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Participatory Decision-Making, Job Satisfaction and Employees' Innovative Work Behaviour among Small Retail Stores: Roles of Organisational Citizenship Behaviour and Employees' Competencies

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Abstract: The study aims to examine the effects of participatory decision-making (PDM) on the innovation of workers of small retail stores in Kumasi, Ghana. It is also to analyse the mediating role of job satisfaction (JS) and the moderating roles of both organisational citizenship behaviour (OCB) and employee competencies (EC) between PDM and employees' innovative work (EIWB). Based on the social exchange theory (SET), a sample of 723 workers from small retail stores is used for the study. The Partial Least Squares (PLS) and Structural Equation Modelling (SEM) are also adopted to test eight hypotheses. The research highlights the five variable relationships entailed in the model and therefore confirms SET in the Ghanaian retail industry. It is found that PDM has a positive link with JS and EIWB while PDM has an indirect connection with EIWB through JS. Also, the association between PDM and EIWB is strengthened by EC and weakened by OCB. Again, EIWB is positively influenced by JS, OCB and EC. The findings throw light on how policymakers and practitioners can improve EIWB in the retail industry.
Keywords: *participatory decision-making, job satisfaction, employees' innovative work, organisational citizenship, employees' competencies, small retail stores*

Introduction

Small retailers fall under the category of small and medium enterprises (SMEs), which include both informal and formal businesses. These are further classified into micro-enterprises (2 to 9 employees), small enterprises (10 to 49 employees), and medium-sized or large enterprises (50 or more employees) (ILO, 2019). West and Farr (1989) are of the view that employees' innovative work behaviour (EIWB) concerns employees making conscious efforts to come out with new ideas, processes or products in performing their jobs individually, in groups or in the organisation. According to the social exchange theory (SET), social exchanges (involvement of workers in decision-making) emanate from firms by recognising workers' involvement and ensuring their well-being whilst workers reciprocate this gesture with behaviours beneficial to the firm (Eisenberger et al., 1986 cited in Li et al., 2022 & Yang, 2012). Therefore,

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participatory decision-making (PDM) is required to stimulate EIWB since it is the involvement of workers by firms in direct decision-making regarding their direct work and indirect decisions via their representatives (Beardwell & Claydon, 2007 cited in Dhamija et al., 2019) which triggers the social support that is required for pursuing and implementing new ideas (Mumford & Gustafson 1988 cited in Mumford & Mulhearn, 2019), as well as to increase the organisation and the capacity of the individual worker to act (Erstad, 1997 cited in Cobanoglu, 2021). To that effect, SET constitutes the foundation of this study to give us a profound understanding of how the social exchanges between small retailers and their workers impact their workers' innovative behaviour.

The literature has acknowledged that organisational competitiveness and success are attributed to employees' innovation (George & Zhou, 2001 cited in Boustani et al., 2023; Runco, 2004 cited in Kunat, 2018; Unsworth & Parker, 2003; Axtell et al., 2000 cited in Zafar et al., 2023). Therefore, previous studies have looked at a variety of factors antecedents to EIWB such as performance and image outcomes (Yuan & Woodman; 2010); psychological empowerment and job involvement (Singh & Sarkar, 2012); trust and psychological empowerment (Marane; 2012); empowerment (Fernandez & Moldogaziev, 2013); job stressors and organisational innovative climate (Ren & Zhang, 2015); social network and inclusive leadership (Wang et al., 2015); organisational structure and empowerment (Rhee et al., 2017); organisational justice and organisational support (Nazir et al, 2019); personal values (Purc & Laguna 2019); inclusive leadership and psychological safety (Javed et al., 2019); inclusive leadership (Miller & Miller (2020; Zhu et al., 2020; Javed et al., 2020); leadership and psychological empowerment (Stanescu et al; 2021); leadership, work engagement and knowledge sharing (Joo et al., 2023); inclusive leadership psychological empowerment (Garg et al., 2023). However, Hammond et al., (2011) have advocated for more research into the antecedents of EIWB whilst Anderson et al., (2014 cited in Gontur et al., 2022) have suggested that researchers should look specifically at individual innovation in organisations in future research. The study therefore fills this void by investigating the impact of the exchanges between small retailers and their workers on their innovative behaviour using JS, OCB and EC as intermediary constructs.

Though the parameters of PDM are broad, prior studies have looked at constructs such as psychological empowerment (Marane, 2012; Fernandez & Moldgaziev, 2023; Singh & Sarkar, 2012) and inclusive leadership empowering (Javed et al., 2019; Javed et al., 2020; Miller & Miller, 2020; Stanescu et al., 2021; Garg, Attree & Kumar, 2022; Joo et al., 2023; Zhu et al., 2020). Apart from Fernandez and Moldgaziev (2023), psychological empowerment and inclusive leadership in these studies are part of participatory management empowerment whereby workers can make decisions but take initiatives to implement their ideas in the hands of their managers (Dimitriades, 2001 cited in Vihari et al., 2022). According to Magjuka (1993 cited in García-Bernal & Ramírez-Alesón, 2010), this approach stifles workers from having a sense of belonging via their commitments to their organisations and also prevents them from effecting the necessary changes in their innovative work behaviour. Again, in the retail industry workers use their discretionary abilities in dealing with customers (Blancero et al., 1997 cited in Butler, 2020). Therefore, to have a deeper understanding of the nexus between PDM and EIWB and how workers of small retail shops are involved in decisions to effect changes in their firms, the study looks at self-management empowerment which entails workers having autonomy to make decisions and implement them without any interference from management (Sachs, 1979; Dimitiades, 2001 cited in Vihari et al., 2022; Welikala & Sohal, 2008).

Introducing self-management is also important because the business environment is dynamic and giving workers the autonomy to make decisions and implement them adds value to the employees and also serves as a source of competitive advantage to the organisation (Pelit et al., 2011). According to Dorenbosch, Van-Engen & Ver-hagen, 2005 (cited in Kutieshat, & Farmanesh, 2022) and Li & Hsu, (2016), discretionary powers given to workers make them

trust the organisation by finding creative ways to innovate their behaviour. In addition, Heller et al., (1998 cited in Breitling & Wolfgang, 2022) aver that participation should enable workers to have some level of influence on their work and the conditions under whichthey work. Stoffers et al., (2018) contend that when SMEs are trying to change processes in their firms; it is their employees who use their skills to make those changes. Hence, Mumford and Gustafson (1988 cited in Mumford & Mulhearn, 2019) indicate that PDM (self-management) is needed to trigger the social support that is required for pursuing and implementing new ideas. Therefore, Amabile (1988 cited in Cropanzano, 2017) and Vogt, (1997 cited in Bosi et al., 2021) maintain that if the social exchanges between firms and their workers are not spear-headed through the expansion of autonomy, the creativity of workers will be stifled. SMEs are dependent on their workers more than their larger counterparts (Rauch & Hatak, 2016) and the informal interpersonal social exchanges between owner-manager and their workers also foster informal participation of workers. Thus, this gives the workers the autonomy to implement their ideas (Marchington, 1992 cited in Parasuraman, 2021).

