

**GHANA INSTITUTE OF JOURNALISM
SCHOOL OF GRADUATE STUDIES AND RESEARCH (SoGSaR)**

**EXAMINING THE EFFECTS OF ORGANIZATIONAL POLICY, C.I. 118,
ON EMPLOYEE ENGAGEMENT AND PERFORMANCE: THE CASE OF
EMPLOYEES AT THE LIBRARY, MARSHAL AND HANSARD
DEPARTMENTS OF THE PARLIAMENTARY SERVICE OF GHANA**

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**THIS DISSERTATION IS PRESENTED TO THE SCHOOL OF GRADUATE
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REQUISITES FOR A MASTER OF ARTS DEGREE IN DEVELOPMENT
COMMUNICATION.**

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DECLARATION

I, hereby, declare that this thesis is the result of my original work under the supervision of Dr. Benedine Azanu and that no part of it has been presented for a degree in this University or any University elsewhere. All works paraphrased or quoted have been duly cited and the author(s) properly acknowledged.

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ABSTRACT

The general objective of the study was to examine the effect of Organizational Policy, C.I.118 on employee engagement and performance, specifically employees at the Library, Marshal and Hansard Departments of the Parliamentary Service of Ghana. Relying on the mixed methodological approach to data collection and analysis, forty-five (45) questionnaires were issued to employees of the departments under study and three (3) face to face in-depth interviews were conducted with the heads of the above mentioned departments.

The study realized that a significant percentage of respondents have knowledge as well as access to their Organizational Policy, C.I.118, but were dissatisfied with the level of implementation by management. Also, management of the various departments in question revealed that although the Organizational Policy, C.I.118, has been quite effective, certain portions must be reviewed in the organizational policy to include specific rules and regulations for the various departments since they each perform different functions.

DEDICATION

LORD GOD, YOU SAID YOU WILL MAKE AWAY FOR ME IN THE WILDERNESS,
and you made it! Receive Thy glory!

I dedicate this study to the glory of GOD Almighty who knows my end from the beginning, for HIS infinite love and mercies bestowed upon me throughout my studies in the Ghana Institute of Journalism, Accra-Ghana. In same vein, I dedicate this work to my lovely family especially my wife, Mrs. RITA MAWULI MORTEY, my lovely children BLISS NUKUNU ADOSSI-MORTEY, ELIKEM LAWRENCE ADOSSI-MORTEY and my sweetie KLENAM ANIELLA ADOSSI-MORTEY whose words of admonition were my sources of inspiration in challenging moments and my comic reliever baby sister, JOAN MORTEY. My dedication may not be complete without acknowledging all my office staff who always held the fort in my absence in diverse ways for me to achieve this success story. I say ‘AYEEKOOO’ to you all.

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Drawing inspiration from the Scripture: “If you then, who are evil know how to give good gifts to your children, how much more will your heavenly Father who is in heaven give good gifts to those who ask Him (Matthew 7:11)”, I would first and foremost like to thank GOD ALMIGHTY for the undeserving gift of life, good health, wisdom, knowledge, and understanding, finance and the ability to carry out this project work.

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CHAPTER 1

INTRODUCTION

1.0 Background to the Study

Organizations are premised on foundational policies that dictate operational procedures and code of conducts for employees, ranging from top management, middle management to junior employees. These foundational policies serve as reference points of guidance on operational procedure and professional etiquette for both employers and employees to ensure the smooth operations of an organization. The Parliamentary Service of Ghana has an organizational policy document known as the Constitutional Instrument (C.I.) 118. Kshirsagar and Pandey (2018) opined that organizational policies comprise a set of rules and regulations that determine the productivity of an organization. For the Parliamentary Service of Ghana to successfully execute its constitutional mandate to maximum satisfaction, its operations must be premised on organizational policy document, C.I. 118. Similarly, Nasiru et al. (2014) mentioned organizational commitment among others, as indicators for overall organizational performance. For this reason, determining employee performance of an organization, without taking into consideration, its organizational policy document or convention, smacks of misplaced methodology.

Employee Commitment and Organizational Citizenship Behavior (EOCB) was conceptualized during the latter parts of the twentieth (20th) century. They were conceptualized on the grounds that efficiency and productivity are embedded in an employee's ability and commitment (Markos & Sridevi, 2010). The only way to identify the level of commitment and behavior of the staff and management of an

organization is to involve them in the day to day activities of the organization. This involvement of employees in the running of affairs is known as employee engagement. Anitha (2014) argues that when an organization engages an employee(s), the engaged employee becomes aware of his/her responsibilities in attaining the mission and vision of the organization. There exists a direct link between organizational policies, employee engagement and employee performance (Khan 1990). As indicated early on, an employee must be engaged before his or her commitment level is seen or realized. Anitha (2014) indicates that organizational policies, procedures, structures and systems, decide the extent to which employees are engaged in an organization. For instance, Parliamentary Service of Ghana's Organizational Policy document, C.I. 118 dictates the extent to which staffs are engaged. C.I. 118 consists of textual content which communicate to employees of the Parliamentary Service of Ghana, what and how an activity ought to be carried out. A typical example of what C.I. 118 communicates to its employees is the time for reporting and closing on working days, that is Monday to Friday.

