ORGANIZATIONAL THEORY: A TOOL FOR LOCAL GOVERNMENT SUCCESS

Abstract: Organizational theory is the first step towards understanding between management and employees. Organization theories comes from organization practices and in turn serve practices. The study investigates investigates organizational theory: a tool for local government success. To achieve the objective of the study, a convenience sampling technique will be used to select from the targeted population in the New Juaben Municipal Assembly. A set closed-ended questionnaires will be distributed to obtain primary data information from the management. The analysis of the data will be based on quantitative research method and descriptive statistics using SPSS software application. The research seeks to fulfil the social needs of the society, thereby providing effective and efficient ways in developing internal control systems to enhance operating performance. The study revealed that local government adopt organizational theory to ensure coordination and collaboration across the all departments within the local government. However, the structure of the local government largely ignores the contribution of employees under an organizational theory. The made recommendation that, the local government should conduct more studies on organizational theory to help enhance their success.

Keywords: Organisational Theory

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1. Introduction

Ghana is a constitutional republic with two spheres of government: national and local. Local government is enshrined in the 1992 constitution of the main relevant legislation is the Local Government Act 1993 (Act 462). Local government are the metropolitan, municipal and district assembly that do hold any legislative or rating powers and undertake activities delegated to them by the central government. According to an article published the local government system in Ghana (2017), the local government is responsible for

- local area policy

- advising government on local areas issues

- promoting and administering local government training institutions

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- acting in an advisory capacity to district assemblies and approving their by-laws

- monitoring the effectiveness of local government and the decentralisation process at the local area

Local government is governance at the grassroots level with constant contact with their local people. Local government provides the local communities with formal organizational framework, which enable them to conduct their affairs effectively and regulate the actions of their member. Therefore, a local government is an organization instituted at the local geographical area by the 1992 constitution of the Local Government Act 1993 (Act 462) to provides their staffs and citizens with timely information about the changes in laws that affect them, aware about their civic responsibilities, taken on board in the decisions taken and briefed about the allocated against spent budgets.

The definition of organization according to Shahram et al. (2012), have different ways: that is organization as a social structure, a technology, a culture, a physical structure or as a part of an environment. Generally, the most basic definition of an organization as an assembly of people working together to achieve common objectives through a division of labour. Daft (2007), defined an organization as a universal phenomenon in human social and a system which coordinates the actions among individuals who differ in the dimensions of interests, preferences and knowledge. An organization can also be described as a social unit of people that are structured and managed to meet a particular need or goals. Organizations are unites composed of mental activities of people with recognizable boundary to meet certain goals. Traditionally, organization is seen as intermediary for accomplishing goals and objectives. The organization use individual strengths

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within a group to achieve more than aggregate efforts of the group members working individually to accomplish organizational goals.

The above definition on organisation revealed that organizations are social units and consist of people who carryout differentiated tasks which are coordinated to contribute to the organisational objectives or goals. Organizations activities are the tools or instruments used to meet goals or objectives. According to Őzgür (2016), the activities of an organization are found on the main transitions which revolutionized our society, shifting it from a rural culture, to a culture based on technology and industry. These activities of the organization through the development of theories increases stability in human or individual or employees relationships by decreasing uncertainty regarding the nature of the system's structure of the organization and the human or individual or employees roles inherent to it. The term organizational theory is used to explain or predict a proposition on how groups and individual or employees behave in differing organizational arrangements or structure. Organizational theory can be related to the set of interrelated concepts, definitions and propositions that present a systematic view of behaviour. According to Chun-Xia et al. (2013), organizational theory originated from organizational practices and in turn serve practices.

In other words, organization theories are knowledge systems which study and explain organizational structure, function and operation and organizational group behaviour and individual behaviour. Organisation theory is a macro analysis of an organisation structure designed to integrate people with organisation. According to Grover (2017), organizational theory provides the set of ideas and studies on how people or individual interact in groups. Organizational theory provide the basic understanding on how businesses are run or coordinated with employees.

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Organisational theory is use by experts to develop a set of rules to help managers re-organize their companies effectively. Organizational theory provide an important way of understanding the principles of how individuals act around one another, how they act with you, what motivates them and what kind of incentives they should have. According to Őzgür (2016), organizational theory helps organization to understand itself and its employees by building in safeguards in the business environment. Therefore, organization theory is descriptive and predictive about a particular state of affair in the organisation.

2. **Literature Review**

"Local government" means the practice of administration in a particular segment of the society, that of the public sector. Local government is therefore governmental administration and operates in the particular sphere of government. It is the machinery for implementing government policy. Local government is concerned with the study of how a country's administration is organized and how it functions. Since it is the machinery for implementing government policy, it follows that its study must lead to the study of the most efficient ways of organizing the executive branch of government, its institutions and its procedures. According to Kazeem Oyedele (2015), local government is the machinery, as well as the integral processes through which the government performs its functions. It is a network of human relationships and associated activities extending from the government to the lowest paid and powerless individual charged with keeping in daily touch with all resources, natural and human, and all other aspects of the life of the society with which the government is concern. It is a system of roles and role relationships that defines in as clear and practicable terms as possible and in as much details as possible the intentions and programmes of government; the means available internally and externally to accomplish them;

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and finally, it is a system that causes these intentions and programs to be realized in real life. The organizational theory of the local government described the pattern of routinized activities, involving decision making, planning, advising, coordination, negotiation, conciliation, arbitration, command and data gathering, through which the government carries out its responsibilities. Organizational theory of the local government described the activities of bureaucrats concerned with the management or administration of government organizations and the study of these activities. Organizational theory of the local government is the machinery for implementing government policies to ensure stability and continuity at all times irrespective of any government in power even during period of crises. Organisational theory studies local government as a whole, the way they adapt, the strategies and structures that guide them. Considers organisational theory to be rational, information based, efficiency oriented, concerned with determinants of control strategy and distinguish between two types of performance evaluation control: behaviour based and outcome based. Organizational theory of the local government:

- Compares ability to measure behaviours and outcomes.

