discussed below:

### ***3.9.1 Quantitative Data Collection***

The questionnaires were mailed and administered at the place of work of the respondents, both in the Head Office, Accra and the various regions where the respondents worked. Most if not all workers were available at the time the study was conducted based on Ramasodi (2012) inclusion criteria guideline. Additionally, instructions were provided and the purpose of the study was communicated to the respondents. Subsequently, the respondents who partook in the study were educated and experienced and have either been interviewed or have completed questionnaires before. The questionnaires were delivered, mailed and administered to Heads, Directors and non-management employees in their offices, laboratories and regions in a sealed envelope, where they were answered and returned again sealed after completion.

The research took place during the periods from 11<sup>th</sup> March to 24<sup>th</sup> April, 2019, where most if not all workers were present at work as they prepared, went for and returned from their festive seasonal and holiday breaks (19<sup>th</sup> – 22<sup>nd</sup>, Easter holidays). The data collected took almost seven (7) weeks to complete, compile and analyze.

### ***3.9.2 Qualitative Data Collection***

The purpose and objectives of the study were fully explained to the workers during the course of the interview. The confidentiality and anonymity of the respondents were also assured them by the researcher where they were encouraged to respond to the questions honestly. The

interviews were conducted in the Head Office alone among the cross-sections of the workers. The interviews lasted for an average of 17 minutes since the major questions were six. Nonetheless, the interviews were largely devoid of external interruptions and highly successful. In cases, where answers provided were not clear the researcher made kind requests for a repeat of those responses. The narrators accurately represented their views and where necessary some more explanations to the various responses were given which were recorded with Samsung android phone audio recorder and write-up taken on notepad as well.

The reliability and validity, according to Neuman (2007), must be demonstrated by qualitative researchers by ensuring consistency in their observations over time and being truthful and ensuring authenticity in the accounts given to a social phenomenon. To ensure validity, the researcher allowed the respondents to crosscheck the notepad and the recorded audio to ensure the narrations were true and fair, which they confirmed in the affirmative. This was done to bring about a truthful response of the effects of political appointment on the morale of workers in GSA. Additionally, Huberman and Miles (1994) suggested that to demonstrate reliability of qualitative data, there is the need to allow for third party reviews the themes generated to assess whether the meanings given to the themes were similar. For this purpose, the researcher gave the interview responses to two colleagues to review upon which comparisons were done. This was done to see how their review themes agreed in meanings to the researcher themes. This will show that there was a strong inter-rater reliability and therefore, will conclude that the questions used for the interview were reliable.

### **3.10 Data Analysis**

#### ***3.10.1 Quantitative Data Analysis***

Questionnaires completed by the respondents were analysed with the Statistical Stata Package version 15.1 software. The Stata was used because it helped in the proper classification and organization of large sized data and had also aided to compare analysed mean-scores and relationship of the hypotheses tested. This, Opoku (2006) explained that, the descriptive statistics are generally for summarizing and describing quantitative data. Frequency table was used to make comparisons of the various demographic characteristics. The *t*-Test was used to test all the hypotheses.

#### ***3.10.2 Qualitative Data Analysis***

The interpretation, social anthropology and collaborative social research were the three approaches to qualitative data analysis (Huberman & Miles, 1994). They added that, in interpretativism, there is interpretation of meanings by both the social actor who is the subject of the study and the researcher with an emphasis on the understanding of meanings and actions. Where, social anthropology is focused on contact between the researcher and the subjects of the study usually over an extended period of time to enable a particular description of events about the subjects. And, the collaborative social research involves a social setting where the main researcher with other researchers will follow and do a collection of action or phenomenon in real time.

This research adopted the interpretative technique to analyzing the qualitative data of the responses that were recorded from the interview. Huberman and Miles (1994), outlined three stages in analyzing qualitative data namely; data reduction, data display and drawing conclusions. The processes were followed. Firstly, the audio recordings were transcribed into

raw narrations and supported by the notes taken during the interview to provide clarity in their responses. The transcripts were read several times and identified phrases were assigned codes to help in the reduction of the data. Secondly, the identified patterns and similar phrases were categorized and secluded into sub-themes which were tabulated. Summaries of the sub-themes of the responses of the workers were presented to the respondents for verification to enhance trustworthiness of the findings of the study. These summarized data constituted the major themes of this study upon which discussions and inferences were made and cited from the data. Lastly, major themes were used to draw conclusions where analytical discussion were followed with presentation and interpretation of the raw data as regards other researchers. Personal interpretations and judgements of the researcher were also presented particularly on the meaning of the data.

### **3.11 Ethical Consideration**

Research ethics refers to the moral values that control activities in a research (Economic and Social Research Council (ESRC), 2004 cited by Gray 2009:69) or as Homan (1991, p. 1) also puts it, the “science of moraliry” (Gray, 2013). This means conducting research in a way that goes past the most appropriate research methods or how researchers use the right path to conduct the research particularly when it comes to data gathering. A consideration, first and foremost, as proposed by Elliot and Lukes (2008) and Marshall and Batten (2004), was for researches to be conducted in a responsible manner. With this research, the following ethical considerations discussed below were adhered to:

#### *i) Informed consent*

There was an implied consent with Head of Human Resource (HHR) and the respondents were selected based on an introductory memorandum from the Director of Administration

Directorate (DAD) which implored the staff to partake and/but free to decline participation.

The following details were considered:

- The procedure, purpose and duration of the study were made known to the respondents;
- The respondents were free to decline participation without any threat of penalty;
- There was no reason or expectation like discomfort, risks or hostile environment that influenced respondents' participation;
- There were no benefits, incentives or enticement for participation; and
- The respondents were anonymous (i.e. data obtained was without the possibility of contacting actual respondents who provided the details) and their responses were treated with confidentiality (guidelines provided were easy, clear and understandable so as to prevent or avoid a third party contributions).

ii) *Deception of respondents*

There was no deceptive tactics adopted by the researcher to improve response rates. All relevant information deemed necessary were given to HHR and DAD before the staff participated in the survey. There was no deception in this study.

iii) *Action and competence of the research conductor*

Regarding ethical responsibility, the researcher was fully aware of the sensitivity of the subject matter, "the state of morale of the workers as a resultant of political appointment of Chief Executive s in public sector in Ghana". Besides, the researcher has been working at GSA for almost 13 years, hence it was not difficult maintaining objectivity as regards the climate, norms and values of the workplace.

In conclusion, the data collection did not raise any conflict of interest or ethical problem to the research conductor. Guidelines for completion of the questionnaires were clearly provided and employees were assumed to have consented to partake or decline participation.

## CHAPTER FOUR

### RESULTS

#### 4.1 Introduction

This chapter presents the findings of the analyzed data in the light of the presented hypotheses and research questions. The chapter consists of the analyzed data from the quantitative and qualitative respondents, sampled in Ghana Standards Authority (GSA). As discussed from the previous chapter, descriptive statistics (frequencies, percentages, means and standard deviations) will be used to describe the demographic characteristics. Also, inferential statistic will be used in testing, where independent *t*-Test was used for hypothesis 1, hypothesis 2, and hypothesis 3. Also, presented is the themes that are generated from the interviews of the six (6) participants for the qualitative analysis for the study. It went on to show the sub-themes that are categorized into major themes for discussion.

#### 4.2 Quantitative Data Analysis

The research intended to sample 154 participants from the GSA, particularly from Directors, Heads and line employees. However, we were able to collect 151 sampled data which yielded 93.53% response rate of the total questionnaires given to participants. Specifically, on the questionnaire (the questionnaire be found in appendix A), the participants were asked to rate their morale under 31 variables using a 5-point Likert typed scale of “Strongly-Agree”, “Agree”, “Neutral”, “Disagree” and “Strongly-Disagree”. A further coding of these ratings was done for analysis, where “Strongly-Agree” is 5, “Agree” is 4, “Neutral” is 3, “Disagree” is 2 and “Strongly-Disagree” is 1. However, for purposes of analysis, a further grouping is done by

grouping the responds “Neutral”, “Disagree” and “Strongly-Disagree” as “Low/Negative Morale” and “Strongly-Agree” and “Agree”, “High/Positive Morale”.

**4.2.1 Response on the Demographic Characteristics of Participants**

This section presented a discussion on the demographic profile and organizational profile of the participants in the study. The characteristics of the GSA workers include; sex, age, level of education, tenure of service and current working capacity, and the quantitative variable discussed was morale of the workers of GSA. The results of the variables were presented in table 4.1 and discussed below:

**Table 4.1: Demographic Information**

Variable	Frequency	Total	Percentage (%)	Total
<b><u>Gender</u></b>				
Male	77		51	
Female	<u>74</u>	<u>151</u>	<u>49</u>	<u>100</u>
<b><u>Age</u></b>				
20-30	41		27	
31-40	53		35	
41-50	35		23	
51-60	<u>22</u>	<u>151</u>	<u>15</u>	<u>100</u>

**Education**

SSSCE/WASSCE	2		1	
Diploma/HND	13		9	
First Degree	69		46	
Master and above	<u>67</u>	<u>151</u>	<u>44</u>	<u>100</u>

**Experience**

Less than 1 year	14		9	
1-3 years	40		27	
4-6 years	5		3	
7-10 years	26		17	
11-15 years	24		16	
Above 15 years	<u>42</u>	<u>151</u>	<u>28</u>	<u>100</u>

**Job Title**

Deputy/Director	4		3	
Head	21		14	
Non-management	<u>126</u>	<u>151</u>	<u>83</u>	<u>100</u>

**Source: Field Data (2019)**

NB: Higher National Diploma (HND); Senior Secondary School Certificate Examination (SSSCE) and West Africa Senior Secondary Certificate Examination (WASSCE).