There is the usual misunderstanding by some members of the public in terms of the difference between the Parliament of Ghana and Parliamentary Service of Ghana. Many who do not have the opportunity to understand these two institutions tend to see them as an autonomous body and use them interchangeably. This is as a result of the similar nomenclature, "Parliament". The 1992 Constitution is the foremost document that draws the distinction between the Parliament of Ghana and the Parliamentary Service of Ghana. Also, the organizational document that guides the conduct of the Parliament of Ghana and the Parliamentary Service of Ghana can again be used to solve the perceived misunderstanding in the public. Unlike the Parliamentary Service of Ghana, the conduct of the Parliament of Ghana is premised on the Standing Orders of

Parliament which consists of content that are absolutely different from the content of C.I. 118.

The major similarity is that both institutions are within the same premises known as the Parliament of Ghana and are interdependent on each other, thus one might not function adequately without the other. Additionally, the responsibilities of both institutions are different. For instance, the keeping of Parliamentary business records, formally called Hansard, is done by the Hansard Department of the Parliamentary Service of Ghana but the content of a Hansard is owned by Members of Parliament, thus the Parliament of Ghana.

The Parliamentary Service of Ghana was established in 1993 by the Parliamentary Service Act (Act 460) pursuant to article 124 of the 1992 constitution, to facilitate the work of Parliament of Ghana through the provision of support services to the Parliament of Ghana, including its committees and agencies for the purpose of ensuring full and effective exercise of the powers of Parliament (Parliamentary Service of Ghana). Persons working to enable the Parliamentary Service execute its mandate are referred to as employees. This research examined the perceived effects of organizational policy document, C.I. 118 on employees of the Marshal, Hansard, and Library Departments of the Parliamentary Service of Ghana. The Parliamentary Service of Ghana is constituted by several secretariats and departments, with each department having not less than two units. This research seeks to complement already existing work on the Parliamentary Service of Ghana since Opoku (2019) has considerably dealt with the human resource development of employees of the Parliamentary Service of Ghana, particularly in career development and satisfaction.

1.1 Problem Statement

According to Anitha (2014), organizational policies, procedures, structures and systems decide the extent to which employees are engaged in an organization. The Parliamentary Service of Ghana's organizational policy document, C.I. 118 dictates the extent to which the employees are engaged. For instance, C.I. 118 clearly spells out the operational guidelines for employees in the various secretariats, departments and units and also states the punitive measures associated with rules and regulations. A typical example of how C.I. 118 dictates how employees of the Parliamentary Service are engaged is the indication of working hours for employees which is from 8:00 am to 5:00 pm, from Monday to Friday. This means that the aforementioned duration per C.I. 118, is the allowed period for employees to be engaged.

Researchers including Apenkwah (2019) and Opoku (2019) have focused on the organizational satisfaction and career development angle of the Parliamentary Service of Ghana. In the absence of available literature on the Organizational Policy document C.I. 118 and its influence on the performance of employees at the Library, Marshal and Hansard Departments of the Parliamentary Service of Ghana, this research contributes to the literature on employee performance at the Parliamentary Service of Ghana and organizational policy of the public service in general.

1.2 Objectives of the Study

Based on the highlighted research problem, the main objective of this study is to examine the Parliamentary Service of Ghana's Organizational Policy document, C.I. 118 and its perceived influence on the overall performance of employees at the Marshal, Hansard, and Library Departments of the Parliamentary Service of Ghana. The specific objectives of the study include:

1. To examine the awareness, accessibility and compliance of staff of the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana to organizational policy, C.I. 118.
2. To examine the level of implementation of organizational policy, C.I. 118, in the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana.
3. To examine employee engagement in the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana based on organizational policy, C.I. 118.
4. To determine the influence of organizational policy, C.I. 118 on employee performance in the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana.

1.3 Research Questions

In order to achieve the identified objectives, this study was premised on the research questions outlined below:

1. What is the level of awareness, accessibility and compliance of organizational policy, C.I. 118, in the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana?
2. What is the level of implementation of organizational policy, C.I. 118, in the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana?
3. How are employees of the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana engaged?

4. What is the influence of organizational policy, C.I. 118, on employee performance in the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana?

1.4 Significance of the Study

This research will contribute to the human resource expertise in public institutions since it explores the human resource management of a major public institution, that is, the Parliamentary Service of Ghana, which has contributed to significant democratic gains since the birth of the 4th Republic. The findings will go a long way to better shape the composition of organizational policy documents for public institutions that will directly translate into effective employee engagement and performance to attain productivity.

1.5 Limitations of the Study

This study only examined the perceived effects of organizational policy, C.I. 118 on the engagement and performance of employees at the Library, Hansard and Marshal Departments of the Parliamentary Service of Ghana, hence findings cannot be applied to the Parliamentary Service of Ghana as a whole. At best, this study provided empirical evidence on the effects of organizational policy C.I. 118 on employee performance within only three (3) departments as indicated above.

1.6 Organization of the Study

The first chapter introduces the “what’s” “how’s” and the “why’s” of the study. Labeled the introduction chapter, it begins with a brief introduction of the key themes of the study namely; organizational policy, employee performance and employee engagement

and the Parliamentary Service of Ghana. It further indicates the goals, research questions, significance of the study as well as the limitations associated with the study.

Referred to as the literature review chapter, the second chapter recognizes and critically examines already existing literature in organizational policy, employee performance and employee engagement as well as the Parliamentary Service of Ghana. It also describes the theoretical framework upon which the study is premised.

The third chapter describes the methodological approach to data collection and analyses. It provided details into the types of methodology used in collecting and analyzing data, the justification for the use of the select types of data and indicates the type of respondents as well as justifications for the choice of respondents.