In addition, prior studies on the nexus between PDM and EIWB are not conclusive. One group of studies had positive results (Marane, 2012; Rhee et al., 2017; Javed et al., 2019; Javed, et al., 2020; Nazir et al., 2019; Miller & Miller, 2020: Stanescu et al., 2021; Garg, Attree & Kumar, 2022; Joo et al., 2023). Another group had both positive and negative results (Fernandez & Moldogaziev, 2013; Zhu, Xu & Zhang, 2020) whilst another category had positive and no effects on the link between PDM and EIWB (Singh & Sarkar, 2012). Therefore, it is desirable to examine the social exchanges between small retailers and their workers and how they can influence their innovative behaviour.

Whilst there are few studies on the association between PDM and EIWB in SMEs in general, they concentrated on the European, Asian and American environments and they were also not conducted in the retail industry except by Miller and Miller (2020), although the retail industry is the dominant industry and employs the chunk of the people in the world (ILO, 2015; 2019). The above studies were conducted in large firms and public organisations though the relationships in these organisations are formal as against informal in SMEs. Sameer and Őzbilgin (2014 cited in Barry & Wilkinson, 2022) suggest that studies on the link between PDM and EIWB in SMEs should relate to their specific context and environment because informal workers' relationships and the lack of unions trigger unique dynamics for SMEs as against large firms. Miller and Miller (2020) also recommended a quantitative study with a large sample size within the same industry or another industry to give an in-depth understanding of the PDM and EIWB nexus. This study therefore attempts to carry out this recommendation.

Specifically, this study aims to investigate how and why the social exchanges between small retailers and their workers affect EIWB using JS, OCB and EC as intermediary constructs. Based on the conceptual framework, we predict that there is a positive relationship between PDM and both EIWB and JS. We further postulate that JS mediates the association between PDM and EIWB. We predict that both OCB and EC moderate the nexus between PDM and EIWB. Finally, we hypothesise that there is a positive connection between EIWB and JS, OCB and EC. The contribution of this study is to build on SET to explain how and why the social exchanges between small retailers and their workers influence EIWB using JS, OCB and EC as intermediary variables based on a proposed model. Specifically, this study is based on SET and it provides an understanding of how PDM, JS, OCB and EC as antecedents of EIWB in the retail industry has been ignored by previous studies. The findings will add to the existing literature about the relationship between PDM and EIWB. Introducing JS, OCB and EC provides us with an in-depth understanding of the intermediary mechanisms through which PDM influences EIWB. Also, the study will enable stakeholders particularly those in the retail industry to know how they can use PDM to enhance the innovative behaviours of workers. The

study has been divided into six sections: (1) Introduction; (2) Literature review; (3) Methodology (4) Results (5) Discussions and conclusions.

Literature review and hypotheses development

The social exchange theory (SET)

The theoretical basis for this study is SET. SET posits that the social exchanges (involvement of workers in decision-making) emanate from firms by recognising workers' involvement and ensuring their well-being whilst workers reciprocate this gesture with behaviours beneficial to the firm (Homans, 1958 cited in Ahmad et al., 2023; Eisenberger et al., 1986 cited in Li et al., 2022; Yang, 2012). All parties (organisations and employees) will enter into the relationship with good faith and all of them will reciprocate the gesture (benefits from the exchanges) so that social exchanges will take place (Blau, 1964). Therefore, Cropanzano and Mitchell (2005 cited in Nemteanu & Dabija, 2021) emphasise that SET gives an in-depth knowledge of intra-organisational and inter-organisational workplace relationships. In addition, the theory provides the basis for interactions or relationships among individuals, groups and organisations and any reciprocal action, especially employees and their organisations (Siqueira, 2003 cited in Andradeet al., 2017; Eisenberger et al., 2001 cited in Lin et al., 2021). The reciprocate action of employees is the innovative behaviour they will exhibit. Thus, SET will constitute the basis for the relationship which is likely to influence the innovative behaviour of the workers of small retail stores and mediated by JS and moderated by both OCB and EC.

Participatory decision-making (PDM) and employees' innovative work behaviour (EIWB)

West and Farr (1989) are of the view that EIWB concerns employees making conscious efforts to come out with new ideas, processes or products in performing their jobs individually, in groups or in the organisation. PDM is the involvement of workers by owners and management in direct decision-making regarding their direct work and indirect decisions via their representatives (Beardwell & Claydon, 2007 cited in Dhamija et al., 2019) since it can trigger the social support that is required for pursuing and implementing new ideas (Mumford & Gustafson, 19881988 cited in Mumford & Mulhearn, 2019), as well as to increase the organisation and the capacity of the individual worker to act (Erstad, 1997 cited in Cobanoglu, 2021). PDM is a process of ceding the decision-making, control and responsibility by a superior to employees who are also his/her subordinates (Hespe & Wall 1976 cited in Child, 2020) in information sharing as well as solving problems (Wagner, 1994 cited in Raghavan et al., 2021) directly and indirectly via their representatives (Beardwell & Claydon, 2007 cited in Dhamija et al., 2019) about matters relating to their jobs in general (Mitchell, 1973 cited in Tangirala & Ramanujam, 2008). Thus, PDM is needed to provoke EIWB.

The results of previous studies on PDM and EIWB are mixed. One group had positive results. For example, Marane (2012) shows that psychological empowerment influences EIWB through trust. Rhee et al., (2017) find that performance empowerment has a positive effect on EIWB whilst Javed et al, (2019) demonstrate that inclusive leadership is positively connected to EIWB. Nazir et al., (2019) results show that organisational justice, innovative organisational culture and perceived organisational support have positive associations with EIWB. Javed et al., (2019) indicate that inclusive leadership affects EIWB whilst psychological safety mediates this relationship. Javed et al., (2020) uncover that inclusive leadership influences EIWB and creative self-efficacy also mediates this relationship. Miller and Miller find that leadership enhances EIWB. Stanescu et al., (2021) results show that transformational leadership increases EIWB and indirectly rated to EIWB through psychological empowerment. Garg, Attree and Kumar (2022) unveil that employee' empowerment has a positive relationship with transformational leadership and EIWB. Transformational leadership indirectly affects EIWB through employees' empowerment. Joo et al., (2023) find that work engagement, knowledge sharing and empowering leadership link creativity positively. Again, empowering leadership

has an indirect association with employees' creativity through work engagement and knowledge sharing. Another category had both positive and negative results. Fernandez and Moldogazie's (2013) results indicate that knowledge, skills and autonomy affect EIWB whilst rewards are negatively linked with EIWB. Zhu et al., (2020) show that inclusive leadership increases employees' creativity through subordinates' safety whilst it has a negative link with employees' creativity via subordinates' challenge-related stress. Given the above, we hypothesised that:

H_1: There is a positive relationship between PDM and EIWB

Mediating role of job satisfaction (JS)

