

**UNIVERSITY OF EDUCATION, WINNEBA**

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF SOME  
SELECTED COMPANIES IN THE CENTRAL REGION.**

**ABIGAIL BLESSING OPPONG OWUSU**



**MASTER OF BUSINESS ADMINISTRATION**

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ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF SOME  
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**A Dissertation in the Department of Human Resources  
Management, School of Business, submitted to the School  
Of Graduate Studies, in partial fulfillment of the  
requirements for award of the degree of  
Master of Business Administration  
(Human Resources Management)  
in the University of Education, Winneba**

**NOVEMBER, 2023**

## DECLARATION

### STUDENT'S DECLARATION

I, BLESSING ABIGAIL, hereby declare that except for reference made to other people work which have been duly cited, this dissertation is the result of my own research and that it has neither in whole nor in part been presented elsewhere.

SIGNATURE.....

DATE.....

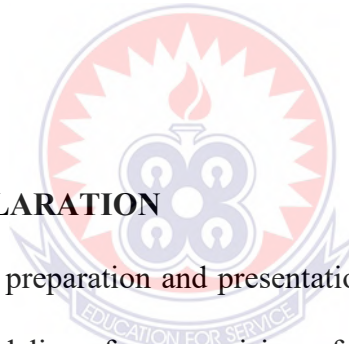
### SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: DR. EMMANUEL.E. YAMOAH

SIGNATURE.....

DATE.....



## **DEDICATION**

First and foremost, I would like to dedicate this work to the Almighty God for giving me the strength and wisdom to carry out this study.

This work is also dedicated to my dearest family, especially my father, Mr. Michael Opong Owusu and my lovely husband, Reuben Ando-Brew.



## ACKNOWLEDGEMENTS

To God be the Glory, great things He has done. The journey of a man's life begins with a step in the right direction. I say thank you to the Almighty God for his blessings and favors throughout my academic life. I would like to express my gratitude to all the lecturers in the Department of Business Administration, UEW and most especially to my supervisor, Dr. Emmanuel Yamoah.

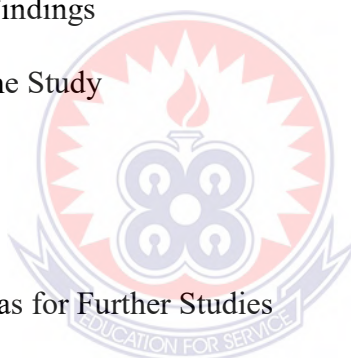


## TABLE OF CONTENTS

<b>Content</b>	<b>Page</b>
DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
ABBREVIATIONS	xi
ABSTRACT	xii
<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
1.1 Background of the Study	1
1.2 Statement of Research Problem	3
1.3 Research Questions	3
1.4 Objectives of the Study	4
1.5 Significance of the Study	4
1.6 Scope and Limitations of the Study	5
<b>CHAPTER TWO: LITERATURE REVIEW</b>	<b>6</b>
2.0 Introduction	6
2.1 Evolution of Human Resource Management	6
2.2 Human Resource Management and Organizational Performance	9
2.2.1 Concept of Organizational Performance	12
2.3 Effects of Human Resource Management Practices on Organizational Performance	14
2.4 Theoretical Framework	18

2.4.1 Summary of Chapter with Empirical Evidence	20
<b>CHAPTER THREE: METHODOLOGY</b>	<b>23</b>
3.0 Introduction	23
3.1 Research Design	23
3.1.1 Research Strategy	24
3.2 Study Population	24
3.3 Sampling and Sampling Techniques	25
3.4 Source of Data	26
3.5 Methods of data Collection	27
3.5.1 Close-ended Questionnaires or Survey	27
3.6 Data Presentation and Analysis	28
3.7 Validity and Reliability of Data Collection	28
3.8 Ethical Considerations	28
3.9 Chapter Summary	29
<b>CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS</b>	<b>30</b>
4.0 Introduction	30
4.1 Data from respondents from selected organizations on the study	30
4.1.1 Characteristics of Respondents	30
4.1.2 Gender of Respondents	30
4.1.3 Ages of Respondents	31
4.1.4 Distribution of Respondents Educational Background	31
4.1.5 Distribution of Respondents Job Position	32
4.1.6 Year of experience Distribution of Respondents	32
4.1.7 Organizational size Distribution of Respondents	33

4.2 Relationship between Human Resource Management Practices and Organizational Performance	34
4.2.1 Human Resource Management Practices	34
4.3 Effective Human Resource Management Practices in achieving Organizational Performance	37
4.4 Importance of HRM for improving organizational performance	39
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION</b>	<b>40</b>
5.0 Introduction	40
5.1 Summary of the Study	40
5.1.1 Findings of the study	41
5.2 Discussion of the Findings	42
5.2.1 Implications of the Study	43
5.3 Conclusion	44
5.4 Recommendations	44
5.5 Suggestion for Areas for Further Studies	45
<b>REFERENCES</b>	<b>46</b>
<b>APPENDIX A</b>	<b>48</b>