The fourth chapter focuses on how data gathered from the field was analyzed. It provided the findings from the data gathered and explains the theories and concepts used in analyzing the data. The final chapter focuses on the recommendations and conclusions of study. This is where the researcher gives suggestions to the concept of employee engagement and employee performance at the Marshal, Hansard, and Library Departments of the Parliamentary Service of Ghana.

1.7. Conclusion

In conclusion, this chapter of the research succinctly discussed the concept of organizational policies and employee performance and situated the concept of organizational policy within the Parliamentary Service of Ghana. Also, this chapter indicated the rationale and objectives for this and further discussed into details, the study area.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter identifies, recognizes and critically examines scholarly journal articles relevant to the study. Scholarly articles reviewed included organizational policy, the relationship between employee engagement and performance, and the relationship between the Parliament of Ghana and the Parliamentary Service of Ghana. This chapter further discusses Ludwig von Bertalanffy's General Systems Theory (1968) and its relatedness to the study. This study is further grounded in the theory of directional communication as indicated in Mathur (2016).

2.1 Organizational Policy

It is prudent for organizations to have organizational policy documents or policy guidelines that govern their operations. Organizations are premised on foundational policies that dictate operational procedures and code of conducts for workers. These foundational policies serve as a reference point of guidance on operational procedure and professional etiquette for both employers and employees, to ensure the smooth operations of an organization. Also, organizational policy documents need to be easily accessible to all employees at all times since they serve as a document of professional conduct and must be readily available when needed. Kshirsagar and Pandey (2018) opined that organizational policies are a set of rules and regulations that determine the productivity of an organization. For the Parliamentary Service of Ghana to successfully execute its constitutional mandate to maximum satisfaction, its operations must be premised on C.I. 118.

2.2 Relationship between Employee Engagement and Employee Performance.

In 1990, Khan, who is widely considered as the academic parent of employee engagement, pioneered the concept of employee engagement (Anitha, 2014). This current study explored three (3) definitions of employee engagement in order to understand employee engagement as a concept.

To begin with, Newman and Harrison (2008) see the concurrent presence of three employee behaviors to mean employee engagement. These behaviors include citizenship behavior, citizenship performance and citizenship involvement. This means that employee engagement constitutes the way and manner in which an employee behaves towards work, how an employee takes part in the operations and how he/she executes his/her duties. According to Woodruffe (2006. p. 22) ‘employee engagement denotes the idea of an employee being fully intellectually and emotionally committed to a job, so that he or she wants to give to that job what is known as discretionary effort’.

In a situation where an employee wholeheartedly commits to the success of an organization, employee engagement is said to be achieved. Woodruffe’s definition is in line with the definition introduced in Cook (2012) which defines employee engagement as the positivity of an employee towards organizational goals. The principle of positive work commitment is seen across almost all the definitions of employee engagement that this study came across.

There exists a direct link between organizational policies, employee engagement and employee performance. As stated earlier, an employee must be engaged before his or her commitment level is seen. Anitha (2014) indicates that organizational policies, procedures, structures and systems decide the extent to which employees are engaged in an organization. For instance, Parliamentary Service’s C.I 118 dictates the extent to

which staffs are engaged. This engagement directly translates into the level of performance of the employees. There is an undebatable correlation between employee engagement and performance. Employee engagement which is the continuous interaction amongst employees directly translates to the effectiveness of organizations (Khan & Ukpere, 2014).

Bayat (2011) notes that the fundamental component of employee engagement is one that is on well-defined communication guidelines. Also, MacLeod and Clarke (2009) believe that for employees to align their role with the goal of leadership, clear communication from superiors will be needed. Similarly, Bedarkar and Pandita (2014) posit that, engaged employee will constantly set new standards and attempt to outdo their peers. Bedarkar and Pandita further mentioned communication, work life balance and leadership as key drivers for employee engagement. Other researchers including Kahn (1990) have identified key indicators for employee engagement.

Kahn identified conditions necessary for effective employee engagement. They include psychological safety and psychological meaningfulness. This means that a workplace that ensures the sustainable well-being of its employees can be said to be a workplace with effective employee engagement. An organization needs to ensure the safety of employees and be readily available to attend to the psychological needs of employees in order to fulfill effective employee performance.

2.3 Relationship between Parliament of Ghana and the Parliamentary Service of Ghana

There is the usual misunderstanding by some members of the public in terms of the difference between the Parliament of Ghana and Parliamentary Service of Ghana. Many who do not have the opportunity to understand these two institutions tend to see them as an autonomous body and use them interchangeably. This is as a result of the similar nomenclature, “Parliament”. The 1992 Constitution is the foremost document that draws the distinction. The major similarity is that they both are within the same premises known as the Parliament of Ghana. Both institutions are interdependent on each other and one might not function adequately without the other. For instance, the keeping of Parliamentary records, formally called Hansard, is done by the Parliamentary Service.

The Parliamentary Service of Ghana was established in 1993 by the Parliamentary Service Act (Act 460) pursuant to article 124 of the 1992 constitution to facilitate the work of Parliament through the provision of support services to the House including its committees and agencies for the purpose of ensuring full and effective exercise of the powers of Parliament. Article 124 again states that the Parliamentary Service of Ghana forms part of the Public Service. This provision is the fundamental distinction between the Parliament of Ghana and Parliamentary Service of Ghana. Parliament of Ghana is a legislative arm of government whiles the Parliamentary Service of Ghana is a Public service.