The indirect relation between PDM and EIWB through JS has not been investigated. SET posits that the social exchanges between the organisation and workers breed reciprocity and therefore workers reciprocate this gesture by exhibiting positive attitudes and behaviours such as job satisfaction (JS) (Meyer & Herscovitch, 2001; Eisenberger et al., 2001) which is the view and attitudes workers possess (Armstrong, 2006) and the extent to which they are pleased with their jobs (Judge, 1993 cited in Christian et al., 2009; Fletcher & Williams, 2006). JS is a comparison of the expected and actual performance of a job by an employee (Cranny et al., 1992). One of the antecedents of JS is PDM and prior research indicates an association between both constructs (Holland et al., 2011; Brimhall, Lizano & Mor Batak, 2014; Chan, Yee & Wok, 2017; Brimhall & Mor-Barak, 2018; Aslan & Atesoglu, 2021). Pryce-Jones (2011) indicates that JS prods employees' creativity and innovative behaviour and thereby their performance in general. In addition, previous studies report an association between JS and EIWB, (Lee et al., 2011; Jafri, 2010; Hakimiah, Farid & Nazari, 2016; Brimhall & Mor-Barak, 2018; Aslan & Atesoglu, 2021). Even though the literature points out that workers' PDM influences their JS and thereby leads to EIWB (Lee et al., 2011), prior studies are bereft of JS mediating the nexus between PDM and EIWB. It is therefore expected that PDM will indirectly affect EIWB through JS. Based on the above, we propose the following hypotheses:

H_2: There is a positive relationship between PDM and JS

H_3: There is a positive relationship between JS and EIWB

H_4: JS mediates the relationship between PDM and EIWB

Moderating role of organisational citizenship behaviour (OCB)

SET intimates that the social exchanges between the organisation and employees culminate in reciprocity and so employees reciprocate the gesture by demonstrating positive attitudes and behaviours such OCB (Organ 1988 cited in Yu et al., 2021; Konovsky, 2000), which refers to how an employee performs certain functions or duties willingly and voluntarily outside his/her normal work/job for the smooth running of the organisation and normally does not attract reward (Organ, 1988 cited in Yu et al., 2021). Lovell et al. (1999 cited in Aftab et al., 2020) point out that OCB concerns the extra hours employees work above the minimum working hours required for the benefit of co-workers, work groups and the organisation at large.

Previous studies show that PDM is linked to employees' job performance and OCB (Sonnentag, 2003; Schaufeli & Bakker, 2004; Yin, 2018). The results of previous studies on OCB and innovation in general are mixed. One group had positive results (Koys, 2001) and in another study, OCB variables had positive (civic), negative (helping) and no relationship (sportsmanship) with innovation respectively (Yan & Yan, 2013). Also, prior studies have shown an association between PDM and OCB (Mengue, 2000; Jiang, Zhao & Ni, 2017; Li & Yu, 2017). The literature makes it succinctly clear that there is a positive relationship between OCB and EIWB (Xerri & Brunetto, 2011; Newton et al., 2008). Whilst there is limited literature on OCB moderating the relationship between leadership styles and EIWB (Khan et al., 2020), research on OCB as a moderating variable in the relationship between PDM and EIWB seems to be non-existent even though Yen, Lin & Tai, (2004) argue that empowerment galvanises OCB and this also increases employees' job performance. Accordingly, we propose that:

H_5: There is a positive relationship between OCB and EIWB.
H_6: OCB moderates the relationship between PDM and EIWB.

Moderating role of employees' competencies (EC)

The SET posits that social exchanges between the organisation and its workers stem from trust and commitment which create reciprocity and so workers would respond favourably to the organisation by showing positive attitudes and behaviours such as using their competencies which include knowledge, skills and attitudes that are related to employees' job, responsibilities and performance in general which can be measured against standards and can be re-enforced via training and development as well (Parry, 1996 cited in Cimini et al., 2020; Chen & Naquin, 2006; Soderquist et al., 2010) to innovate and thereby improve upon the performance of the firm. According to Sacks (2006), workers reciprocate the resources (competencies) they get from the organisation during the social exchanges with their level of involvement. Boyazis (2008) argues that EC' are performance-related variables such as knowledge, skills, attitudes and behaviours in addition to team, process and organisational capabilities which result in high performance enabling the organisations to have a high competitive urge.

The literature demonstrates that PDM provokes employee and organisational outcomes (Harter, Schmidt & Hayes, 2002; Bates, 2004; Baumruk, 2004; Richman, 2006). According to Mumford & Gustafson (2019), EC leads to innovative behaviour. One stream of studies has linked employees' competencies to PDM (Kaur & Kaur, 2021; Potnuru, Sahoo & Sharma, 2019). Another stream of studies indicates that EC facilitates or leads to EIWB (Orth & Volmer, 2017; Tamunosiki-Amadi & Ogoun, 2018; Siregar, Ahman & Senen, 2019; Newman et al., 2018; Hamid & Ismail, 2020). There is only one study where EC moderate the nexus between PDM and EIWB, however, EC has no impact on the relationship (Hamid & Ismail, 2020). Since workers are empowered, their competencies will increase and thereby influence their innovative behaviour (Tieny & Farmer 2002). It is therefore expected that EC will moderate the link. Based on the above, we propose that:

H_7: There is a positive relationship between EC and EIWB
H_8: EC moderates the relationship between PDM and EIWB.

Figure 1 Conceptual Framework

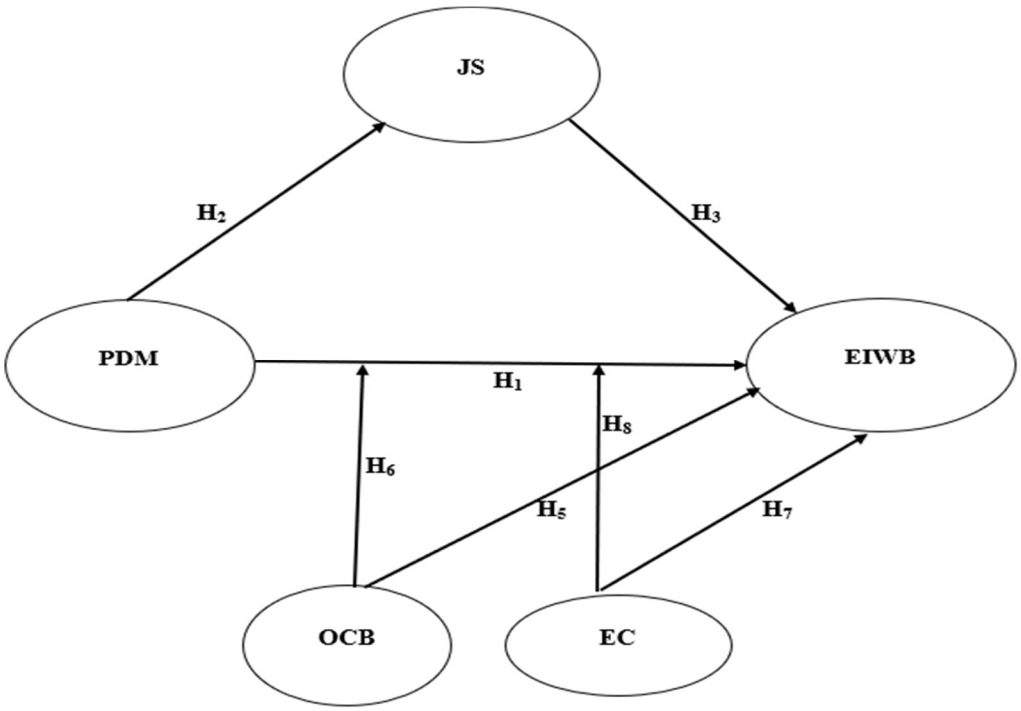


Figure 1 shows the conceptual framework used to test the eight hypotheses which are underpinned by SET and the literature. It indicates the connection between PDM and EIWB and the link between PDM and JS. Again, it demonstrates how EIWB is influenced by JS, OCB and EC. Finally, JS mediates and both OCB and EC moderate the link between PDM and EIWB respectively.