## LIST OF TABLES

<b>Table</b>	<b>Page</b>
4.1: Gender Distribution of Respondents	30
4.2: Ages Distribution of Respondents	31
4.3: Distribution of Respondents Educational Background	31
4.4: Distribution of Respondents Job Position	32
4.5: Year of experience Distribution of Respondents	32
4.6: Organizational size Distribution of Respondents	33
4.7: Human Resource Management Practices	35
4.8: Effective Human Resource Management Practices in achieving Organizational Performance	37
4.9: Importance of HRM for improving organizational performance	39



## LIST OF FIGURES

Figure	Page
1: Diagram on Resource-Based View Theory	19
2: Diagram on High-Performance Work System	20



## ABBREVIATIONS

GPRA Government Performance or Results Act

HPWS High Performance Work System

HRM Human Resource Management

HRD Human Resource Development

NIT National Institute of Transportation

RVB Resource View Based

UK United Kingdom



## ABSTRACT

This study entitled The Effects of Human Resource Practice on Organizational performance: A case study of some selected organizations in the Central Region intended to assess the relationship between human resource practices and organizational performance as well as the most effective human resource practices to achieve organizational performance. A case study research design was adopted as an appropriate study design. A sample of 50 employees was selected using purposive sampling and simple random sampling. A self-administered questionnaire composed of closed-ended was used to collect data. This was coupled with the use of secondary data to analyze the data for the study. Data were analyzed using descriptive statistics using excel for quantitative data. The findings indicated that there is an existence of a positive relationship between human resource practices and organizational performance. The study also revealed that, market share and corporate social responsibility were the most effective ways of achieving organizational performance. The performance of both employees and the institutions depends on how managers use best practice on employee's management. It was concluded that selected human resource practices work well if there are effective policies to assist managers when motivating staff to raise their working morale. It was recommended that the public sector institutions Governing Boards, should be competent so that they can supervise managements and sign performance contracts with managers and later appraise.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

A company's growth is contingent to its Human Resources Management. Human Resource Management has the key role in today's competitive business environment. The style and management of human resource systems is based on employment policy, comprising a set of policies designed to maximize organizational integration, employee commitment, elasticity, quality of work (Alagaraja 2013 p.119). Human Resource Management (HRM) is defined as a strategic and compatible approach to management of an organizations most approached assets -the people working there who one by one and jointly contribute to the accomplishment of its objectives. According to Armstrong, the main aim of human resource management is to provide what the organization need and achieve success through the people (Armstrong 2006, p.8). Human Resource Management is a collective term to describe the formal systems, policies created to help manage employees and other stakeholders within an organization. Basically, Human Resources Management is tasked with three main functions namely, the Recruitment and compensation of employees, and the designation of work. Ideally the role of the HRM is to find the best way to increase productivity through its employees.

The success of the company however depends on the commitment and work of the employees. The people who make up an organization -human resources- are considered to be one of the most important resources of today's firms. People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of

reference for considering issues of human resource management and strategy. Traditional sources of success such as product and process technology, protected markets, economies of scale, etc. can still provide competitive leverage but an organizations human resources are more vital for its sustainability. Parallel to the understanding that human resources are vital for an organization, human resource management function is also going up in organizational hierarchy. Human resource management aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employability – by providing learning and continuous development opportunities. It involves the operation of recruitment and selection procedures, management development and training activities linked to the needs of the business.

The impact of the Human Resource Management has become an issue that has been debated and researched on by many prominent scholars. This paper however hopes to create a further and better understanding of the role human resource management in creating and sustaining organizational performance and competitive advantage. This study extends empirical research on some selected companies in the Central region of Ghana. Again, the study takes a critical look at the impact of the human resource management to organizational performance. The research will be extracted in three dimensions. First, it will draw out the various practices of human resource management of organizations to evaluate the association to its performance. Second, we conduct some rudimentary empirical tests on the effects of these practices on the employee and their output. Finally, we identify some important methodological

approaches that merit consideration as scholars and practitioners seek to better understand the relationship between HRM practices and organizational performance.

## **1.2 Statement of Research Problem**

The Organizational performance of an organization is greatly dependent on the human resources management. The organizations human resources are considered to be one of the most important resources of today's firms, and how they are managed is becoming more important. In recent years, it has been noted that good number of business establishment are having poor performance as a result of lack of effective and efficient human resources (Arthur, 1994). Business is full of uncertainty and the understanding of labor contribution or human resources development is vital for management especially in the areas of boosting organizational productivity and as well its profitability.