In summary, the demographic characteristics of the GSA workers include; sex, age, level of education, tenure of service and current working capacity. From the table 4.1 above, the data was collected on 77 (51%) males and 74 (49%) females. With regard to the age distribution, 35 percent of respondents were in 31-40 years range and the least age group is 51-60, which saw 15 percent representation. The distribution of the level of education of the respondents leaned towards higher level of education. About 89 percent of respondents have either first degree or master where only 2 individuals had SSSCE/WASSCE certificates. Experience of the workers on the other hand, shows that 28 percent of the respondents have 15 or more years of work experience. The least experience being 4 to 6 years. However, from the total respondents, 4 were Deputy/Directors, 21 were Head of Department/unit/region and 126 were non-management members.

#### ***4.2.2 Validity and Reliability of the morale scale***

Additionally, the research also tested the variable validity and reliability. The validity of the scale used was measured by the extent to which the scale provides adequate coverage of the research questions guiding the study. In sum, validity measures the degree of accuracy of the scale. Also, according to Panayides (2013), the reliability of a questionnaire refers to the consistency of responses that it elicits as perfectly reliable every time it is applied to measure the same result for a study. This was measured by computing the Cronbach alpha which is a function of the mean correlation of all the items of the study, this is identical with correlation coefficient. The scale reliability coefficient is 0.8253 Cronbach alpha of the 31 items (morale variables). This meant that the morale scale used in the study was highly reliable according to Nunally (1978). A Cronbach alpha reliability coefficient of 0.70 – 0.80 are commendable for basic research. The result meant the scale was reliable.

### 4.2.3 Result on Morale

Morale was measured using 31 questions in all. For purposes of analysis, a further grouping was done by grouping the responds “Neutral”, “Disagree” and “Strongly-Disagree” as “Low/Negative Morale” and “Strongly-Agree” and “Agree” as “High/Positive Morale”. As stated earlier, the response to each variable is grouped into two, where 1 represent low/negative morale and 2, high/positive morale. The frequency table 4.2, means and standard deviation table 4.4 of morale were shown and discussed below.

**Table 4.2: Frequency Distribution of Morale**

Morale	Frequency	Percentage (%)
Low/Negative Morale	53	35
High/Positive Morale	98	65
<b>Total</b>	<b>151</b>	<b>100</b>

*Source:* Field Data (2019)

From the table 4.2 above, the 53 (35%) of participants out of total 151 rated their morale as low whereas the remained participants representing 98 (65%) rated morale as high. This drew the conclusion that considering the distribution among the workers, they saw morale to be relatively high at GSA.

**Table 4.3: Mean ( $\bar{x}$ ) and Standard Deviation ( $\sigma$ ) of Morale**

Variable	Frequency	$\bar{x}$	$\sigma$	Percentile		
				50%	75%	95%
Morale	151	1.65	0.48	2	2	2

*Source: Field Data (2019)*

As stated earlier, the response to each variable was grouped into two, where 1 represented low/negative morale and 2, high/positive morale. From table 4.3 above, the mean respond for the variable was 1.65 with standard deviation of 0.48. The mean suggested that on average workers of GSA saw morale to be relatively high. Using the percentiles, 50 percent or more of the respondents saw morale to be high.

#### **4.2.4 Answers to the Research Questions of the Study**

In answering the research questions of the study, descriptive statistics was used.

- a) **Research Question 1: What is the level of morale of the workers in Ghana Standards Authority (GSA)?**

**Table 4.4: Frequency distribution of Morale based on Gender of GSA workers**

Gender	Male		Female		Total
	Frequency	Percentage (%)	Frequency	Percentage (%)	
Low Morale	24	45	29	46	
High Morale	53	55	45	54	
<b>Total</b>	<b><u>77</u></b>	<b>100</b>	<b><u>74</u></b>	<b>100</b>	<b><u>151</u></b>

Source: Field Data (2019)

From table 4.4 above, the survey reported on sex distribution of participants indicated that out of 77 male participants, 24 (45%) males were rated low morale and 53 (55%) rated high morale. Also, out of 74 female participants, 29 (46%) rated low morale and the remaining 45 (54%) as high morale. Therefore, considering the distribution between males and females, they both considered morale to be high. About 54 percent and 46 percent of male and female respectively saw that morale was relatively high at GSA.

b) **Research Question 2: What is the level of morale based on education of the workers of GSA?**

**Table 4.5: Frequency distribution based on level of Education of GSA workers**

Education	High		Higher		Total
	Frequency	Percentage (%)	Frequency	Percentage (%)	
Low Morale	26	31	27	40	
High Morale	58	69	40	60	
<b>Total</b>	<b><u>84</u></b>	<b>100</b>	<b><u>67</u></b>	<b>100</b>	<b><u>151</u></b>

*Source: Field Data (2019)*

From table 4.5 above, the survey reported on education distribution of participants indicated that out of 87 of participants who had high education (degree and below), 26 (31%) who had high education rated low on morale and the remaining 58 (69%) rated high on morale. Also, out of 67 participants who had higher education (qualification above degree), 27 (40%) rated low on morale and the remaining 40 (60%) rated high on morale. Therefore, considering the distribution between the educational level, they both considered morale to be high. About 69 percent and 60 percent of participants who had high and higher education respectively saw that morale was relatively high at GSA.

- c) **Research Question 3: What is the level of morale based on years of experience of the workers in GSA?**

**Table 4.6: Frequency Distribution of Morale based on Experience levels**

Years of Work	Inexperience		Experience		Total
	Frequency	Percentage (%)	Frequency	Percentage (%)	
Low Morale	31	37	22	33	
High Morale	54	63	44	67	
<b>Total</b>	<b><u>85</u></b>	<b>100</b>	<b><u>66</u></b>	<b>100</b>	<b><u>151</u></b>

Source: Field Data (2019)

From table 4.6 above, the survey reported on years of work distribution of participants. Out of 79 inexperienced participants (10 years and below work experience), 31 (37%) participants rated low on morale and the remaining 54 (63%) rated high on morale. Also, out of 66 experience participants (above 10 years work experience), 22 (33%) rated low on morale whilst the remaining 44 (67%) rated as high morale. Therefore, considering the distribution between experience and inexperience, they both considered morale to be high. About 67 percent and 63 percent of experience and inexperience respectively saw that morale was relatively high at GSA.

- d) **Research Question 4: What does political appointments (including Chief Executive) mean to the workers in GSA?**

e) **Research Question 5: How does the political appointment affects morale of the workers in GSA?**

Research questions 4 and 5 above were answered under qualitative analysis later on page 56 to 58.

#### **4.2.5 Test Hypotheses**

The *t*-Test was used to test all the research hypotheses. The use of the *t*-Test for the hypotheses was to determine the differences between two sample means (Kirk, 1996), but a non-significant *t* test does not mean that there is no difference between the two sample groups, however, *t* test means that the chance for a possible explanation for the difference is not rule out (Ellis, 2010). Also, it was used to establish the impact of a categorical variable such as gender (Cohen, Manion & Morrison, 2011). Thus, a *t*-Test gave the researcher the opportunity to establish whether or not there are mean differences between two groups which are both related to specific variables (Sekaran, 2003). This made it appropriate to use the *t*-Test for all research hypotheses to determine if there was any significant difference in morale and sex, education level and years of work. In order to perform a *t*-Test, two (2) main assumptions should be met. These are:

- I. normality assumptions.
- II. homogenous assumptions.

This study used statistics to test the normality of the data. Using Shapiro-Wilk W test for normal data, all the variables under consideration were all normal. This was shown in table 4.7 below.

**Table 4.7: Shapiro-Wilk W test**

Variables	Prob>z
Gender	1.0000
Level of education	0.9991
Years of Work	0.9977
Total Morale	0.8632

*Source: Field Data (2019)*

To perform a *t*-Test, the data, most importantly should be reasonably, normally distributed and the population from which data was sampled should have approximately equal variance (homogeneity). The result from Shapiro-Wilk W test confirmed statistically the normality and homogeneity of the data as reported in table 4.7 above. Therefore, a *t*-Test was used with the assumption of equal variances (homogeneity) across the population and normality of the data.

**a) Research Hypothesis 1**

H<sub>1</sub>: There is no significant difference of morale of the civil servants of Ghana Standards Authority (GSA) based on gender.

In testing for homogeneity, Levene's test was conducted and its *p*-value for all the test statistics namely, Levene test for mean, median and 10% trimmed mean were 0.99, 0.95 and 0.98 respectively. This implied that the population variances were approximately equal to zero. Thus, a *t*-Test can be done with the assumption of equal variances across the population and normality of the data.

**Table 4.8: *t*-Test on level of morale based on gender**

	Frequency	<i>T</i>	<i>df</i>	<i>p</i>
Morale	151	0.5734	149	0.5672

*Source:* Field Data (2019)

From table 4.8 above, the result gave a *t*-statistics of 0.5734, with degree of freedom as 149. The *p*-value (0.5672) was significant at  $p < 0.05$  level of significant. Therefore, we failed to reject the hypothesis ( $H_1$ ) that “there is no significant difference in the level of morale between male and females at GSA”.