Persons working to enable the Parliamentary Service execute its mandate are referred to as employees. It consists of secretariats, departments and units such as the Clerk’s secretariat, Marshals department, Hansard department, Majority and Minority secretariats, among others. All employees of the Parliamentary Service are appointed

and not elected as in the case of the Parliament of Ghana. Parliamentary service is headed by the Clerk to Parliament and does not consist of Members of Parliament. Employees of the Parliamentary service do not also work in the Parliamentary chamber as the chamber is the office space for the Parliament of Ghana. However, the Clerk of Parliament together with his deputies and some employees like Marshals of the Parliamentary Service, provide assistance services in the Parliamentary chamber.

The Parliament of Ghana also known as Office of Parliament is the Legislative arm of government made up of an elected Speaker of Parliament, two elected deputy speakers from amongst the elected Members of Parliament representing the various constituencies of Ghana. Unlike the employees of the Parliamentary Service, the tenure of the Speaker and all Members of Parliament is clearly stated in Chapter 10 of the 1992 Constitution of Ghana. The salaries and allowances of members of the Office of Parliament are payable through Consolidated fund (1992 Constitution of the Republic of Ghana). In a study conducted by Opoku (2019), the Parliamentary Service had a staff strength of four hundred and seventy-seven (477).

2.4 Theoretical Framework

The theoretical framework underpinning this study is Ludwig von Bertalanffy's General System Theory (1968) in modern organizations. General System theory focuses on the relations that exist between parts of an organization. It focuses on the arrangement and relations between parts and how they work together as a whole (Chikere et. al, 2015).

This theory best describes the relationship between the Parliamentary Service of Ghana's Organizational Policy document, C.I. 118, and the performance of employees at the Marshal, Hansard and Library Departments since it focuses on the interaction and

relations between employees of the various departments under study. This theory applies to how the relationship between employees of the departments under study and the provisions of organizational policy, C.I. 118 contribute to the perception of employee engagement and performance.

Moreover, according to Mathur (2016), directional communication seeks to explain the need to have various methods and channels to ensure smooth interaction within institutions. Mathur further states that smooth communication boosts productivity in organizations. This theory of directional communication will help this research provide an understanding to the relationship amongst employees relative to organizational policy document, C.I. 118 as it will seek to explain how the organizational policy communicates its content to employees of the Parliamentary Service of Ghana.

2.5 Conclusion

This chapter reviewed and acknowledged existing data on the concept of organizational policies, relationship between employee engagement and performance and the differences between the Parliamentary Service of Ghana and Parliament of Ghana. The theoretical framework underpinning this study was also introduced in this chapter.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter consists of a detailed description on the methodology adopted by the researcher in collecting and analyzing data for the study. In summary, this chapter discusses among others, the type of research method and justification for the research method used, how and where data was gathered and analyzed, the population and sample procedures as well as the ethical considerations encountered throughout the study.

3.1 Research Design

According to Turner (2007), mixed methods research integrates both qualitative and quantitative elements in data collection and analysis with the purpose of gaining deeper insight into situations and occurrences. The mixed methodological approach to data collection and analyses was mainly relied on throughout the study. The researcher predominantly used one major qualitative data collection tool namely, in-depth interviews. Questionnaire, a quantitative data collection tool was used for the study. The questionnaire generated responses from subordinates at the various departments under study.

In addition to the questionnaire, a qualitative data collection tool referred to as in-depth interview was used to gather opinions and expressions from the superiors of the various departments under study. The rationale for the use of the mixed methodology was to explore from multiple dimensions, a thorough, comprehensive and in-depth perception

of the impact of organizational policy, C.I. 118 on the performance of employees at the Library, Marshal and Hansard departments of the Parliamentary Service of Ghana.

3.2 Population and Sample Procedure

Prior to the sampling procedures adopted by the researcher, the population for the study was first identified and defined. Persons employed and assigned to the Library, Marshal and Hansard departments of the Parliamentary Service of Ghana were the population used for the study. To determine the sample for the study, the researcher adopted the non-probability sampling technique, particularly the purposive sampling technique. According to Bernard (2002) and Lewis & Sheppard (2006), purposive sampling, also referred to as judgment sampling, is used when the researcher identifies what needs to be known and whom to seek answers from. Also, Tongco (2007) indicated that judgment sampling is when a researcher intentionally chooses a particular respondent(s) as a result of the information they possess.

In all, forty-five (45) questionnaires were issued to employees of the departments under study and three (3) face to face in-depth interviews were conducted with the heads of each of the three units being an interviewee. The interviewees and questionnaire were selectively sampled based on the information they possessed since they are the heads of the departments under study. The interviews were selectively scheduled based on the availability of the participants with the Head of the Library Department being the first, followed by the Head of Hansard and Head of Marshal Department.

In all, the study sampled a total number of forty-eight (48) respondents for the study. These 48 respondents were deliberately selected because they were the only individuals to provide answers to the questions posed by the researcher. To examine the perceived impact of organizational policy, C.I. 118 on the performance of employees at the

Library, Marshal and Hansard departments, no other employees, but the employees of the aforementioned departments will best provide the researcher with the needed data.

3.3 Sources of Data

The two main sources of data, that is, primary and secondary sources of data, were used for the study. Primary data refers to data that is non-existent but collected by the researcher for the first time while secondary data is already existing data that the researcher collects from publications, government authorities, just to mention a few (Ajayi, 2017).