Research methodology

Research design, population and sampling

The causal research design was adopted to determine the connection among the variables (Apuke, 2017; Mohajan, 2020; Sekaran & Bougie, 2016). Ghana is in West Africa bordered in the north by Burkina Faso, East by Togo, West by Cote d'Ivoire and south by the Gulf of Guinea. It has a population of 30,832,019 and Accra and Kumasi are its capital and second capital respectively (Ghana Statistical Service, 2022). Kumasi has many markets with the Kumasi central market being the largest in West Africa (Solomon-Ayeh, et al, 2010). Kumasi is therefore the hub of business activities with many SMEs engaged in the retail business due to its geographical location. It serves customers from all other regions of Ghana and neighbouring countries such as Mali, Niger, Cote d'Ivoire, Togo, Burkina Faso, Nigeria and Benin. Workers of small retail stores in Kumasi's central business district, Ghana, were used for the research. We chose the small retail stores based on the definition of the ILO (2019) Micro-enterprises, defined as both informal and formal businesses with 2 to 9 employees, were the focus of this study. Due to the lack of data on SMEs in Ghana, particularly in Kumasi, and the unknown but significantly large size of the population, the population was divided into four zones to achieve a more homogeneous representation (Etikan & Bala, 2017). A total of 723 employees from small retail stores were selected for the study, exceeding the minimum sample size of 385, which is considered ideal for a large but unknown population. (Adam 2020; Cochran 1977; Krejcie & Morgan 1970; Smith, 2013). The most senior or long-serving worker for each of the small retail stores represented one respondent. We chose the respondents using the above-mentioned characteristics because of experience, easy accessibility, knowledge and readiness to partake in the exercise (Bernard, 2002; Lewis & Shepard, 2006).

Data collection, instruments and analysis

A structured interview schedule was administered to the workers of the small retail stores by four research assistants together with the main researchers. We chose the structured interview schedule due to its high response rate as the interviewers were able to elucidate certain terms or questions and clear any doubts (Kerlinger, 1986). There were six sections of the interview schedule. The first part concerned the demographic questions. The second part covering PDM had seven questions adopted from (Muindi, 2011) with a Cronbach's alpha of 0.891. The third section related to JS and seven questions were taken from (Muindi, 2011) with a Cronbach's alpha of 0.881; the fourth part was EIWB and eleven questions were picked from (Scott & Bruce, 1994) with a Cronbach alpha of 0.939. Section five was in connection with OCB with seven questions taken from (Nadiri & Tanova, 2010) with Cronbach's alpha of 0.876. Section six was about EC and seven questions were selected from (Naim & Lenka, 2017) with Cronbach alpha of 0.896. All the questions from sections two to six were responded to on a seven-point Likert scale from 1 (strongly disagree) through to 7(strongly agree). Additionally, the questions in sections two to six, adapted from the aforementioned sources, were modified to align with our specific context. (See Appendix A for variables, questions and sources). For ethical reasons, respondents were informed that participation in the exercise was voluntary, and they had the option to accept or decline to answer the questions.

Data analysis and results

Table 1 shows that male workers constituted the majority,, with most workers having little to no formal education. The youth represented the dominant group, with the majority of workers being single. Respondents from the various zones were nearly evenly distributed.

Table 1: Demographic features of respondents

	Frequency	Percentage (%)
Gender		
Male	465	64
Female	258	36
Age		
15-20	221	31
21-26	254	35
27-32	188	26
33-37	60	8
Education		
Illiterate	105	15
Primary& Junior High School	486	67
Secondary School	132	18
Marital Status		
Single	527	73
Married	180	25
Divorced	16	2
Location of Firm		
Zone 1	202	28
Zone 2	174	24
Zone 3	159	22
Zone 4	188	26

Measurement and model assessment

This involves evaluating the measurement items to confirm that they meet the essential criteria, ensuring the model's robustness (Hair et al., 2022). As noted by Hair et al., (2022), the main areas that are investigated for reliability and validity for instance indicator reliability, internal consistency reliability, convergent and discriminant validity are shown in Table 2.

Table 2: Measurement Model

	Factor loadings	VIF	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employees' Competencies			0.896	0.899	0.918	0.617
EC1	0.824	2.505				
EC2	0.738	2.088				
EC3	0.784	2.312				
EC4	0.771	2.063				
EC5	0.716	1.701				
EC6	0.865	3.225				
EC7	0.792	2.269				
Employees' Innovative Work Behaviour			0.939	0.940	0.947	0.621
EIWB1	0.766	2.579				
EIWB10	0.720	2.206				
EIWB11	0.794	2.695				
EIWB12	0.839	4.071				
EIWB2	0.855	3.389				
EIWB3	0.787	3.446				
EIWB4	0.814	2.806				
EIWB5	0.794	2.883				
EIWB6	0.753	2.521				
EIWB7	0.766	2.501				
EIWB8	0.774	2.428				
Job Satisfaction			0.881	0.885	0.908	0.587
JS1	0.629	1.340				
JS2	0.762	1.895				
JS3	0.755	2.201				
JS4	0.852	2.594				
JS5	0.790	2.854				
JS6	0.790	3.396				
JS7	0.768	2.145				
Organisational Citizenship Behaviour			0.876	0.887	0.909	0.668
OCB1	0.747	1.743				
OCB2	0.808	1.875				
OCB3	0.868	2.516				
OCB4	0.819	2.501				
OCB5	0.839	2.711				

Table 3 (Cont'd):

	Factor loadings	VIF	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Participatory Decision-Making			0.891	0.894	0.915	0.606
PDM1	0.734	1.948				
PDM2	0.781	2.133				
PDM3	0.783	2.327				
PDM4	0.796	2.458				
PDM5	0.764	2.257				
PDM6	0.840	2.963				
PDM7	0.746	2.337				
EC x PDM	1.000	1.000				
OCB x PDM	1.000	1.000				

Item loadings, multicollinearity of indicators and internal consistency

Factor loadings of 0.70 or above are recommended as it explains a good factor extraction from the variable (Chin, 2010). Items loaded below 0.70 were removed from the model in order to significantly improve composite reliability (CR) and average variance extracted (AVE) constructs. The factor loadings of the items were all more than 0.7 as advised by Hair et al. (2022). According to Hair et al., (2022), VIF ≥ 5.00 indicates a potential collinearity problem. Most of the VIF reported were below 3 (Hair et al., 2022). This shows no multicollinearity issues within the construct. The paper assesses the constructs' internal consistency reports on the Cronbach's Alpha. Cronbach's Alpha of 0.6 to 0.7 denotes an adequate degree of dependability which is adequate, while a CA of 0.8 or more denotes a very excellent level. The CA reported ranged between 0.880 and 0.940, higher than the recommended threshold of 0.7 (*See table 2*). The CR reported is also a measure of internal consistency of indicator loading on the constructs. It is recommended that the reliability of a construct is at least 0.70. It is recommended that the reliability of a construct is at least 0.70. Table 2 reports Rho_A of 0.899 for EC, 0.940 for EIWB, 0.885 for JS, 0.887 for OCB and 0.894 for PDM. Also, Rho_C of 0.918 for EC, 0.947 for EIWB, 0.908 for JS, 0.909 for OCB and 0.915 for PDM.