**b) Research Hypothesis 2**

$H_2$ : There is no significant difference of morale of the civil servants of Ghana Standards Authority (GSA) based on educational level.

Also, in testing for homogeneity, Levene’s test was conducted and its *p*-value for all the test statistics namely, Levene test for mean, median and 10% trimmed mean were 0.35, 0.34 and 0.35 respectively. This implied that the population variances were approximately equal to zero. Thus a *t*-Test can be done with the assumption of equal variances across the population and normality of the data.

**Table 4.9: *t*-Test on level of morale based on education status**

	Frequency	<i>T</i>	<i>df</i>	<i>p</i>
Morale	151	0.108	149	0.9142

*Source:* Field Data (2019)

The result from table 4.9 above, gave a *t*-statistics as 0.108, with degree of freedom as 149. The *p*-value (0.9142) was significant at  $p < 0.05$  level of significant. Thus, again we failed to reject the hypothesis ( $H_2$ ) that “there is no significant difference in the level of morale between the levels of education at GSA”.

### c) Research Hypothesis 3

$H_3$ : There will be no significant difference of morale of the civil servants of Ghana Standards Authority (GSA) based on years of work.

Finally, in testing for homogeneity, Levene’s test was conducted and its *p*-value for all the test statistics namely, Levene test for mean, median and 10% trimmed mean were 0.60, 0.48 and 0.56 respectively. This implied that the population variances are approximately equal to zero. Hence, a *t*-Test can be done with the assumption of equal variances across the population and normality of the data.

**Table 4.10: *t*-Test on level of morale based on experience status**

	Frequency	<i>T</i>	<i>df</i>	<i>p</i>
Morale	151	0.1787	149	0.8584

*Source:* Field Data (2019)

From the above table 4.10, the result gave a *t*-statistics of 0.1787, with degree of freedom as 149. The *p*-value (0.8584) was significant at  $p < 0.05$  level of significant. Thus, we failed to reject the hypothesis ( $H_3$ ) that “there is no significant difference in the level of morale between experienced and inexperienced workers at GSA”.

In summary, the descriptive statistics and *t*-Test results of the variables revealed that participants as regards the demographics, and, whatsoever they chose on the constructs rated positive or high morale at Ghana Standards Authority. In other words, the employees of GSA rated high on the morale scale.

### 4.3 Qualitative Data Analysis

#### 4.3.1 *Validity and reliability*

For the qualitative data analysis, the themes that were generated were given to two other colleagues as well as the interview questions that were used to check for inter-reliability as recommended by Huberman and Miles (1994). The raters assented to over 80% of the themes generated by the researcher, and ascribed similar meanings to the themes. This equally confirmed a high inter-rater reliability for the interview conducted with the participants. Validity of the questions used were measured as across as accurate and same of all the participants.

#### **4.3.2 Themes**

“Themes are general propositions that emerge from diverse and detail-rich experiences of participants and provide recurrent and unifying ideas regarding the subject of inquiry” (Bradley, Curry & Devers, 2007). Themes usually develop not only from the conceptual codes and sub-codes but also from the relationship codes, which link the tag numbers of the concepts to each other. In addition, the codes do more than just identify conceptual codes; they also suggest an association among the concepts (Bradley et al, 2007). This section presented the themes that were generated from the interview responses of the six (6) participants selected for the qualitative data analysis.

#### **4.3.3 Sub-Themes**

This section showed the sub-themes that were categorized into the major themes for the discussion in this study. The six (6) main questions designed as shown below were used as the questions for the interview process. These were;

- a) How do you see appointments in this organisation, particularly top level appointment?
- b) What do you think was the criteria for the appointment of top level personnel in this organization?
- c) How does the criteria for top level appointment impact on your work attitude; example Commitment, morale, Engagement etc.
- d) How does the criteria for top level appointment impact on the attitudes of other colleagues?
- e) What would you say should be the best criteria for appointment to top level position?
- f) How do you see your future here in this organization?

The specific sub-themes deduced from the coded responses of the participants who for the purposes of anonymity have been described as Management A, Management B, Management C, Non-management A, Non-management B and Non-management C were presented in the table 4.11 below. These sub-themes were based on the coded responses from the participants.

**Table 4.11: Coded Responses from Participants**

No.	Participants	Sub-themes
1	Management A	Top level is political appointment, Unfair appointments, Low morale and commitment, Appointment leads to negative behaviours, Scheme of Service were not followed for appointments, My future is uncertain.
2	Management B	Confused about appointments, Unfair appointments, Dampened my morale, Negative morale of colleagues, Procedures be followed for appointments, My future is undecipherable.
3	Management C	Top level appointment is political, Most appointments were political and know-how, Leadership style affects my morale, Colleagues become unstable and divided, Appointments should be based on merit, My future and career is uncertain,
4	Non-management A	Appointments are arbitrary and political, Political appointment affects my commitment, morale and engagement, Political appointment negatively affects colleagues, Lay down procedures be followed for top-level appointments, My future is bleak and bright.

No.	Participants	Sub-themes
5	Non-management B	Top level is political appointment, Rare and uncertain procedures for appointments, Appointments negatively affects my engagement and commitment, Political appointment affects morale and commitment of colleagues, Procedures be followed for appointments, My future is bright.
6	Non-management C	Mixed appointments to top level jobs, Unfair appointments, My morale is low based on appointments, Appointments negatively affect morale of colleagues, Procedures be followed for appointments, My future is bright and progressive.

*Source:* Field Data (2019)

#### **4.3.4 Major Themes**

These sub-themes above were characterized to generate the major themes for this study. From the table 4.12 below were listed four (4) major themes which were generated from the sub-themes listed in the table 4.11 above. These major themes presented in the table below include: Appointments are political; Arbitrary procedural appointments; Low personnel morale, commitment and engagement; and Unclear employee career progression.

**Table 4.12: Major Themes of the study**

No.	Major Themes
1	Appointments are political
2	Arbitrary procedural appointments
3	Low morale, commitment and engagement
4	Unclear employee career progression

*Source: Field Data (2019)*

The sub-themes and specific responses that constituted the various major themes in above table 4.12 of the study were presented in detail as follows:

### **I. Major Theme 1: Appointments are Political**

‘Appointments are political’ referred to mixed, arbitrary and political appointments, particularly, the top level positions of the organization (including the Chief Executives). These were the interpretations that were deduced from the responses gotten from the interview of the participants about their knowledge and understanding of political appointments. It was observed that participants highly regarded the top level appointments as political in their organization. One of the participants narrated an ordeal as follows:

*“Director General is appointed by government; Deputies positions are progressive from Director to become a deputy, but there were instances of exceptions. Also, Director positions are for longest serving chief officer, but there were instances of exceptions where people were appointed without satisfying this criteria” (Management A)*

Also, the appointments to the level positions were about the fact that responsibility could be entrusted into one's hand without recourse to the lay-down procedures and processes. To them, appointment persons were given the positions inappropriately and injudiciously. Thus, process and procedure was therefore considered as a central tenet of appointment. One of the participants commented as saying:

*“The laid down procedures were often not followed. The Chief Executive is the only one to be appointed by the President, and all the deputies are to be appointed by the scheme of service. But these criteria are not abided by.”* (Management B)

Also, a participant, Management C, has this to say about top level appointments:

*“Top level appointments were often political.”*

One of the other participants commented on political appointment saying:

*“At the Director General (DG) level, since it is a public organization, appointment, must of the time be made by the President. After the President has appointed the DG, he is subsequently made to go through an interview at the Public Service Commission to regularize the appointment.”* (Non-management B)

The conclusion therefore, from the narrations above indicated that arbitrary and mixed appointments to top level positions were considered as highly political. The responses shown above meant that to the participants, any appointee to top level management who does not follow due processes and procedures and included the legislative power by the President to appoint Chief Executives were labelled as political appointments, that is, appointments are political.

## II. Major Theme 2: Arbitrary Procedural Appointments

Inconsistency of procedure in situations for appointment to top level positions were given the description arbitrary procedural appointments. This meant that the participants perceived the processes of appointment regardless of who was appointed as unclear and illogical. Appointment to top level positions were duly captured and sanctioned in the scheme of service of their organization but that was not basically the particular processes and procedure followed. This was confirmed by Management B by narrating experiences:

*“The scheme of service is to be used as the criteria. If, at any point in time, the scheme of service is outmoded, it should be reviewed. It should not be by-passed.”*

Another participant confirmed that the appointment procedure demonstrated an arbitrary and unclear processes. The remarks made were:

*“Sometimes, external appointments made one feel unappreciated. The conditions outlined in the scheme of service should be adhered to.”* (Non-management C)

These responses from the participants demonstrated that procedural appointment at the organization was highly perpetuating. That is an individual's appointment to top level managements were seen to be done haphazardly. The demonstration of a consistent process in the appointments were challenging situations to the organization. One other participant has this to say:

*“For those aspiring to be at the top, they wished appointments were made internally rather than external appointments.”* (Non-management B)

Other demonstration of non-procedural appointment was total disregard for employment selection and placement processes. According to one of the participants, arbitrary procedural appointments were not limited to top level positions but across the various positions in the

organization. Non-management A passionately described the demonstration of arbitrary procedural appointment as following:

*“There are laid down procedures. Appointments should be internally advertised and when no suitable candidate is found, then people can be sourced externally. What is happening here in ‘this organization’ and other public institutions is bad.”*

The participants went on and re-emphasized the above point saying:

*“Appointment is usually arbitrary. Especially, political appointments.”* (Non-management A)

Therefore, the above discussions demonstrated that for appointment to top level positions though not just that alone, but other relevant opportunities, the procedures were arbitrary and haphazardly.