The source of primary data included the forty-eight (48) employees at the Library, Marshal and Hansard departments of the Parliamentary Service of Ghana. They provided data to enable the researcher examine the perceived impact of organizational policy, C.I. 118, on the performance of employees at the Library, Marshal and Hansard departments of the Parliamentary Service of Ghana.

Secondary data was taken from the official website of the Parliament of Ghana. Parliament of Ghana's official website provided data on the overview of the Parliamentary Service of Ghana, including the Parliamentary Service Act (Act 460), history, composition, mission and vision as well as the difference between the Parliament of Ghana and the Parliamentary Service of Ghana. Also, the Human Resource department of the Parliamentary service of Ghana provided the researcher with a copy of the organizational policy, C.I. 118, and the sample frame for the study, which included the names and portfolios of employees at the Hansard, Library and Marshal Departments of the Parliamentary Service of Ghana. The researcher again perused the Official Report of Parliamentary Debates, Fourth Series, Vol 113. No. 1, Tuesday, 25TH May, 2021. This document enabled the researcher to comprehensively

understand the responsibilities of the departments under study. Lastly, this research gathered secondary data from online journals.

3.4 Methods of Data Collection

As indicated early on, this study used in-depth interviews and questionnaire to gather data from forty-eight (48) employees of the Hansard, Marshal and Library departments of the Parliamentary Service of Ghana.

In all, three (3) face to face in-depth interviews were conducted with the heads of each of the three departments being an interviewee. The interviews were selectively scheduled based on the availability of the participants with the Head of the Library Department being the first, followed by the Head of Hansard and Head of Marshal Department. These interviews were recorded on tape and later on transcribed, saved according to the dates and names of participants and classified under select thematic areas for qualitative content analysis.

The justification to rely on in-depth interviews was premised on the assertion in Showkat and Parveen (2017), to the effect that, in-depth interviews are significant in revealing opinions and thoughts of the participants under study. However, Showkat and Parveen (2017), Boyce and Neale (2006) have indicated that despite the revealing nature of in-depth interviews, they can be time consuming. For this research to overcome this limitation, only three (3) interviews will be conducted.

In addition to the three (3) in-depth interviews, forty-five (45) questionnaires were issued to employees within the various departments under study, with each department presenting fifteen (15) employees as respondents. The proportionate distribution of questionnaires was to ensure a balance in the responses about the perceived impact of organizational policy, C.I. 118 on their performance. The 45 respondents were sampled

as a result of their availability. The choice of questionnaire can be attributed to the limited time available to the researcher to conduct the study but Mine (1999) is of the view that the use of questionnaires in gathering data might result in unanswered questions and dishonest data. The researcher was present to ensure that all questions were answered, hence this limitation was minimized.

3.5 Data Analysis

The transcripts of the in-depth interviews were thoroughly read and subjected to content analysis to understand the perceived impact of organizational policy, C.I. 118 on the performance of employees within their various departments. The responses from the questionnaires were also analyzed manually and also using percentages.

3.6 Study Area

The Parliamentary Service of Ghana comprises of six (6) secretariats namely; Speaker Secretariat, First Deputy Speaker Secretariat, Second Deputy Speaker Secretariat, Majority Secretariat, Minority Secretariat and Clerk's Secretariat. There are twelve (12) departments which are: Publishing Department, Hansard Department, Research Department, Library Department, Committees Department, ICT Department, Public Affairs Department, Administrative Department, Human Resource Department, Finance Department, Marshal Department and Development Department. All above mentioned department constitute of various units, such as Printing, Ushers, Security, Transport, laborers, editors, and proof writhers among others. All the employees under the aforementioned secretariats and departments constitute the entire human resource of the Parliamentary Service of Ghana. The operations of these secretariats and departments are premised on organizational policy document, C.I. 118. The main study

areas are the Library, Hansard and Marshal Departments of the Parliamentary Service of Ghana. Below is a summary of the responsibilities of the abovementioned departments.

To begin with, the Hansard department is made up of three (3) units. The units are the Editing Unit, Reporters Unit and Hansard Secretariat. The Hansard department is responsible for the record of the day to day activities of Parliamentary proceedings.

The Marshal Department consists of the Marshal secretariat, Security unit, Chamber Ushers, Transport Unit, Laborers, Cleaners and Gardeners. This department is in charge of the security, transport and housekeeping needs of both the Parliamentary Service and the Parliament of Ghana.

The Library Department provides services to meet the information and knowledge needs of the Speaker of Parliament, Members, Committees and Staff of the Parliamentary Service. It comprises of the Mails room which receives correspondences from the public and the Legislative Drafting and Legal Services unit.

3.7 Ethical Considerations

Throughout the study, the researcher conducted himself appropriately in the best way possible, so as to minimize or avoid ethical breaches, particularly at the data collection stage. The researcher upheld the principles of transparency and honesty. The intent of both the questionnaires and in-depth interviews were comprehensively explained to all participants. None of the participants were compelled to take part in the data collection process. All participants agreed to take part after the researcher approached them.

Recording of interviews were permitted by the participants. Since this research was conducted at a period in which the country had already recorded cases of COVID-19, it was prudent for the researcher and participants to obey the COVID-19 safety protocols issued by the government of Ghana. In doing so, the researcher distributed nose masks and hand sanitizers to all participants and observed social distancing during data collection.