Convergent validity of constructs and discriminant validity (DV)

AVE was used to determine the convergent validity (CV) of the study which is the degree to which a concept measures what is intended to measure. The CV is proven when the AVE value is more significant than 0.50 (Henseler et al., 2015). The AVE for EC, EIWD, JS, OCB and PDM were 0.617, 0.621, 0.587, 0.668 and 0.606 respectively. All the AVE were higher than the 0.50 threshold recommended by (Henseler, Ringle & Sarstedt, 2015). Fornell-Larcker criteria, cross-loadings, heterotrait-monotrait (HTMT) ratio, and full collinearity evaluation are proposed methods to evaluate discriminant validity (DV) using PLS-SEM (Fornell & Larcker, 1981; Henseler et al., 2015; Kock & Lynn, 2012; Rasoolimanesh et al., 2017). Though the Fornell-Larcker criteria is efficient (see Appendix B for the results), the study, however, adopted the HTMT approach. The HTMT approach by (Henseler, Ringle & Sarstedt, 2015) suggests a threshold value of 0.90 if the path model comprises conceptually identical components; otherwise, an HTMT score above 0.90 denotes a lack of discriminant validity. Table 3 shows that, apart from the correlation between EC and EIWB, all correlations were below the maximum criterion of 0.90. As can be seen, both Fornell-Larcker and HTMT results show that the variables are discriminant valid from each other.

Table 4: Herotrait-Monotrait

	EC	EIWB	JS	OCB	PDM	OCB x PDM
EIWB	0.929					
JS	0.773	0.821				
OCB	0.851	0.842	0.848			
PDM	0.803	0.819	0.745	0.718		
OCB x PDM	0.267	0.260	0.389	0.511	0.330	
EC x PDM	0.158	0.182	0.248	0.282	0.120	0.763

Structural model assessment

Table 4 analyses the significance of the models and reports the path coefficient, t-statistic, f-square, coefficient of determination (R square), Q^2 predict, Root Mean Square Error (RMSE) and Mean Absolute Error (MAE).

Table 5: Significance of the model

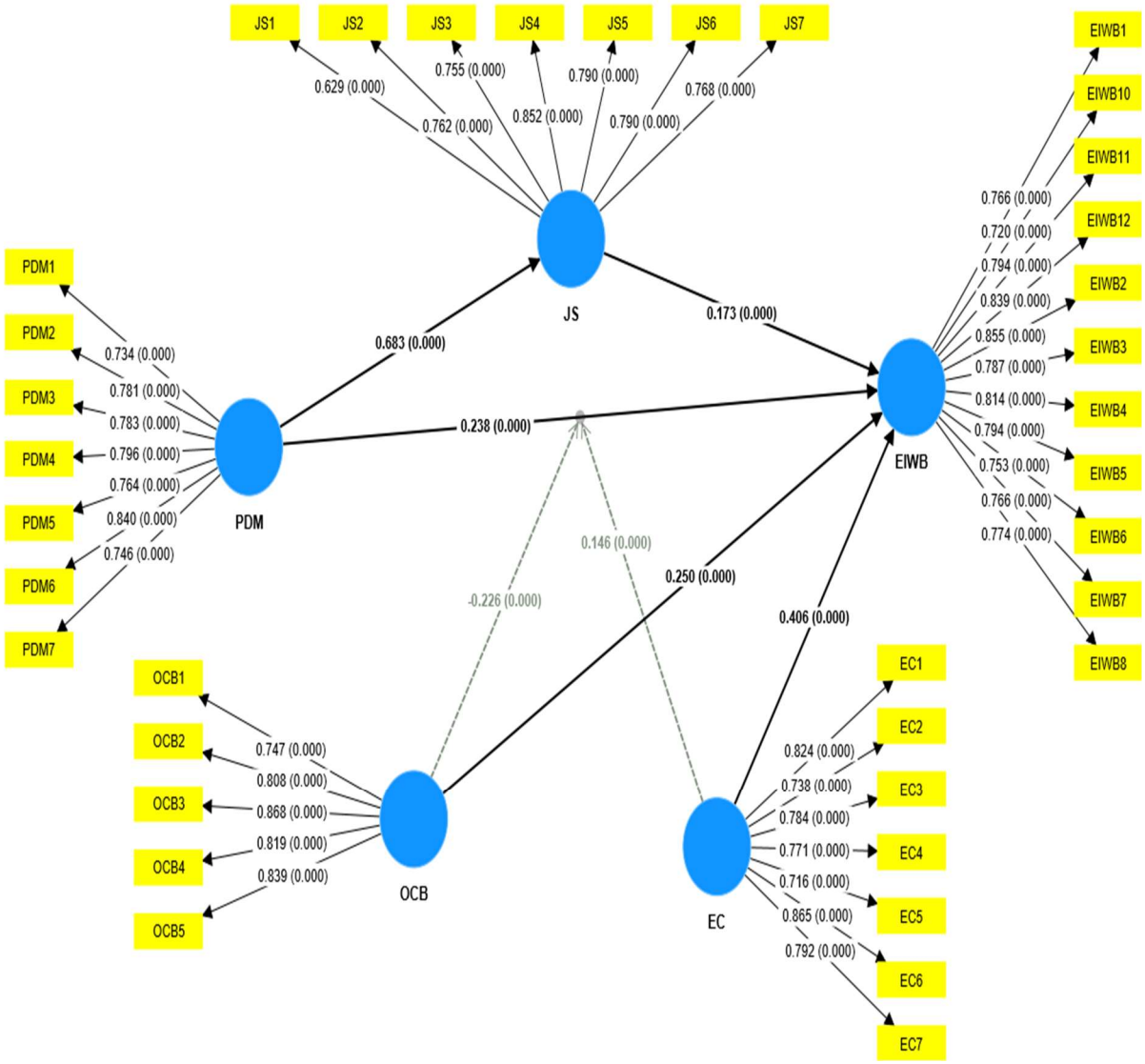
	Original sample (O)	T statistics	P values	2.5%	97.5%	f^2
PDM -> EIWB	0.238	9.879	0.000	0.192	0.286	0.124
PDM -> JS	0.683	34.219	0.000	0.645	0.723	0.875
JS -> EIWB	0.173	5.854	0.000	0.117	0.233	0.060
EC -> EIWB	0.406	9.729	0.000	0.322	0.488	0.275
OCB -> EIWB	0.250	7.276	0.000	0.178	0.313	0.092
	R-square	R^2 adj.	Q^2predict	RMSE	MAE	
EIWB	0.822	0.821	0.801	0.448	0.340	
JS	0.467	0.466	0.464	0.734	0.530	

Note: *R^2 = 0.75 (substantial), R^2 = 0.50 (moderate), and R^2 = 0.25 (weak); f^2= 0.35 (large); 0.15 (medium), and 0.02 (small); Predictive relevance of 0.02 (small), 0.15(medium) and 0.35(large)*