### **III. Major Theme 3: Low personnel Morale, Commitment and Engagement**

This major theme referred to how the participants’ observation of rules and regulations formed the bases for determining low personnel morale, commitment and engagement at the work environment. The attitude and behaviour of the participants and values that were held in the organization constituted this major theme. It indicated the way the participants made reference to organizational attitude, behaviour, values and how these social and religious norms served as a basis of morale in the cause of their work and or daily activities. Participants revealed that certain organizational values and norms known as the procedures constituted the principles and values that guided the organization’s operations. From the interview, it was found out that the participants had strong religious backgrounds that influenced their actions and patience. These were marked by the responses that showed that the participants had deferred resistances and internalized ‘wait and see’ attitudes. One of the participants described how faith had kept her

going over several decisions for many years. With respect to the basis for demonstrating low or negative morale at work, the participants narrated these:

*“The morale is low because the criteria spelt out in the scheme of service is not adhered to. This also leads to low commitment”* (Management A)

Another participant gave a background of the organizational environment and experience to stress the basis of low morale, commitment and engagement by workers at the workplace. She claimed that:

*“Sometimes, external appointment made me feel unappreciated and gives me low motivation but this does not affect my work. Some colleagues also think there is favouritism in top level appointments and this leads to low morale.”*

(Non-management C)

Also, respect for due process, in other words, the use and the operation of the Scheme of Service at the workplace was considered a very vital attribute to the state of morale of the workers. These were premised on the responses that their hard works were not recognized and appreciated. That individual must demonstrate their work ethics to appreciable level that they deserved respect and appreciation at the workplace, even for appointments. Participant, Management A, again has this to say:

*“The criterion is designed to impact other colleagues positively. Because it is designed to make people aspire and work towards higher achievements and aims. Where the criteria were not followed, it leads to lobbying, backbiting and other vices.”*

She went on and added that:

*“I know there are lot of wrongs, but I have the hope that there is a better future for the organization.”*

Though, one of the participants had this to say:

*“Morale of personnel is negative, but not in all cases. When a good person comes in, it impacts on the organization positively and vice versa.”* (Management B)

Again, Management B went on and stated otherwise that:

*“With the inexistence of a succession plan, and when a person meets the criteria and such a person is by-passed, it makes people become discouraged and it affects output.”*

These responses indicated that there was low or negative morale, commitment and engagement of the workers. The underlining principles they applied to their work were thus deduced from these discussed sources and this gave a clear indication that the participants have low or negative morale, commitment and engagement to work and the organization.

#### **IV. Major Theme 4: Unclear employee career progression**

The lack in the implementation of planning as basis for deciding the man-power management and recruitment constituted this major theme for this study. According to the participants, work in the organization is guided by rules, regulations, criteria and the extent to which an individual complied with the set employee specifications shows the career progression and development. Amongst the participants, majority were unsure about their future and career progression. One of the participants narrated the prospect of the future when he had to demonstrate such undecipherable career state and said:

*“My future (career) is not predictable.”* (Management C)

Other participant revealed that career progression was embedded in the work plan of the organization and purely portrayed unclear employee career progression by saying:

*“I don’t see myself being a director.”* (Management B)

Other participant also commented on unclear employee career progression that has become political decisions at the workplace. Among some of the narrations were:

*“In some departments, if you don’t lobby or bootlick, you have very low chances of moving ahead. And when this happens, it doesn’t make your future in the organization bright.”*

(Non-management A)

Though, one participant, Non-management C commented on the unclear employee career progression about her future in the organization when she said:

*“I see my future to be bright. But all appointments should be carried out in line with the set policies. Deviation from these policies make the organization and the workers static and unproductive.”* (Non-management C)

These responses brought to the fore the fact that the participants considered their career progression, development and their future in the organization as being uncertain. This was because of the current arbitrary appointment and promotions and the trust the workers tend not to have in the organizational processes and procedures.

#### ***4.3.5 Answers to the Research Questions 4 and 5 of the Study***

In answering the research questions 4 and 5 of the study, qualitative analysis was used.

**a) Research Question 4: What does the political appointments (including Chief Executive) mean to the workers in Ghana Standards Authority (GSA)?**

From the interview, it confirmed that political appointments (including appointment of Chief Executive) as was observed by the workers in GSA regarded political appointment as arbitrary appointments, unfair, uncertain and non-procedural top level management appointments including the legislative power to appoint Chief Executives. On the sideline of political appointments, the participants narrated these:

*“The Director General is appointed by government.”* (Management A);

*“Personally, at times they confuse me in the sense that we don’t follow the laid down procedures, because per our new scheme of service, it’s only the Director General that is supposed to be appointed by the president. All other persons are supposed to be appointed by abiding by our scheme of service. But, that is not the case.”* (Management B);

*“Top level appointments are political.”*

The Management C simply put it and went on to add that:

*“Top level appointment is political. I’m sure they will look at know-how and also the appointment commitment to government agenda and his willingness to take up the position and work effectively.”*

Also, Non-management C narrated thus; *“Top level appointment is usually arbitrary, especially political appointment. This is not good since it ends up putting square pegs in round holes.”*

Again, Non-management B has emphasized on the processes and procedures further that: *“At the Director General (DG) level, since it is a public organization, appointment, must of the time be made by the President. After the President has appointed the DG, he is subsequently*

*made to go through an interview at the Public Service Commission to regularize the appointment.”*

Hence, it was concluded that, political appointment among the workers of GSA meant arbitrary appointments, unfair, uncertain and non-procedural top level management appointments including the legislative power of the President to appoint Chief Executives.

**b) Research Question 5: How does the political appointment affects morale of the workers in Ghana Standards Authority (GSA)?**

From the interview, it confirmed that political appointment did affect morale, commitment and engagement, processes, procedures and career progression of the workforce at GSA. Some participants had these to say:

*“For those aspiring to be at the top, they wished appointments were made internally rather than external appointments.”* (Non-management B);

*“Sometimes, external appointment made me feel unappreciated and gives me low motivation but this does not affect my work. Some colleagues also think there is favouritism in top level appointments and this leads to low morale.”* (Non-management C);

*“My future (career) is not predictable.”* (Management C); and

*“I don’t see myself being a director.”* (Management B).

Therefore, it was concluded that political appointment negatively affected morale, commitment and engagement, procedures and careers of the workers at GSA.

## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 Introduction**

This chapter presents a discussion of the results that were obtained in the previous chapter. The chapter presents a comprehensive discussion of the findings from the mixed data (qualitative and quantitative data). The findings of this study were also compared with existing literatures.

#### **5.2 Reliability of Findings**

To measure the reliability of the quantitative data analysis Cronbach alpha reliability test was conducted. The Cronbach alpha reliability coefficients for morale was 0.8253. This meant that the morale scale used in the study was highly reliable (Nunally, 1978). A Cronbach alpha reliability coefficient of 0.70 – 0.80 are commendable for basic research. This according to Panayides (2013), the reliability of a research questionnaire refers to the uniformity of responses that it produces as perfectly reliable every time it is applied to measure the same result for a study.

Also, for the qualitative data analysis the raters assented to over 80% of the themes generated by the researcher ascribed similar meanings to the themes. This equally confirmed a high inter-rater reliability for the interview conducted with the participants.

#### **5.3 Research Objectives**

The objective of this study was to explore the understanding of the political appointment of chief executives and its effects on morale of the civil servants in Ghana. To provide a subjective and objective response which was comprehensive a mixed approach was adopted. The objectives of the study were

outlined below based on the reviewed literature to draw inferences on the subject matter under study according to the findings.

### **5.3.1 Research Objective One**

The first objective of this study was to establish morale of workers of the Ghana Standards Authority (GSA). In order to answer this objective, a quantitative data analysis was conducted to assess the level of morale of the workers and was hypothesized that: *There is no significant difference in the morale of the civil servants of GSA based on gender.*

The findings of this study indicates that there is a positive significant difference in the high morale of the workers (both sexes) at GSA. This suggests that there is high morale among workers at GSA.

This result is in agreement with studies by Erdogan and Celik, (2016), Scott and Kivett (1985) and Smith and Balters, (1998). However, the result contradicts the findings by Griffith, Roberts and Wakeham, (2016).

The reason for such result can be attributed to good working environment experienced by the workers since good working environment boost the level of morale of the workers (Aidoo, 2018).

### **5.3.2 Research Objective Two**

The second objective of this study was to find out morale of workers of the Ghana Standards Authority (GSA) based on their educational levels. In order to also meet this objective, it was hypothesized that: *There is no significant difference in morale of the civil servants of GSA based on educational level.*

The findings of this study shows that a significant difference in morale of the workers at GSA is not based on their educational level. This meant that whatsoever qualifications an individual worker held had no effect on morale, in other words, a state of morale was not necessarily due to level of education.