3.8 Conclusion

In conclusion, this chapter clearly depicted the ways in which data was gathered for the study. It includes a comprehensive methodological approach as it discussed but not limited to research design, sampling procedures, sources of data, data collection methods and ethical considerations.

CHAPTER 4

FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents both the quantitative and qualitative findings of this study. Data gathered from the questionnaire were analyzed manually using tables and additive summation of the values or the responses obtained, as well as descriptive statistics to analyze and interpret the responses and percentages to represent findings. Patton (2001) suggests that quantitative data analysis involves the use of standardized measures either manual, computer software or based on a pre-determined pattern so that the varying perspectives and experiences of people can be fit into a limited number of predetermined response categories to which numbers are assigned, hence the justification for the use of manual analysis and descriptive statistics in this study.

The interviews were transcribed and analyzed using content analysis. According to Cutlip, et al (2000) content analysis involves the systematic process of objectively interpreting what is being expressed as an opinion or viewpoint regarding a particular phenomenon, hence in order to understand the views expressed by respondents, this research relied on content analysis. A total of 45 questionnaires were administered to the various departments under study thus Marshal, Hansard and Library departments. However 43 out of the 45 questionnaires administered were retrieved and used for the purpose of the study. This represents a response rate of 95.56% which is appropriate for any research work (Walliman, 2005). This section begins with the findings from the questionnaire, followed by the findings from the in-depth interviews.

4.1 Awareness, Accessibility and Compliance to Organizational Policy document, C.I. 118.

Findings discussed in this section seek to answer RQ 1 which deals with the awareness level and accessibility of Organizational Policy document, C.I. 118. Findings from the questionnaire indicate that majority of the staff of the Parliamentary Service of Ghana are aware of the organizational policy C.I. 118 in the parliamentary service of Ghana. Out of the 43 respondents, 38 respondents, representing 88.37% exhibited awareness of the existence of the policy. Furthermore, within the context of accessibility of the policy, responses submitted by the respondents suggests that the policy is to a large extent, accessible by the staff. From the responses obtained, the respondents who affirmed the policy was accessible were 22 of the total respondents 43 representing 51.16% with the remaining 48.84% of the sampled respondents in the departments did not affirm the accessibility of the organizational policy C.I.118.

Additionally, respondents further provided findings on how familiar they were with the contents of the organizational policy. Majority of the respondents were familiar with the contents of the organizational policy, thus 22 of the total respondents representing 51.16% affirmed their familiarity with the contents of the organizational policy, C.I.118. Based on the responses generated from the questionnaires administered, it is logical to present that majority of the parliamentary service employees comply with the provisions of the organizational policy C.I. 118. From the responses obtained in this regard, 31 out of the total responses generated, representing 72.09% of the sampled employees, comply with the provisions of the parliamentary service organizational policy C.I.118.

The awareness of the employees of the Organizational Policy document, C.I.118, access to the policy, and familiarity with the provisions of C.I 118 exceeds a 50% mark

whereas the conformance or the compliance of the employees exceeds 70% thus indicating that indeed the workers of the service conform with and are in full compliance of the provisions in the organizational policy C.I.118.

4.2 Implementation of Organizational Policy document, C.I. 118.

The findings discussed in this section are in response to RQ2 which seek to determine the level of implementation of the Parliamentary Service of Ghana's organizational policy, C.I.118. Respondents were asked of their engagement based on their job description. According to the findings, majority of the staff were engaged based on their job description as indicated in the policy C.I.118. From the data obtained from the respondents, it showed that majority of the employees sampled in the course of the research were engaged by their department based on the job descriptions indicated in the organizational policy, C.I.118 of the Parliamentary Service of Ghana. Out of 43 responses obtained, 23 respondents agreed or affirmed that their superiors engaged them based on their job description. However, some 20 respondents representing 46.51% of the total respondents indicated that their supervisors did not engage them based on their job description.

4.3 Employee Engagement

In accessing the implementation of Organizational Policy document, C.I.118, the researcher set out to examine the level of the employee engagement in their department as has been highlighted in RQ 3. Based on yes/no responses, the respondents were asked to choose, if they were okay with the level of employee engagement in their department. The responses obtained indicated that a majority of the employees within the Parliamentary Service of Ghana are dissatisfied with the level of employee engagement

in their various departments. Only 5 respondents out of a total of 43 respondents were satisfied with the level of employee engagement in their department. However, 38 respondents representing 88.37% of the total respondents were not okay or satisfied with the level of employee engagement by management in their department. This means generally, majority of the employees were dissatisfied with the way management engaged them in their respective departments.

4.4 Influence of Organizational Policy document C.I. 118, on Employee Performance

This section of the study provides findings to Research Question 4 which attempts to determine the influence of Organizational Policy document, C.I.118, on the performance of the employees herein referred to as the respondents. The responses generated on the impact of the policy on the respondents' performance presented indicated that, the majority who were aware of the policy, familiar with the contents of the policy were impacted on by the policy. From the total 43 responses obtained, 24 respondents representing 55.81% of the total respondents were impacted by the policy.

However, to find out whether the policy's impact was positive or negative, a follow up question was asked. Out of the 24 respondents, impacted on by the policy, 22 of them were impacted on positively by the policy representing 91.67% of the total respondents affected by the policy. Thus the performance of 2 respondents were negatively impacted by the policy representing 8.33% of the total respondents whose performance was affected by the policy.