The various hypotheses of the study are analysed in Table 4. The bootstrap procedure of 5000 iterations which followed a t-test >1.96 with a p-value less than 0.05 (Hair et al., 2011) and a two-tail 95% confidence interval was used. Hence, the significance of the hypothesis can be argued using the results presented in Table 4. *H_1. There is a positive relationship between PDM and EIWB*. There is a positive and significant effect of PDM and EIWB ($\beta = 0.238,\ t = 9.879, f^2 = 0.124\ p = 0.000 < 0.05$). The f square of 0.124 depicts a moderate effect of PDM on EIWB and this is accepted. H_2*: There is a positive relationship between PDM and JS.* The results portray that PDM has a positive and significant relationship with JS ($\beta = 0.638,\ t = 34.219, f^2 = 0.875,\ p = 0.000 < 0.05$). The PDM has a larger effect on JS, as depicted by the f square of 0.875 and this is maintained. *H_3: There is a positive relationship between JS and EIWB*. The results depict that JS has a positive effect on EIWB ($\beta = 0.173, t = 5.854, f^2 = 0.060\ p = 0.000 < 0.05$). The f square of 0.060 depicts a small effect of JS on EIWB and this is accepted. *H_5: There is a positive relationship between OCB and EIWB*. It is found that OCB has a positive and statistically significant effect on EIWB ($\beta = 0.250, t = 7.276,\ f^2 = 0.092,\ p = 0.000 < 0.05$). The f square of 0.092 also shows that OCB has weak effect size on EIWB and this is maintained. *H_7: There is a positive relationship between EC and EIWB*. The results demonstrate that EC have a significant effect on EIWB ($\beta = 0.406, t = 9.729,\ f^2 = 0.275\ p = 0.000 < 0.05$). The results unveil a positive and significant relationship between EC and EIWB. Also, the f square of 0.275 depicts a moderate effect of EC on EIWB and this is accepted. Table 4 reports an R square of 0.822 for EIWB indicating that 82.2% of the variations in the dependent variable EIWB are explained by the independent variables (PDB, OCB, JS and EC). Regarding JS, there is an R square of

0.468 (*see table 4*) demonstrating that 46.8% of the variations in JS (dependent variable) are explained by OCB, with the remaining variations explained by other variables not studied in the model.

Figure 2: Final model extracted



(*Source: Amoah-Mensah & Okorley, 2024, p. 12)*

Mediation

A variable is marked as a mediator if it influences the relationship between two other variables. The variable that mediates the link between the dependent variable (also referred to as the outcome) and the independent variable (also known as the causal variable) is referred to as a mediator variable (Baron & Kenny, 1986, Kenny, 2014, Muller, Judd & Yzerbyt, 2005). A mediational model assumes a relationship between the independent and dependent variables which may or may not directly relate to each other. Instead, the mediator variable affects the relationship between the independent variable and the dependent variables. Thus, the relationship between the dependent and the independent variables may be described as a casual chain of effects. Table 5 shows the results of *H_4: JS mediates the relationship between PDM and EIWB*.

Table 6: Mediation Analysis

	Total Effect	t-stats	p-value	Direct effect	t-stats	p-value		Indirect	t-stats	p-value
PDM -> EIWB	0.406	9.729	0.000	0.238	9.879	0.000	PDM -> JS -> EIWB	0.118	5.757	0.000
				Variance accounted for (VAF) VAF = (Indirect effect/Total effect)*100						
PDM -> JS -> EIWB				29.06%						

VAF Full mediation (mediation ≥ 80%); Partial mediation (20% ≤ mediation ≤ 80%); No mediation (0.0%≤ mediation ≤ 20%);

The results of the total effect were (direct effect and indirect relationship). PDM's total and direct effect on EIWB shows a positive and significant relationship. The indirect relationship also reveals a positive and statistically significant influence of PDM on EIWB. The mediation effect of JS on the relationship between PDM and EIWB was evaluated using the VAF (see Table 5). The VAF computed was 29.06%, indicating JS's partial mediation effect on PDM and EIWB and this is accepted.

Moderation

H_6: OCB significantly moderates the relationship between PDC and EIWB. The results indicate that OCB negatively but significantly moderates the relationship between PDM and EIWB ($\beta = -0.226, t = 5.756, p = 0.000 < 0.05$). This indicates that a one-unit decrease in OCB will weaken the relationship between PDM and EIWB by -0.226. The simple slope below also confirms the significance of the slope; thus, the moderator OCB wanes the PDM-EIWB nexus. Therefore, this hypothesis is maintained.

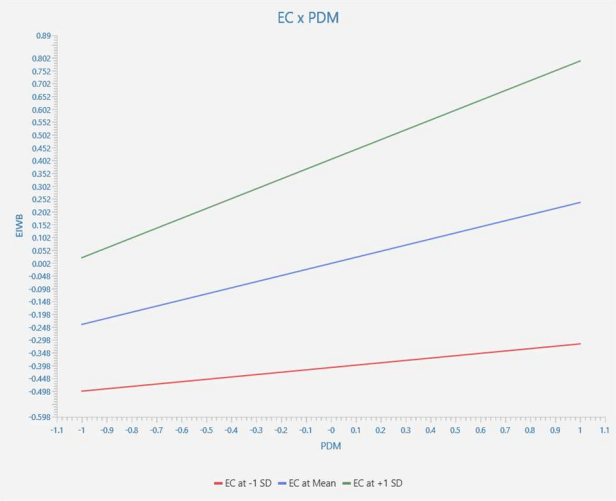
Table 7: Moderation Analysis

	Original sample (O)	T statistics	P values	2.5%	97.5%	f-square
OCB x PDM -> EIWB	-0.226	5.756	0.000	-0.303	-0.149	0.074
EC x PDM -> EIWB	0.146	4.240	0.000	0.075	0.211	0.037

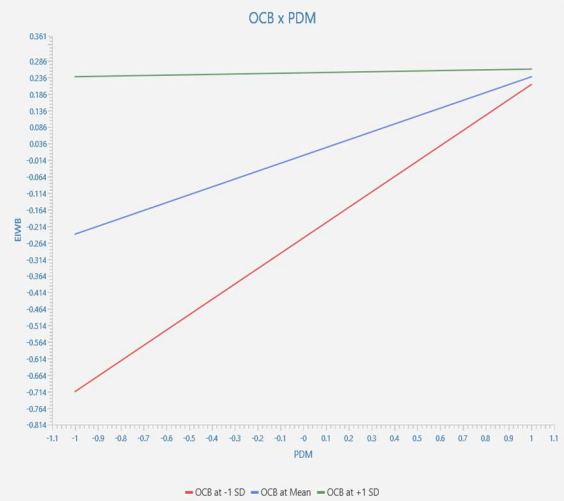
H_8: EC significantly moderates the relationship between PDM and EIWB. The results demonstrate that EC positively and significantly moderate PDM and EIWB link ($\beta = 1.46, t = 4.240, p = 0.000 < 0.05$). This portrays that a one-unit rise in EC will bolster the relationship between PDM and EIWB by 1.46. The simple slope below also affirms the significance of the slope because the moderator EC strengthens the association PDM between EIWB and as such, this is accepted. In analysing the simple slope in Figure 3, one should observe the line representing +1 standard deviation (red) or -1 standard deviation (green) relative to the mean beyond the interaction point. A red line above indicates a negative effect, while a green line above signifies a positive effect. The simple slope analysis results reveal a disordinal interaction as the interaction (cross-over) occurs with the observed data points.

One should observe the line representing +1 standard deviation (red) or -1 standard deviation (green) relative to the mean beyond the interaction point. A red line above indicates a negative effect, while a green line above signifies a positive effect. The simple slope analysis results reveal a disordinal interaction, as the interaction (crossover) occurs within the range of the observed data points.