This finding is in line with the studies by Nnadozie and Onah, (2016) and Ritche (2002) who found that possession of academic qualifications has no significant influence on morale and performance of workers. However, the finding contradicts the studies by Bholane and Suryawanshi, (2015) and Namaganda and Sekikome, (2013). The result suggests that workers' qualification was not a predictor of morale. Therefore, there are other factors in work environment that predict the state of morale other than educational qualifications.

### **5.3.3 Research Objective Three**

The third objective of this study was to explore morale of the workers in relation to years of service in Ghana Standards Authority (GSA). This was premised on the ongoing debate that existed in literature about the years of service and morale relationship. In order to achieve this objective, the researcher hypothesized that: *There will be no significant difference of morale of the civil servants of GSA based on years of work.*

Findings from this study showed that there was no significant difference in morale of the workers at GSA based on the years of service. This means that irrespective of the number of years an individual worker spent at work did not determine his/her level of morale. In other words, experience was not the sole determinant of state of morale of the workers. Luleci and Coruk (2018) supported this assertion. However, the result contradicts the studies by Akintayo (2012), Ajala (2004), Babajide (2001), Linda (1998) and Plemons (2014).

#### **5.3.4 Research Objective Four**

The fourth objective of this study was to investigate the meaning of the political appointments (including Chief Executive) among workers in GSA. In order to provide subjective responses to this objective, the study adopted a research question that: “*What does political appointments of (including Chief Executive) mean to the workers in GSA?*”

It was observed that civil servants in GSA regarded political appointment as arbitrary appointments, unfair, uncertain and non-procedural appointments including the legislative power for the political appointment of Chief Executives.

This finding is consistent with studies by Chang (2000; 2001) and Cohen (1995). However, the result contradicts the studies by Allern et al. (2011), and Kopecký and Mair (2006).

#### **5.3.5 Research Objective Five**

The fifth and final objective of this study was to examine the extent to which political appointment of Chief Executive affects morale of the workers of Ghana Standards Authority (GSA). In order to provide subjective responses to this objective, the study adopted a research question that: “*How does the political appointment affects morale of the workers in GSA?*”

It was also observed that political appointments negatively affect morale of the workers, in addition to their commitment, engagement, organizational processes and procedures and career development. The finding is in line with the studies by Dahlstrom and Holmgren, (2015), Doherty et al, (2014), Ennsner-Jedenastik (2014), Fritschler and Shahan (2012), Jahan (2012), Rohitarachoon and Hossain (2013), Samuels (2006) and Yaro (2014). However, the result contradicts the studies by Lewis, (2011).

Therefore, the conclusion that could be drawn from the above discussions is that political appointment negatively affects morale, commitment and engagement, processes and procedure and career progression of the employees of Ghana Standards Authority. Hence, it was obvious that political appointments affected work environment which had ripple effect on morale of the worker of GSA, thus, confirming the conceptual model and theoretical framework of Baron and Kenny (1986) and Systems theory, respectively.

## CHAPTER SIX

### SUMMARY, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

#### 6.1 Introduction

This is the final chapter of this study which provides a summary of the entire study. It also presents conclusions drawn in the study from the findings, limitations as well as recommendations for practice, policy and future research.

#### 6.2 Summary

The research objectives used for this study were to:

1. Establish morale of the workers in Ghana Standards Authority (GSA).
2. Find out morale of the workers based on their educational levels in GSA.
3. Explore morale of the workers in relation to years of service in GSA.
4. Investigate the meaning of the political appointments (including Chief Executive) among workers in GSA.
5. Examine the extent to which political appointment affects morale of the workers at GSA.

The study adopted the mixed methods approach in order to have a comprehensive understanding as well as established the relationship between the independent variable (political appointment) and the dependent variable (morale of the workers). The research also seeks to broaden the understanding of what is known as political appointment and examined the state of morale thereof of the workers of GSA. As a result, a total sample of 151 participants which comprised of 4 directors, 21 heads and 126 first-line employees were used for the

quantitative data analysis whilst a total of 8 participants which included 3 management and 3 non-management workers were used as respondents for the qualitative data analysis for the study.

The major challenge the researcher met in the study was with respect to the data collection of both the quantitative and qualitative data. Questionnaire administration to and collection from the participants at various departments and regions was not easy. It took the researcher more than 7 weeks to complete the collections after which the researcher realized that 151 were partly completed and 8 out of the total 170 administered questionnaires were unattended to. Also, the participants for the interview were reviewed downwards from the original 8 participants to only 6 workers due to unwillingness and also probably due to the sensitivity of the topic under study.

Finally, the researcher was able to make significant empirical findings and contributions to the study, that is, the extent to which political appointments affected morale of the workers of GSA.

### **6.3 Limitations**

Limitations are inherent in every research due to the dynamics of human factor, the use of estimates and subjective opinions to analyze a phenomenon. The first limitation of this study resulted from quantitative data which was collected at the time of worker agitations as a result of an arbitrary appointment made by management without recourse to process and procedure, claimed by the worker's union. In this heat, the researcher believed strongly that social desirability (participants wanting to play safe since they do not know who to trust at that material time) made participants to provide answers that were socially desirable. The second limitation took into account the never too long individual major promotions enjoyed by the

workers for the first in about five (5) years might have factored in the responses. These biases on the part of participants might have swayed the results. Hence, the inability to generalize the findings of this research.

Also, this study had a limitation in the sense that the quantitative findings which measured the state of morale noted found morale to be positive, in other words, workers have high morale at the Ghana Standards Authority. Whereas, the qualitative findings stipulated that morale was low/negative among the workers. Again, it could be concluded that perhaps the participants were more relaxed as they were now more willing to give information.

However, the researcher recommended that future studies be carried out in other public organizations in order to see if there would be any variance in what political appointments meant to workers. As well as further explore the current trend of state of morale and how that is affected by political appointments. This, the researcher advised more usage of qualitative approach to provide better understanding into the factors that largely predicts the outcome of the contradictions of the mixed approach.

#### **6.4 Recommendations**

This study upon its findings made practical recommendations to government policy, organizational practices and future researchers.

To government policy, the findings of this research contributed to the ongoing quest by government to reform public organizations. Since, civil servants see appointments made by the President as political appointment and it tends to affect morale of the workers: we recommend to government to consider a policy draft that focuses and ensures that top level appointments are done through processes which are typological of ‘search party system’ in use currently by

public universities in Ghana or adopt a complete apolitical appointment process identified as an agenda to be pursued in future by Organization for Economic Co-operation and Development (OECD) survey of human resource management within the public sector (Matheson, Weber, Manning & Arnould, 2007). This will allow for discipline, innovation and accountability on the part of appointees, and on the other hand professional commitment, innovation and responsibility of the workers in the public sector.

To organizational practice, the findings of the study can be generalized to both private and public organizations. The researcher recommended that internal politics be watched cautiously. The researcher further, recommended that processes and procedures be observed and where there are exceptions the workers of the organizations be consulted, educated and possibly appealed to for a buy-in before implementation. By so doing the organization will encourage overt and immediate responses which is healthy for organizational growth and development whilst avoiding the art of the devil's mask, known also as implicit and deferred state of resistance. Common sense might say that, least the workers will adopt avoidant behaviours, grow sub-cultures and in effect institute practices that may seek to undermine unpopular supervisors or managers or damaging the institution overtly at the long run. The researcher recommended for an improvement in the relatively high morale among the workers. This will counteract the results obtained through the interview, which placed career path of the workers in a state of 'battle it out on by yourselves'. This improvement the researcher observed can be done through further interactions, engagement and communications by management and the employees, least the work environment degenerate into unhealthy climate where employees tend to be more destructive than constructive in the organization.

To future research, the findings of this research recommended that the study can be retested or replicated in other public organizations worldwide. Further, the researcher recommended that future studies be carried out in a manner that will encourage honest response with minimal bias

in order to see if there would be any variance in what political appointments and its effects on morale meant to workers. In addition, the researcher implored that future studies explore the current trend of state of morale and how that is affected by political appointments. The researcher advised that future researchers should make more use of qualitative approach or yet still the mixed approach to aid provide better understanding into the factors that largely predicts the outcome of the current findings.

## 6.5 Conclusion

The purpose of this study was to find out the effects of political appointment on morale of the workers in Ghana. The study employed mixed method approach leading to better findings that supplement the limited literature about the relationship between political appointment and the morale concept. After causal relationship, we identified to develop a more refined conceptual definition of political appointment. According to guidelines by Bradley et al (2007), and to understand the concept, political appointment, more fully, we expand the sample data to include participants and experiences on the concept. We use the codes to guide the data relationship based on theoretical sampling of the concept (Bradley, et al, 2007). By so doing, this study was able to reconstruct the definition of the concept, political appointment as:

*“the top level official appointments done by president based on the existing legislative policies and procedures and/or unfair and non-procedural top level appointments done by management and/or leadership (presidential) based on either aims or strategies”.*

From the quantitative analysis of the study, it was found that majority of the participants 90% had degree and above qualifications. Where about 73% were above 30 years of age. This signified that the participants had a very high knowledge and opinions of their own and the likelihood that they understood the questionnaires that were administered to them. The findings

of the study also found out that morale of the workers was relatively high. This meant that the workers were satisfied with operation and achievement and are likely to exhibit constructive behaviours at work and work environment.