Out of the total number of respondents, 17 believed their performance were as a result of the policy whereas the majority thus 26 respondents representing 60.47% of the total respondents were certain their performance was not as a result of the organizational

policy C.I.118 and that with or without the policy their performance wouldn't be any different. It can be assumed they were self-motivated or passionate about their work.

4.5 Findings from Interviews

This research is premised on assessing the effects of the Organizational Policy document, C.I.118 on the employee engagement and performance at the Parliamentary Service of Ghana. As part of this research work, interviews were conducted with the various Head of Departments of the Hansard, Library and Marshal Departments of the Parliamentary Service of Ghana to explore the impact of Organizational Policy document, C.I.118 on the employees' engagement by management and its impact on the employees' performance. In all three face to face in-depth interviews were conducted, transcribed and subject to content analyses with a particular focus on the choice of words used by the participants.

The rationale for the use of content analysis is based on the argument by Cutlip et al (2000) that content analysis involves the systematic process of objectively interpreting an opinion regarding a particular situation. To uphold the principle of anonymity, the research intends to identify the respondents as follows; RLD (Respondent from Library Department), RMD (Respondent from Marshal Department) and RHD (Respondent from Hansard Department).

4.5.1 Implementation of Organizational Policy document, C.I.118 in the Parliamentary Service of Ghana

Based on the data collected during the interview sessions, most of the participants indicated that the provisions of the organizational policy C.I.118 are still in the implementation phase. According to RMD (October 21, 2021) 'the policy/law was

passed only some two years ago'. The implementation of the policy however focused on areas of finance and discipline and other provisions in the policy regulating workers activities regarding what has to be done and what has to be avoided, their rights and responsibilities and all other issues for the betterment of the junior and senior staff members in all departments under the Parliamentary Service of Ghana (RHD, October 27). RLD (October 21, 2021) also noted that 'making the policy document available to employees is one thing and getting them to study it and understand all of its provisions is another thing' since most people usually relied on others to read or study the document and explain to them. It is worth noting that all interviewees demonstrated knowledge and understanding of the policy document, C.I.118. For example, RHD (October 27, 2021) indicated that he knows major portions of the policy including benefit structures, pensions, rules and regulations and sanctions to be meted out for defaulters of the policy among others. Moreover RLD (October 21, 2021) stated that 'I have read everything and I understand it to be a regulatory policy document that is binding the institution and all other departments including my department. Regarding implementation of organizational policy C.I 118, RMD (October 21, 2021) stated that

‘... the provisions in the current policy document is an improvement on the provisions in the previous policy documents and more benefits are attached. For instance we have the end of service benefit and other allowances have been introduced which is tax free so it motivates employees of the Parliamentary Service unless you are blind to the provisions of organizational policy C.I. 118’

Findings from the interview revealed that Library department staff are often times engaged beyond their job description. According to RLD (October 21, 2021), 'their tasks have been stated explicitly in their contracts or appointments but beneath the

appointment letters you see ‘and any other tasks’ so I engage them often in other roles which is legal and constitutional’.

4.5.2 Universal Application of Organizational Policy document, C.I 118

All participants stated that the provisions of organizational policy C.I 118 are applicable to all employees in the various departments devoid of discrimination. When interviewed, the following responses were provided:

RMD (October 21, 2021) opined that “the policy is applicable to all the staff members from the Clerk to the junior most laborer. All of us are public servants whose main role is to support law making in the legislature’. Other views expressed included:

“...the policy is applicable to all employees. Unless maybe you don’t know where you fall or unless maybe you don’t know what it is” (RLD, October 21, 2021).

“...whatever provisions there are in C.I.118, applies to all staff in the various departments. There are portions that are meant for senior staff and their duties, functions and how they're supposed to carry out their work and the junior staff as well, how they're supposed to also conduct themselves are all spelled out in the C.I.118 so it is universal and affects every staff of the parliamentary service” (RMD, October 27, 2021).

4.5.3 Impacts of the Policy on Employees Performance

Concerning the influence of organizational policy C.I 118 on employee performance, RHD (October 21, 2021) was of the view that the policy is a motivating document that help staff to perform their duties since it clearly entails the benefits to be given to staff hence, these motivations encourage employee performance. This argument of motivation was underscored by RMD (October 27, 2021) who added that:

“ ... allowances are stipulated in the C.I.118 and every staff will be happy to get those freebies coming his or her way for being part of the institution. These provisions help them deliver to their best when given or assigned a task”.

Based on the responses given by the other departmental heads, the policy positively impacts on the performance of the employees, but those employees however, who are not self-motivated or passionate about their work, face challenges because despite, some of these provisions have been stated, they are yet to be implemented in full force (RMD ,October 27, 2021).

4.6 Conclusion

This chapter presented and analyzed the findings obtained from the questionnaires and interviews in the three departments of the Parliamentary Service of Ghana namely: Hansard, Library and the Marshal departments.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the summary of the findings, the summary of the results of the study, concludes on the study and also presents some policy recommendations based on the data obtained in the course of the research work.

5.1 Summary of Findings

The results of this study/findings, were presented and simplified for easy comprehension and perusal of any reader. It was presented systematically based on the research objectives. The summary of the findings therefore, is presented in this section based on the objectives of the study.