Figure 3: Simple Slope Graphs for the moderation results



Employees' competencies positively and significantly moderate the relationship between participatory decision-making and employees' performance.



Organisation citizen behaviour negatively moderates the relationship between participatory decision-making and employees' innovative work behaviour

(*Source: Amoah-Mensah & Okorley, 2024, p. 15)*

Robustness

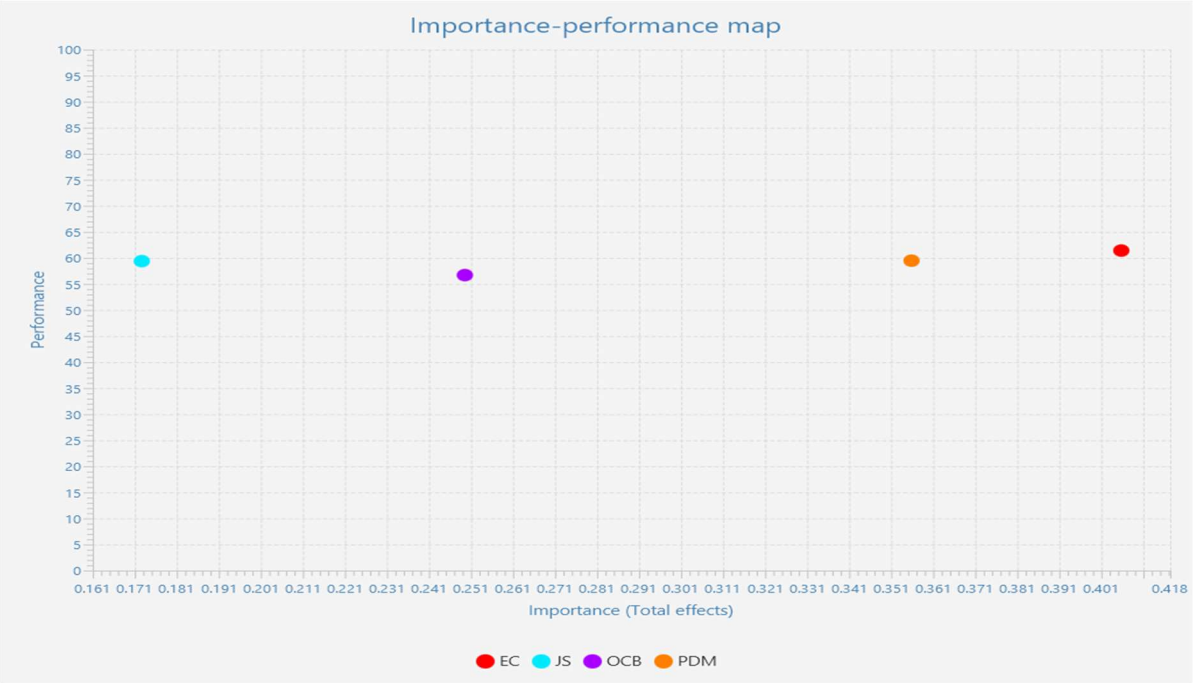
The IPMA rescales the data to provide performance scores ranging from 0 to 100 for the various variables under study. In SmartPLS, the IPMA method was applied with EWIB set as the target construct. The performance results for each variable are presented in Table 7 and depicted graphically in Figure 4.

Table 8: Importance-Performance for EIWB as the Target Variable

	Total Effect	Performance	Performance-Importance	Importance Rank
EC	0.406	61.428	151.3005	1
PDM	0.356	59.480	167.0787	2
JS	0.173	59.398	343.341	4
OCB	0.250	56.709	226.836	3

The results show that EC and PDM have the most impact on EIWB. Most SMEs encounter difficulties in surviving intense competition from large firms due to EIWB. However, managers of these firms should learn to support employees to improve upon their competencies because they may be the tools to facilitate prudent decisions for growth and survival both in the short, medium and long run. The results also confirm the importance of EC in the innovative behaviours of employees.

Figure 4: Importance-Performance map of EC, JS, OCB and PDM



(*Source: Amoah-Mensah & Okorley, 2024, p. 16)*

Results summary

Table 8 depicts the summary of the results of the hypotheses. All the hypotheses are maintained.

Table 9: Results Summary

Hypothesis	Beta	p-value	Remarks
EC -> EIWB	0.406	0.000	Maintained
JS -> EIWB	0.173	0.000	Maintained
OCB -> EIWB	0.250	0.000	Maintained
PDM -> EIWB	0.238	0.000	Maintained
PDM -> JS	0.683	0.000	Maintained
Moderation			
OCB x PDM -> EIWB	-0.226	0.000	Maintained
EC x PDM -> EIWB	0.146	0.000	Maintained
Implied Mediation			
PDM -> JS -> EIWB	0.118	0.000	Partial Mediation

Discussion and conclusions

The study aims to build on SET to expatiate why and how the exchanges between small retailers and their workers affect EIWB. Again, adopting SET to investigate the connection between PDM and EIWB and also using intermediary constructs (JS, OCB and EC), the study gives a deeper understanding of this link. Generally, the study examined how workers of small retail shops reciprocate the exchanges by changing their innovative behaviour directly or indirectly. Using SET and 723 workers of small retail stores, the PLS-SEM was used to test eight

hypotheses which were all maintained. To date, research on the relationship between PDM and EIWB with JS mediating and both OCB and EC moderating this association has been largely ignored although previous studies have indicated a direct relationship with some of the variables. Our results show that exchanges between workers of small retail stores and retailers affect the innovative behaviour of the workers. PDM affects JS whilst JS in turn influences EIWB. OCB and EC are linked with EIWB. JS mediates the social exchanges between the small retailers and EIWB while OCB and CC weaken and strengthen this relationship respectively.

The results suggest that workers of small retail stores exhibit innovative behaviours when they are involved in decision-making. This corroborates the findings of (Javed et al., 2019; Garg et al, 2013) but contradicts that of Stanescu, Zbuchea & Pinzaru (2021) where transformational leadership has a link with EIWB. Similarly, the findings of Joo et al. (2023) where PDM influences creativity are not supported. In the case of Fernandez and Moldogaziev (2013) and Singh and Sarkar (2012); whilst some aspects of their findings are confirmed, other aspects are directly opposite to this study. Again, the social exchanges between small retailers and their workers affect their behaviour in terms of being happy with their jobs. The results are in line with prior studies (Holland et al., 2011; Brimhall, Lizano & Mor Barak, 2014; Chan, Yee & Wok, 2017; Brimhall & Mor-Barak, 2018; Aslan & Atesoglu, 2021). The results signify that when workers of small retail shops are happy with their jobs, their performance is enhanced by demonstrating innovative behaviours. This confirms the findings of (Lee et al., 2011; Jafri, 2010; Hakimiah, Farid & Nazari, 2016; Brimhall & Mor-Barak, 2018; Aslan & Atesoglu, 2021).