From the qualitative analysis of the study, four major themes were generated. These included; appointments are political, arbitrary procedural appointments, low morale, commitment and engagement and unclear employee career progression. The discussions of these findings revealed that political appointments negatively affect morale of the workers as well as their career opportunities, and organizational processes and procedures.

Lastly, the findings provided a comprehensive and subjective understanding of what political appointment meant to the workers and the ripple effect it has on morale at the workplace.

## REFERENCES

- Aberbach, J. D., & Rockman, B. A. (1988). *Mandates or mandarins? Control and discretion in the modern administrative state. Public Administration Review*, 606–612.
- Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). *SaxeSampling: Why and how of it. . Indian Journal of Medical Specialties*, 4(2), 330–333.
- Ackoff, R. L. (1981). *On the use of models in corporate planning. Strategic Management Journal*. 2(4), 353–359.
- Adewumi, F. (2012). *Victims as sacrificial lambs: a critique of public service W. Public Sector Reforms in Africa: Nigerian Perspectives. CODESRIA. Dakar.*
- Aidoo, E. (2018). *EFFECT OF EMPLOYEE MORALE ON PRODUCTIVITY IN THE GHANAIAN PUBLIC SECTOR. THE MEDIATING ROLE OF DELEGATION. Archives of Business Research*, 6(8).
- Ajala, M. O. (2004). *A survey of workers' attitude to work in industrial organizations in Lagos State. Lagos: Unpublished MSC Project, University of Lagos.*
- Akintayo, D. (2012). *Working environment, workers' morale and perceived productivity in industrial organizations in Nigeria. Education Research Journal*, 2(3), 87–93.
- Allern, E. H., Bischoff, C., & Kristinsson, G. H. (2011). *Political Control or Bureaucratic Autonomy? A Comparison of Public Appointments in Denmark, Iceland and Norway. 6th ECPR General Conference, Reykjavik.*
- Anderfuhren-Biget, S. (2012). *Profiles of public service-motivated civil servants: Evidence from a multicultural country. . International Journal of Public Administration*, 35(1), 5–18.
- Antwi, K. B., Analoui, F., & Nana-Agyekum, D. (2008). *Public sector reform in Sub-Saharan Africa: what can be learnt from the civil service performance improvement programme in Ghana? Public Administration and Development: The International Journal of Man.*
- Ashraf, J. (2017). *Public sector appointments, political influence and performance: perceptions of the situation in Pakistan. Asia Pacific Journal of Public Administration*, 39(3), 211-216.

- Ashworth, R. E., Boyne, G. A., & Entwistle, T. . (2010). *Public service improvement: Theories and evidence*. Oxford University Press.
- Ayee, J. R. (2001). *Civil service reform in Ghana: A case study of contemporary reform problems in Africa*. African Journal of Political Science/Revue Africaine de Science Politique, 1–41.
- Babajide, P. H. (2001). *Analysis of work place attitude and behaviour; A Case study of Nigerian Breweries Plc*. Ibadan: Unpublished MSC Project, University of Ibadan.
- Barberia, L., & Praça, S. . (2014). *Who gets political appointments? Party loyalty and bureaucratic expertise in Brazil*. Midwestern Political Science Association Meeting.
- Baron, R. M., & Kenny, D. A. (1986). *The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations*. Journal of Personality and Social Psychology, 51(6), 1173.
- Barreiro, P. L., & Albandoz, J. P. (2001). *Population and sample. Sampling techniques*. . Management Mathematics for European Schools, 6.
- Bartone, P. T., Adler, A. B., & Vaitkus, M. A. . (1998). *Dimensions of psychological stress in peacekeeping operations*. Military Medicine, 163(9), 587–593.
- Bawole, J. N., Hossain, F., Domfeh, K. A., Bukari, H. Z., & Sanyare, F. (2013). *Performance appraisal or praising performance? The culture of rhetoric in performance management in Ghana civil service*. International Journal of Public Administration, 36(13).
- Baylor, A. L., & Ritchie, D. (2002). What factors facilitate teacher skill, teacher morale, and perceived student learning in technology-using classrooms? *Computers & education*, 39(4), 395-414.
- Bennett, T., and Hess, B. I. . (2001). *Performance of Operational Policy rules in Organizational Structure*. GSI Working Paper. Carnegie Mellon University. Tepper School of Business.
- Bentley, L. T. (2003). *Working strategies towards fostering workers morale at workplace*. Journal of Industrial Relations, 12 (3), 81-90.

- Bernard, H. R. (2002). *Research methods in anthropology: Qualitative and quantitative approaches (3rd ed.)*. Walnut Creek, CA: Alta Mira Press.
- Bholane, K. P., & Suryawanshi, J. R. (2015). A Study of Job Satisfaction of University Teachers in Maharashtra State. *Management Today*, 5(4), 192-195.
- Blum, M. L., & Naylor, J. C. . (1968). *Industrial psychology: Its theoretical and social foundations*. Harper & Row.
- Bradley, E. H., Curry, L. A., & Devers, K. J. . (2007). *Qualitative data analysis for health services research: developing taxonomy, themes, and theory*. *Health services research*, 42(4), 1758-1772.
- Bryman, A. (2006). *Integrating quantitative and qualitative research: how is it done?* . *Qualitative Research*, 6(1), 97–113.
- Burke, R. J., & Nelson, D. . (1998). *Mergers and acquisitions, downsizing, and privatization: A North American perspective*.
- Capra, F. (1996). *The web of life*. New York: Anchor. . Doubleday.
- Carpenter, D. P. (2001). *The forging of bureaucratic autonomy: Reputations, networks, and policy innovation in executive agencies, 1862-1928 (Vol. 78)*. Princeton University Press.
- Carrel, L. K., & Gregory, C. A. . (2010). *Productivity bargaining and the problem of global economic meltdown*. *International Journal of Management Sciences and Development*, 19(1), 73–82.
- Chang, K., Lewis, D. E., & McCarty, N. (2001). *The tenure of political appointees*. . Annual Meeting of the Midwest Political Science Association, Chicago, April, 19-22.
- Cohen, J. E. (1988). *The politics of the US cabinet: Representation in the executive branch, 1789-1984*. University of Pittsburgh Pre.
- Cohen, L., Manion, L., & Morrison, K. (2011). *Planning educational research*. . Research Methods in Education. New York: Routledge Editors.
- Creswell, J W, & Plano Clark, V. L. (2011). *Collecting data in mixed methods research*. . Designing and Conducting Mixed Methods Research. Thousand Oaks, CA: Sage Publications, 171–202.

- Creswell, J. W. (1994). *Research design: Qualitative and quantitative approaches*. Thousand Oaks, CA: SAGE Publications.
- Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: SAGE Publications.
- Creswell, J. W. (2003). *Research design*.
- Creswell, J. W. (2009). *Research design: Qualitative and mixed methods approaches*. London and Thousand Oaks: . Sage Publications.
- Creswell, J. W. (2013). *Educational research: Planning, conducting, and evaluating*. W. Ross MacDonald School Resource Services Library.
- Creswell, John W, & Clark, V. L. P. (2017). *Designing and conducting mixed methods research*. Sage publications. Sage publications.
- Creswell, John W, Plano Clark, V. L., Gutmann, M. L., & Hanson, W. E. (2003). *Advanced mixed methods research designs*. Handbook of Mixed Methods in Social and Behavioral Research, 209, 240.
- DAHLSTRÖM, C., & HOLMGREN, M. (2015). *The Politics of Political Appointments*. QoG Working Paper Series, 2015(4), 4.
- Davis, A. Y. (2000). *The Prison Industrial Complex and its Impact on Communities of Color*. University of Wisconsin – Madison.
- De Vos, A. S., Delpont, C. S. L., Fouché, C. B., & Strydom, H. (2011). *Research at grass roots: A primer for the social science and human professions*. . Van Schaik Publishers.
- Doherty, K. L. (2014). *Politics or performance in regulatory personnel turnover*. Annual Meeting of the American Political Science Association, Washington DC, August 28, 31, 2014.
- Dubnick, M. J., & Rosenbloom, D. H. (1995). *Oklahoma City*. Public Administration Review, 55(5), 405–406.
- Economic and Social Research Council (ESRC). (2004). *Research Ethics Framework” in D. B. Gray (ed). Doing Research in the Real World, 2nd ed*. Los Angeles: SAGE.

- Edom, B. O. (2013). Influence of academic staff variables in their use of information and communication technologies in South East Zone of Nigeria. *Ph.D Dissertation, Imo State University, Owerri, Nigeria.*
- Elliott, J., & Lukeš, D. (2008). *Epistemology as ethics in research and policy: The use of case studies.* Journal of Philosophy of Education, 42, 87–119.
- Ellis, P. D. (2010). *The essential guide to effect sizes: Statistical power, meta-analysis, and the interpretation of research results.* Cambridge University Press.
- Emery, F.E. and Trist, E.L. . (1960). *Socio-technical Systems.* In C.W. Churchman & M. Verhurst (Eds). Management Science, Models and Techniques, Vol. 2, 83-97. London: Pergamon Press.
- Enns-Jedenastik, L. (2014). *Political control and managerial survival in state-owned enterprises.* Governance, 27(1), 135–161.
- Erdoğan, P., & Çelik, A. (2016). Relationship between morale and motivation in teamwork environments: A research in the health sector. *Journal of Human Sciences, 13(1), 1433-1451.*
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). *Comparison of convenience sampling and purposive sampling.* American Journal of Theoretical and Applied Statistics, 5(1), 1–4.
- Flick, U. (2002). *Qualitative research-state of the art.* Social Science Information, 41(1), 5–24.
- Garrett, R. S., Thurber, J. A., Fritschler, A. L., & Rosenbloom, D. H. (2006). *Garrett, R. S., Thurber, J. A., FriAssessing the impact of bureaucracy bashing by electoral campaigns.* Public Administration Review, 66(2), 228–240.
- Goerdel, H. T. (2009). *Public administration and the political world: Three prospects.* Public Performance & Management Review, 32(4), 618–625.
- GOLINELLI, G. (2009). *L'approccio sistemico vitale: nuovi orizzonti di ricerca per il governo dell'impresa, Sinergie, n. 79, pp. XI-XXIV.*
- Gray, D. E. (2009). *Doing Research in the Real World (2nd ed.).* SAGE Publications.
- Gray, D. E. (2013). *Doing research in the real world.* Sage.