5.1.1 Employee Compliance to the Parliamentary Service of Ghana's Organizational Policy, C.I. 118.

From the survey and interview responses obtained in this work, it is evident that the provisions of the Parliamentary Service of Ghana's policy, C.I.118 is fully functional, adhered to by all staff and employees, from the Clerk to the junior most labourer. At all levels of the service, the policy is used in several ways, ranging from rules and regulations to code of conduct of employees and the calculation of their pension benefits, clear statement of all bonuses and allowances enjoyed.

5.1.2 Overall Assessment of the Work Culture in the Marshal, Hansard and Library Departments of the Parliamentary Service of Ghana.

From the overall data presented in the questionnaires and interviews conducted, the work culture of these departments conformed to the basics of the organizational policy, C.I.118. The code of conduct of employees, rules and regulations presented, the sanctions and punishments spelled out in the policy document are enforced by the departmental heads with full adherence to, by the subordinates or employees engaged herein these departments.

5.1.3 The Level of Implementation of Parliamentary Service of Ghana's Organizational Policy Document, C.I. 118

The engagement and implementation of the Parliamentary Service of Ghana's organizational policy, C.I.118 is highly dependent on the understanding of the employees, of the policy document. RLD (October 21, 2021) noted that 'to read the policy is one thing and to understand the policy is another thing'. This suggests that most people rely on others for the provisions stated in the policy but that would not enable them understand their rights and potential benefits exquisitely stated in the policy document.

5.1.4 Identifying how Employees are engaged by Management.

From the analysis of the data obtained in this study, employees' engagement in the Parliamentary Service of Ghana under the Hansard, Marshal and Library Departments is strictly based on the provisions of the C.I.118 which is a Constitutional Instrument that binds the operations, activities and tasks of employees and management as well. As is clearly indicated in the last clause of employees' appointment, sometimes the

employees are engaged outside their job descriptions under the Hansard and Library departments to enable completion of tasks efficiently and effectively.

5.1.5 Influence of Organizational Policy, C.I 118

The organizational policy serves as a guide, a roadmap or blue print to the implementation of tasks or carrying out of responsibilities and duties within the premises of Parliament. Every employee is bonded by the provisions in the policy. The policy provides sanctions for employees should they fall short in carrying out their respective and assigned tasks or duties. The policy has an overall influence on the performance of the employees, as they are motivated by some provisions stated in the organizational policy, C.I.118. Some of the motivating provisions in the Parliamentary Service of Ghana's organizational policy, C.I.118 are; pensions, allowances such as clothing, meeting, travel and some other freebies and meals subsidies keep the staff of the service up and running and fully functional. These make them highly motivated in carrying out their tasks in the service.

5.2 Conclusion

In conclusion, it is evident, based on the data collected from the Parliamentary Service of Ghana's Marshal, Hansard and Library departments, that the Organizational policy, C.I.118, affects the overall and general performance of all employees and their engagement within the service. The staff are highly motivated by the provisions in the policy document and their engagement by management is strictly based on their job descriptions or at least within the premises of Parliament. The sanctions to be meted out to employees who fall short are described in the policy document. Their pension

packages, allowances, and all other benefits are clearly spelled out in the organizational policy, C.I.118.

5.3 Recommendations

Based on the findings of this study, this research recommends that the Parliamentary Service Staff should constantly premise their operations on the provisions contained in organizational policy C.I.118 for a period of at least five (5) years in order to identify portions that need to be revised.

Furthermore, this study recommends that the C.I 118 should include specific rules and regulations for the various secretariats, departments and units considering the fact that each of them perform different functions. Also, further studies should be conducted in other departments of the Parliamentary Service, to further examine the influence of organizational policy C.I 118, particularly on the performance of employees based on gender.

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Appendix

Interview Guide

The following questions guided the interviewing the heads of the departments under study;

1. How well do you understand organizational policy **C.I. 118** and its implementation within your ranks and subordinates?
2. Is the implementation of organizational policy **C.I. 118** universally applicable to all employees?
3. Does organizational policy **C.I. 118** permit you to engage an employee outside his or her job description?
4. How often do you engage employees outside their job description? Give instances if possible.
5. How often is employee performance in relation to organizational policy **C.I. 118?**
6. How do you assess the employee performance Vis a Vis organizational policy **C.I. 118?**
7. To Hansard department only; is there any specific provision in the organizational policy that holds people accountable for misrepresentation of Parliamentary proceedings? If yes, kindly give instances where any of your staff was held responsible for misrepresenting Parliamentary proceedings.
8. To Marshal's department; is there any specific provision in the organizational policy that regulates the activities of staff under your department? If yes, kindly give instances.

9. To Library department; is there any specific provision in the organizational policy that regulates the activities of staff under your department? If yes, kindly give instances.

10. Is there anything you would like to change about organizational policy **C.I. 118**?
If yes / no, kindly explain why.

Questionnaire

1. Are you aware of organizational policy C.I. 118?

Yes No

2. Is organizational policy C.I. 118 easily accessible?

Yes No

3. Are you familiar with the contents of organizational policy C.I. 118?

Yes No

4. Does the head of your department engage you based on your job description?

Yes No

5. Do you think organizational policy C.I. 118 is universally applicable to all employees?

Yes No

6. Are you okay with the level of employee engagement in your department?

Yes No

7. Do you comply with the provisions in organizational policy C.I. 118?

Yes No

8. Does organizational policy C.I. 118 have an impact on your performance?

Yes No

9. How would you describe the impact?

Positive Negative

10. Do you think organizational policy C. I. 118 needs to be reviewed?

Yes No

11. Do you think your performance is as a result of organizational policy C.I.118

Yes No