Also, the extra roles performed by workers of small retail stores as a result of the reciprocal gestures of the exchanges between the small retailers and the workers affect their innovative behaviour as well. The results concur with that of (Xerri & Brunetto, 2011; Newton et al., 2008). The findings indicate that EC has positive effects on EIWB showing that workers of retail stores use their abilities and skills to influence their innovative behaviour as a result of their reciprocal gestures of the exchanges with the small retailers. The results, therefore, corroborate that of (Orth & Volmer, 2017; Tamunosiki-Amadi & Ogoun, 2018; Siregar, Ahman & Senen, 2019; Newman et al., 2018; Hamid & Ismail, 2020). The results suggest that the social exchanges between small retailers and their workers can only influence workers' innovative behaviour when they are satisfied with their jobs. In addition, the social exchanges between small retailers and their workers and their influence on EIWB will be low/reduced when workers engage in extra role activities. The findings suggest the social exchanges between the retailers and their workers and their effect on EIWB will be bolstered by EC.

Practical Implications

It is obvious from the study that PDM is a catalyst for EIWB, either directly or indirectly. Since relationships in SMEs is generally informal, petty traders should continue to make sure interpersonal relationships are strengthened among employees on one hand and employees and owner-managers on the other hand to increase EIWB and the performance of their businesses as a whole (Marchington, 2015 cited in Belas et al., 2020). Workers being happy with their jobs should be encouraged since the environment is dynamic because they will continue to weigh and balance the benefits accruing from the exchanges between them and their firms before acting (Fletcher & Williams 2006). Also, employees with high JS find creative solutions to work-related problems and are inclined to exhibit innovative behaviour (Jafri, 2010). The EC are the main drivers of EIWB on one hand and also strengthen the relationship between PDM and EIWB on another hand. Petty traders should encourage informal collaborative learning among their workers to enhance their innovative competencies since innovation is a vital component of individuals' competencies (Waychal et al., 2011). In addition, small retail stores should endeavour to periodically sharpen EC to improve upon their creativity, thereby

innovating more which in the long run will affect the performance of their firms. Once OCB directly affects EIWB and weakens the relationship between PDM and EIWB, small retailers should take a second look at OCB and discuss this anomaly with their workers to avert the possibility of the workers ending this behaviour abruptly since human behaviour is not predictable (Pappalardo et al., 2015). Also, deeper interactions with workers and suggestions from both parties could clear this hurdle.

Contributions, Limitations and Future Studies

The contributions of this research are as follows: the study fills a gap in the extant literature by introducing PDM (self-management empowerment) (Dimitiades, 2001 cited in Vihari et al., 2022; Welikala & Sohal, 2008) where workers of retail stores can implement their decisions to have a full understanding of the nexus between PDM and EIWB. Previous studies concentrated on participatory management empowerment where workers cannot implement their decisions save management (Singh & Sarkar, 2012; Rhee et al., 2017, Javed et al., 2019; Miller & Miller, 2020; Zhu et al., 2020; Stanescu et al., 2021; Joo et al., 2023; Fernandez & Moldgaziev, 2023) even though in the retail industry workers use their discretionary abilities in dealing with customers (Blancero et al., (1997). Again, our results have added to the existing literature that there is a positive relationship between PDM and EIWB. We introduced JS, OCB and EC to enable us to have an in-depth understanding of the intermediary mechanisms through which PDM influences EIWB. In doing so we employed SET to explain the best mechanisms for analysing the social exchanges between small retailers and their workers. Using JS as an intervening construct is extremely important because it is acknowledged that employees' involvement affects their satisfaction thereby influencing their innovative performance (Lee et al., 2011). Whereas our findings demonstrate that PDM has an indirect connection with EIWB through JS, prior studies are bereft of JS mediating this relationship.

Yen et al., (2004) argue that PDM galvanises OCB and thereby increases employees' job performance. Given this, OCB is also introduced as an intermediary variable to have an understanding of the effects of PDM on EIWB. Though our results show that OCB weakens the relationship between PDM and EIWB prior studies on this relationship seem to be non-existent. The results could be that workers offering voluntary services and being involved in decision-making might exhibit behaviours that are detrimental to the firms. The introduction of EC as a moderating variable between PDM and EIWB is because when workers are given the autonomy to implement their decisions, their competencies will increase and thereby influence their innovative behaviour (Tieny & Farmer 2002). There is only one study where the moderation of EC on the nexus between PDM and EIWB has no impact on this relationship (Hamid & Ismail, 2020). However, the results of this study demonstrate that EC strengthens the connection between PDM and EIWB. In general, examining the link between PDM and EIWB and introducing intermediary constructs (JS, OCB and EC) based on SET, the study has shown the right mechanisms whereby workers of small retail shops can depend on the social exchanges between them and retailers to innovate their behaviours (Homans, 1958; Eisenberger et al., 1986; Yang, 2012). Thus, the study has confirmed SET in the Ghanaian retail industry.

The limitations of this study are that: we could not interview workers from every industry, and using only workers from small retail stores limits our study. Broadening the scope of this study to cover other industries would be an improvement and a subject matter for future research. Alternatively, indicators of all the independent variables were lumped together in this study. Future studies could look at the relationship between some of the individual independent indicators and EIWB. Also, future research could select a few small retail stores and increase the number of workers (respondents) as in our case only one employee from each small retail store was used. One fascinating result also emerged, that is, OCB negatively moderating the relationship between PDM and EIWB could be investigated further in future studies.

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APPENDIX A. Variables, Questions and Sources

Variables	Sources
Participatory Decision-Making (PDM)	Muindi (2011)
2. We take decisions about our jobs/tasks with the owner regularly	
3. We take decisions about the firm with the owner regularly	
4. I am encouraged by the owner to learn new skills	
5. I discuss my problems/suggestions with the owner regularly	
6. The owner consult about customers issues	
7. The owner consult with about suppliers issues	
Job Satisfaction (JS)	Muindi (2011)
1. I am recognized of work done	
2. I am satisfied with relationship with the owner	
3. I am satisfied with the relationship with co-workers	
4. I am allowed to use my skills	
5. I am given different roles to perform	
6. I am given feedback about my job	
7. My pay is enough for me	
Employees' Innovative Work Behavior (EIWB)	Scott & Bruce (1994)
1. I use new ways of dealing with customers	
2. I use new methods of selling	
3. I use new pricing methods	
4. I use new ways of relating to co-workers	
5. I use new approaches in advertising our goods	
6. I use new ways of dealing with suppliers	
7. I use new ways of arranging our goods in the store	
9. I use new ways of communicating to competitors	
10. I use new methods of packaging our goods	
11. I use new ways of keeping records	
Organizational Citizenship Behavior (OCB)	Nadiri & Tanova (2010)
1. Teach new workers about their jobs	
2. Assist in doing the work of absent workers	
3. Help busy co-workers	
4. Respect co-workers rights	
5. Clean the shop after work	
Employees' Competencies (EC)	Naim & Lenka, (2017)
1. I have the ability to communicate effectively	
2. I have the ability to organize co-workers to do a job	
3. I have the ability to sell our products	
4. I have the ability to network with suppliers	
5. I have the ability to resolve conflict among co-workers	
6. I have the ability to advise the owner	
7. I have the ability to learn from customers	

APPENDIX B: Fornell-Larker Criterion

	EC	EIWB	JS	OCB	PDM	OCB x PDM
EC	0.786					
EIWB	0.855	0.788				
JS	0.692	0.759	0.766			
OCB	0.762	0.777	0.752	0.817		
PDM	0.723	0.760	0.683	0.643	0.778	
OCB x PDM	0.254	0.250	0.356	0.476	0.311	
EC x PDM	0.149	0.163	0.222	0.257	0.111	0.763