- Griffith, J. C., Roberts, D. L., & Wakeham, R. T. . (2016). Bullying at the fire station? Perceptions based on gender, race and sexual orientation. *American International Journal of Social Science*, 5(2), 34.
- Gyampo, R. (2016). *Dealing with Winner takes All Politics in Ghana: The Case of National Development Planning*.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. . Guilford Publications.
- Holliday, A. (2007). *Doing & writing qualitative research* . Sage.
- Homan, R. (1991). *The ethics of social research*. . Addison-Wesley Longman Ltd.
- Huber, J. D. (1998). *How does cabinet instability affect political performance? Portfolio volatility and health care cost containment in parliamentary democracies*. *American Political Science Review*, 92(3), 577–591.
- Huberman, A. M., & Miles, M. B. (1994). *Data management and analysis methods*.
- Ishii, R., Rohitarachoon, P., & Hossain, F. (2013). HRM reform in decentralised local government: Empirical perspectives on recruitment and selection in the Philippines and Thailand. *Asian Journal of Political Science*, 21, 249–267.
- Jahan, M. (2012). Recruitment and selection process in the Bangladesh civil service: A critical overview. *Public Policy and Administration Research*, 2, 29–36.
- Johnson, R. N., & Libecap, G. D. (1994). *The " Problem of Bureaucracy"*. In *The federal civil service system and the problem of bureaucracy (pp. 1–11)*. University of Chicago Press.
- Kiewiet, D. R., & McCubbins, M. D. (1991). *Kiewiet, D. R., & McCubbins, M. D. (1991). The logic of delegation*. University of Chicago Press.
- Kirk, R. E. (1996). *Practical significance: A concept whose time has come*. *Educational and psychological measurement*, 56(5), 746-759.
- Kondylis, P. (2011). *The causes of the decline of modern Greece*. Athens: Themelio.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. *New Age International*.

- Krejcie, R. V, & Morgan, D. W. (1970). *Determining sample size for research activities*. Educational and Psychological Measurement, 30(3), 607–610.
- Kuhn, P. A. (1970). *Rebellion and its enemies in late imperial China: militarization and social structure, 1796-1864 (Vol. 49)*. . Harvard University Press.
- Laszlo, A., & Krippner, S. (1998). *Systems theories: Their origins, foundations, and development*. . ADVANCES IN PSYCHOLOGY-AMSTERDAM-, 126, 47–76.
- Lentz, C. (2010). ‘I take an oath to the state, not the government’: Career trajectories and professional ethics of Ghanaian public servants. *Institut für Ethnologie und Afrikastudien, Johannes Gutenberg-Universität*.
- Lentz, C. (2014). “I take an oath to the state, not the government”: career trajectories and professional ethics of Ghanaian public servants. *States at Work: dynamics of African bureaucracies*. Leiden: Brill.
- Lewis, D. E. (2010). *The politics of presidential appointments: Political control and bureaucratic performance*. Princeton University Press.
- Linda, J. T. (1998). *Workers’ morale, motivation and performance effectiveness survey in single sex dominated organizations*. Journal of Applied Psychology, 16(2), 36-43.
- Luhmann, N. (1995). *Social systems*. Stanford university Press.
- Lüleci, C., & Çoruk, A. (2018). The Relationship between Morale and Job Satisfaction of Teachers in Elementary and Secondary Schools. *Educational Policy Analysis and Strategic Research, 13(1), 54-70*.
- Mackenzie, N., & Knipe, S. . (2006). *Research dilemmas: Paradigms, methods and methodology*. . Issues in Educational Research, 16(2), 193–205.
- MacNaughton, G., Rolfe, S. A. and Siraj-Blatchford, I. (2001). *Doing early childhood research*. Crows Nest, New South Wales:: Allen & Unwin.
- MacNaughton, G., Smith, K., & Davis, K. (2007). *Researching with children*. *Early Childhood Qualitative Research, 167–184*.
- Maguen, S. &. (2006). *Predictors of Morale in US Peacekeepers 1*. . Journal of Applied Social Psychology, 36(4), 820–836.

- Marshall, A., & Batten, S. (2004). *Researching across cultures: Issues of ethics and power*. . Forum Qualitative Sozialforschung/Forum: Qualitative Social Research, 5(3).
- Matheson, A., Weber, B., Manning, N., & Arnould, E. (2007). Study of the political involvement in senior staffing and of the delineation of responsibilities between ministers and senior civil. *OECD Working Papers on Public Governance, 2007/6*. OECD: OECD Publishing.
- Matsaung, R. G. (2014). *Factors Influencing the morale of employees at he greeter Tzaneen municipality*. . University of Pretoria.
- Mele, C., Pels, J., & Polese, F. . (2010). *A brief review of systems theories and their managerial applications*. . Service Science, 2(1–2), 126–135.
- Mendel, S. P. (1997). *Teachers' morale and effectiveness in high schools*. Journal of Education, 14(2), 63- 92.
- Mertens, D. M. (1998). *Research methods in education and psychology: integrating diversity with quantitative & qualitative approaches*. [cited Apr 14 2001] Thousand Oaks. . Sage Publication.
- Mertens, D. M. (2005). *Research and Evaluation in Education and Psychology: Integrating Diversity with Quantitative*. . Qualitative, And.
- Miles, M. B., Huberman, A. M., Huberman, M. A., & Huberman, M. (1994). *Qualitative data analysis: An expanded sourcebook*. sage.
- Mitnick, B. M. (1986). *"The Theory of Agency and Organizational Analysis."* Paper presented at the annual meeting of the American Political Science Association. Washington, DC.
- Mitnick, B. M. (1991). *An incentive systems model of the regulatory environment*. . Public Policy and Economic Institutions, 10, 147–204.
- Mitnick, B. M. (1992). *The theory of agency and organizational analysis*. . The Ruffin Series in Business Ethics, 75–96.
- Moe, T. M. (1985a ). *Control and feedback in economic regulation: The case of the NLRB*. . American Political Science Review, 79(4), 1094–1116.
- Moe, T. M. (1985b). *The politicized presidency*. . The New Direction in American Politics, 235(238), 244–263.

- Namaganda, A., & Sekikome, P. (2013). Users' perceptions of Makerere University library services. *Qualitative and Quantitative Methods in Libraries*, 4, 403-410.
- Neal, A., & Griffin, M. A. . (2004). *Safety climate and safety at work*. The Psychology of Workplace Safety, 15–34.
- Neuman, L. W. (2007). *Social Research Methods, 6/E*. Pearson Education India.
- Nnadozie, C. O., & Onah, F. E. (2016). Impact of academic librarians' educational qualification on faculty members' satisfaction with information delivery in selected universities in Nigeria. *Sky Journal of Education Research*, 4(2), 20-26.
- Nunally, J. C. (1978). *Psychometric theory 2nd ed*. NY: McGraw-Hill.
- Opoku, J. Y. (2006). *Tutorials in inferential social statistics*. . Accra: Ghana Universities Press.
- Painter, M. &. (2010). *The analysis of administrative traditions*. In Tradition and public administration (pp. 3–16). Springer.
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). *Palinkas, L. A., Horwitz, Purposeful sampling for qualitative data collection and analysis in mixed method implementation research*. Administration and Policy in Mental Health and Mental .
- Panayides, P. (2013). *Coefficient alpha: interpret with caution*.
- Papapolychroniadis, I., Rossidis, I., & Aspridis, G. (2017). *Comparative Analysis of Recruitment Systems in the Public Sector in Greece and Europe: Trends and Outlook for Staff Selection Systems in the Greek Public Sector*. Academic Journal of Interdisciplinary Studies, 6(1), 21–30.
- Patton, M. Q. (2002). *Qualitative research and evaluation methods*. Thousand Oaks. Cal.: Sage Publications.
- Plemons, R. (2014). Staff Perceptions of Work-Environment Factors Affecting Morale in Southeastern Registrar's Offices.
- Probability and related topics for making inferences about data. (2004). *Basic and clinical biostatistics* , 61-92.