- Uses control as a measurement and evaluation process. Reward is implicit.

- Can reduce divergent preferences through social control.

- Uses information as a purchasable commodity.

Also, organizational theory of the local government is a process with three issues:

- Provision of an organisational climate so that people are motivated to give off their best in achieving organisational objectives.

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- Design of communication systems for effective decision making, control and co-ordination that is, adequate information flow at each decision centre.

- An overall organisation that is innovative and responsive to relevant environmental changes.

3. Methodology

The research design used in this study was descriptive survey. Descriptive survey simply describes what is or what the data shows. Descriptive survey helps to simplify large amounts of data in a sensible way. The descriptive survey reduces lots of data into a simpler summary. According to Avoke (2005), descriptive surveys are designed to portray accurately the characteristics of particular individuals, situations or groups. A purposive sampling technique was used to obtain a sample size of 50 within targeted population. This sampling technique is used where the sampling units are chosen because they meet set criteria of importance. The technique proved too effective because numbers of people who served as primary data sources due to the nature of research design and aims and objectives were limited. Unlike some alternative sampling techniques, purposive sampling technique do not allow; highly vulnerable to selection bias and influences beyond the control of the researcher and high level of sampling error, which lead to little credibility of the studies.

4. Analysis

a. Reliability Analysis

According to Joppe (2000), reliability data test is the extent to which results are consistent over time and an accurate representation of the total population under study. A questionnaire is said to be reliable if someone answers the statement consistently or it is stable over the construct variable

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or the time variable. According to Cooper and Shindler (2007), 0.70 is an acceptable reliability coefficient. Thus, when the value items are more than alpha (α=0.70) value then it indicate that the scale can be considered consistent, sound and reliable. The figures below show test reliability;

Table on Reliability analysis

Cronbach's Alpha	N of Items
.901	4

The table show, the reliability analysis of the data obtained from the respondents. The reliability values from the results is 0.901 greater than the prescribed threshold of (α=0.70) and in comparison, Cronbach's Alpha values are compatible to reliability test of the conducted pilot study with Cronbach's Alpha value (α=0.901), hence the scale is sound and reliable.

Table on Reliability analysis

Cronbach's Alpha	N of Items
.959	3

The table show, the reliability analysis of the data obtained from the respondents. The reliability values from the results is 0.959 greater than the prescribed threshold of (α=0.70) and in comparison, Cronbach's Alpha values are compatible to reliability test of the conducted pilot study with Cronbach's Alpha value (α=0.959), hence the scale is sound and reliable.

5. Discussion

Organizational theory of the assembly improve and increase their control over its environment and also ensures the adaptions of new information and experiences. The results from the survey show that majority of the respondents representing 70% agreed that, organizational theory of the assembly improves the abilities of an organization to deal with contingencies and achieve competitive advantage. As observed by Brudan, A. (2010), the organisational theory of an

organisation determines how effectively an organisation responds to various factors in its environment and obtains and makes use of the scarce resources it has. The results from the survey further show, that majority of the respondents representing 59% strongly agreed that, organizational theory of the assembly improve organizational relationships among employees. The results from the survey further shows that majority of the respondents representing 78% strongly agreed that, organizational theory of the assembly improves management diversity and increase its efficiency and ability to innovate new goods and services. As observed by Grover (2017), organisational theory has major implications for an organisation's ability to deal with contingencies, achieve competitive advantage, effectively manage diversity and increase its efficiency and ability to innovate new goods and services.

6. Recommendation

Base on the findings of the study, the following recommendations were made; the local government must develop a good strategies that matches their organizational theory to ensure quality of service delivery by the functional departments, creating teams and re-delegating authority; the local government should develop a system to accommodate both managerial and employees' perspective on organizational problems. The organizational theory of the local government must avoid the exploitation and degradation of employees'. Also, organizational theory of the local government should include but not ignores the contribution of employees with the local government structure.

7. Conclusion

Organization theories comes from organization practices and in turn serve practices. In simple words, organisation theory is a considerable knowledge and literature developed over the years

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reflecting what goes on in organisations. The local government system attempt to explain the multiplicities of its organizational structure and operating process. Through organizational theory, the local government are able to explain the dynamics of their organizations, including the ways in which the local government make decisions, distribute power and control, resolve conflict, and promote or resist organizational change. Through organizational theory the local government is able to respond quickly to any changes associated with technology global economy, local people needs and even the change in political government. Organizational theory encourage flexibility in the local government allowing stakeholders to participate in decision making by the local government concerning the local people. These ensure the success of the local government to performance better even under different geological and cultural background of it locational boundaries.

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