- Qureishi, Z. M. (1965). *Morale Scale*. Available: [shodhganga.inflibnet.ac.in/jspui/bitstream/10603/59649/14/14\\_appendix%20c.pdf](http://shodhganga.inflibnet.ac.in/jspui/bitstream/10603/59649/14/14_appendix%20c.pdf).
- Ramasodi, J. M. (2012). *Factors influencing job satisfaction among healthcare professionals at South Rand Hospital*.
- Reis, H. T., & Judd, C. M. (2000). *Handbook of research methods in social and personality psychology*. Cambridge University Press.
- Republic of Ghana. *1992 Constitution of the Republic of Ghana*. (1993). Tema: Ghana Corporation.
- Samuels, D. (2006). *Informal Institutions When Formal Contracting is Prohibited. Informal Institutions and Democracy*. . Lessons from Latin America, 95.
- Sankey, D. (2011). *Future horizons: moral learning and the socially embedded synaptic self*. *Journal of Moral Education*, 40(3), 417–425.
- Scacchi, W. (2004). *Socio-technical design*. *The Encyclopedia of Human-Computer Interaction*, 1, 656–659.
- Scotland, J. (2012). *Exploring the Philosophical Underpinnings of Research: Relating Ontology and Epistemology to the Methodology and Methods of the Scientific, Interpretive, and Critical Research Paradigms*. *English Language Teaching*, 5(9), 9–16.
- Scott, J. P., & Kivett, V. R. (1985). Differences in the morale of older, rural widows and widowers. *International Journal of Aging & Human Development*, 21, 121–136.
- Sekaran, U. (2003). *Towards a guide for novice research on research methodology: Review and proposed methods*. . *Journal of Cases of Information Technology*, 8(4), 24–35.
- Shaw, J. &. (2015). *Morale and productivity*. . NAVAL POSTGRADUATE SCHOOL MONTEREY CA.
- Smith, J., and Baltes, M. M. . (1998). The role of gender in very old age: Profiles of functioning and everyday life patterns. *Psychology & Aging* 13,676–695.
- Snyder, S. K., & Weingast, B. R. (2000). *The American system of shared powers: the President, Congress, and the NLRB*. *Journal of Law, Economics, and Organization*, 16(2), 269–305.

- Spradley, J. P. (1979). *The ethnographic interview*. New York: Holt, Rhinehart & Winston.
- LeCompte, MD (2000). Analyzing Qualitative Data. *Theory into Practice*, 39(3), 146–156.
- Torrance, H. (2005). *Research methods in the social sciences: In Torrance, H & Stark, S. (Eds)*. London: Sage Publications.
- Unrau, Y. A., & Grinnell Jr, R. M. (2005). *The impact of social work research courses on research self-efficacy for social work students*. . *Social Work Education*, 24(6), 639–651.
- Washington, B. D., & Watson, C. K. . (2000). *Leadership orientation and promotion of workers' morale*. *Journal of Applied Psychology*, 19(2), 53–67.
- Waterman, R. W., & Meier, K. J. (1998). *Principal-agent models: an expansion?* *Journal of Public Administration Research and Theory*, 8(2), 173–202.
- Weber, M. (1968). *Economy and society (g. roth & c. wittich, eds.)*. New York: Bedminster.
- Weko, T. J. (1995). *The politicizing presidency: The White House personnel office, 1948-1994*. Univ Pr of Kansas.
- Williams, C. (2007). *Research methods*. *Journal of business & economic research*, 5(3), 65-72.
- Wittmer, D. (2000). *Individual moral development: An empirical exploration of public-and private-sector differences*. *Public Integrity*, 2(3), 181–194.
- Woodrow, W. (1887). *The study of administration*. *Political Science Quarterly*, 2(2), 197–222.
- Yaro, I. (2014). Recruitment and selection in the Nigerian public service: Nature, challenges and way forward. *British Journal of Economics, Management and Trade*, 4, 1005–1017.

## APPENDICES

### Appendix A

I am a post-graduate student of the University of Ghana Business School, undertaking a research study on the topic, “**The Political Appointment of Chief Executive into Government Agencies and Its Effects on the Morale of Civil Servants in Ghana**” in partial fulfilment of the requirement for the award of a Master of Arts in Administration and Management degree. Your information is kindly required to make this study a success. You are assured of confidentiality with the responses you provide and that the responses will solely be used for the purpose of this academic research. It is estimated that this questionnaire will take you not more than twenty (20) minutes to complete. Your co-operation is therefore much desired in this exercise and you are encouraged to answer the questions honestly.

Thank you.

### PERSONAL INFORMATION

#### PART ONE

*Please tick [√] the appropriate box that best describes you*

1. Gender: a) Male [ ] b) Female [ ]
2. Age: (a) 20 – 30 [ ] (b) 31 – 40 [ ] (c) 41 – 50 [ ] (d) 51 - 60 [ ]
3. Level of education:  
a) SSSCE/WASSCE [ ] b) Diploma/HND [ ] c) First Degree [ ] d) Masters [ ]  
e) Other: please specify  
.....
4. How long have you been working at your current workplace?  
a) Less than 1 year [ ] b) 1-3 years [ ] c) 4-6 years [ ] d) 7-10 years [ ] e) 11-15 years [ ]  
f) Above 15 [ ]
5. Job Title/Position in the organization:  
a) Deputy/Director [ ] b) Head of Department/Unit/Region [ ] c) Non-management [ ]

**PART TWO**

**INSTRUCTIONS:** Please circle or tick (✓) for the most appropriate responses in respect of the statements made below. Using the scale below.

**1— Strongly Disagree; 2— Disagree; 3— Neutral; 4— Agree; 5— Agree Strongly**

Please tick [✓] the answer that reflects your views in the following statements from 1 to 5

<b>SECTION A</b>						
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Agree Strongly</b>
<b>No.</b>	<b>RELATION WITH CO-WORKERS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1.	All the workers here respect their officers	1	2	3	4	5
Q2.	All the workers work cooperatively	1	2	3	4	5
Q3.	All workers are invited to occasions and events e.g. Funerals, weddings etc.	1	2	3	4	5
Q4	One who desires to advance in his work by his own efforts is not liked by the other workers	1	2	3	4	5
Q5	Whenever there is a quarrel amongst workers, they grudge against one another	1	2	3	4	5
Q6	The supervisors here consider the good of the workers	1	2	3	4	5
Q7	In order to make a progress here, it is necessary to compete with other workers	1	2	3	4	5

Please tick [✓] the answer that reflects your views in the following statements from 1 to 5

SECTION B						
		Strongly Disagree	Disagree	Neutral	Agree	Agree Strongly
No.	WORKPLACE ENVIRONMENT	1	2	3	4	5
Q8.	I am treated in a way that reveal I am really a part of this organization	1	2	3	4	5
Q9.	All people regard our organization with esteem	1	2	3	4	5
Q10	The opinion of popular workers prove effective on the other workers	1	2	3	4	5
Q11	Workers lose their interest in work because it is done in stereotyped manner	1	2	3	4	5
Q12	No worker is in a better condition than that of a worker in other organization	1	2	3	4	5
Q13	If the facilities available here were available in some other organization most of the workers would prefer to work there	1	2	3	4	5
Q14	Most of the accidents are due to work-out routines	1	2	3	4	5
Q15	I do not get an opportunity to use my experience in my work	1	2	3	4	5
Q16	The majority of people work here because of helplessness and fear	1	2	3	4	5
Q17	The workers here do not possess any qualities that they may be praised	1	2	3	4	5
Q18	The workers have to restore to violence to get their right	1	2	3	4	5
Q19	A man/woman who does not lobby (sweet-talk) lags behind	1	2	3	4	5
Q20.	My organization gives an opportunity to learn how to work well	1	2	3	4	5
Q21	Workers who lobby (sweet-talk) alone progress here	1	2	3	4	5

Please tick [✓] the answer that reflects your views in the following statements from 1 to 5

<b>SECTION C</b>						
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Agree Strongly</b>
<b>No.</b>	<b>MANAGEMENT AND SUPERVISION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q22.	All the workers work cooperatively because of good treatment of the supervisor	1	2	3	4	5
Q23.	The supervisors in this organization are ready to hear all kinds of complains	1	2	3	4	5
Q24	The organization has progressed only because of its supervisors	1	2	3	4	5
Q25.	There is a housing policy for workers and a good arrangement for their children's welfare	1	2	3	4	5
Q26.	The supervisor is questioned when a worker breaks the safety rules	1	2	3	4	5
Q27.	There are other persons also in the organization besides the boss who can lead the workers according to their goals	1	2	3	4	5
Q28.	A worker is disciplined if he/she does not follow the codes of conduct	1	2	3	4	5
Q29	The supervisors have good relation with the workers	1	2	3	4	5
Q30	Some rules in this organization are very bad	1	2	3	4	5
Q31	Changes are effected here without making any consultations	1	2	3	4	5

**Appendix B**

**PERSONAL INFORMATION**

**PART ONE**

**NB: Please, any information provided in this interview is for academic purposes only, and your anonymity is guaranteed**

*Please provide the appropriate information that best describes you*

1. Gender a) Male [ ] b) Female [ ]

2. How long have you been working at your current workplace? Please specify

.....

3. In what capacity have you been working currently in the organization. Please specify

.....

**PART TWO**

- 1) How do you see appointments in this organisation, particularly top level appointment?
- 2) What do you think was the criteria for the appointment of top level personnel in this organization?
- 3) How does the criteria for top level appointment impact on your work attitude; example Commitment, morale, Engagement etc.
- 4) How does the criteria for top level appointment impact on the attitudes of other colleagues?
- 5) What would you say should be the best criteria for appointment to top level position?
- 6) How do you see your future here in this organization?
- 7) Any other comments