Despite the significant amount of research on HRM, there is still a lack of consensus on the exact nature of the relationship between HRM practices and organizational performance. (Huselid, 1994). Some studies have found a positive relationship between HRM practices and performance outcomes, while others have found no significant relationship or even a negative relationship. Furthermore, there is a few of research on the specific HRM practices that are most effective in achieving organizational performance. This makes it difficult for organizations to develop and implement HRM practices that will yield the best results.

## **1.3 Research Questions**

This study aims to address the following research questions:

- I. What is the relationship between HRM practices and organizational performance?

II. Which specific HRM practices are most effective in achieving organizational performance?

III. How can organizations develop and implement effective HRM practices to improve their performance?

#### **1.4 Objectives of the Study**

The objectives of this study are:

I. To examine the relationship between HRM practices and organizational performance.

II. To identify the specific HRM practices that are most effective in achieving organizational performance.

III. To provide recommendations for organizations on how to develop and implement effective HRM practices to improve their performance.

#### **1.5 Significance of the Study**

This study is significant for several reasons. First, it will provide a better understanding of the impacts of HRM on organizational performance. This will help organizations to develop and implement HRM practices that will improve their performance. Second, the study will identify the specific HRM practices that are most effective in achieving organizational performance. This will help organizations to focus their HRM efforts on the practices that will yield the best results. Finally, the study will provide recommendations for organizations on how to develop and implement effective HRM practices. This will help organizations to overcome the challenges they face in developing and implementing HRM practices that will improve their performance.



## **1.6 Scope and Limitations of the Study**

The scope of this study is limited to the impacts of HRM practices on organizational performance. The study will focus on the literature related to HRM practices and their impacts on performance outcomes such as financial performance, employee productivity, employee retention, and customer satisfaction. One limitation of this study is the reliance on secondary data sources such as academic journals and books. While these sources provide a rich body of knowledge, they may not reflect the specific context of an organization. Another limitation is the lack of empirical research on the specific HRM practices that are most effective in achieving organizational performance. This makes it difficult to provide conclusive recommendations on the most effective HRM practices. This chapter provided an overview of the impacts of HRM on organizational performance. The study aims to address the lack of consensus on the relationship between HRM practices and organizational performance and to identify the specific HRM practices that are most effective in achieving organizational performance. The study is significant for organizations seeking to improve their organization performance.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

In this chapter we are going to review the relevant literature for this study, based on the research questions. We shall discuss the evolution of Human Resource Management in literature and analyses how it applies in contemporary human resource management practices. Thereafter, we look at the relationship between human resource management and organizational performance. We also discuss the components of human resource management practices which includes; training and development, recruiting and selection among others. Finally, we present the variables in this study through the framework.

#### 2.1 Evolution of Human Resource Management

According to Stodd et al (1995), Human Resource Management has evolved overtime. From the onset of industrialization, phases of human resource management have been encountered by humanity. What is being called human resource management (HRM) today has had a long and chickened history. A number of key changes in the social and economic environment have affected the evolution of HRM (Dulebohn, Ferris, & Stodd, 1995; Ling, 1965). This brief historical overview is not meant to be exhaustive; instead, it provides a context for appreciating the strides that has been made in what we now call HRM. In this special issue, we focus on HRM past and present. During the war the mobilization and utilization of labor had a great impact on the enlargement of the personnel function. Managers recognize the importance of employee productivity and inspiration had a considerable impact on the effectiveness of the firm. After the war the human relations associations put emphasis on that employee were also motivated by social and psychological factors, such as receiving

gratitude for work accomplished or for the achievement of work standard, not just by money. During the war, due to the categorization of large numbers of individuals in military service organized efforts began to classify workers around occupational groups in order to get better recruitment and selection measures.

That aftermath of the war opened the channel or the need to show more attention on the employment related issues. This period witnessed an extraordinary increase in the amount of labor legislation in the United States, legislation that preside over various parts of the employment association, such as the exclusion of prejudiced practices, provision of retirement settlement, the encouragement of work-related health and safety, and tax regulation. As an end result, the human resources department was loaded with the extra accountability of legislative fulfillment that required collection, analysis, and reporting of huge data to legislative authorities (Cascio, 2000). A critical analysis of the stages in the evolution of Human Resource Management briefly looks at the Craft stage, Industrial stage, Paternalistic Era, Personnel Management, Human relations movement right down to the Human Resource Management. The Craft stage started with the master-apprenticeship relation where the master was totally responsible or the well-being of the apprentice. The master had to ensure that his apprentices were well catered for. The successes and failure of the business was shared with the master and apprentice. Because of this close relationship, the senior most apprentice takes over the work when the master is no more or of poor health. The introduction of industries gave rise to the Industrial era. Industries were set up from garages in homes to factories to produce in large quantities. Unlike the Craft stage, the well-being of the employees, was not the concern of the employers. The employers were more concern with productivity rather that the working conditions of the employees.

Due to the bad working conditions of the nature of the work, the government set in to provide a paternalistic figure to the employees. Through reforms, government place the well-being of the employees as a priority. The government brought laws governing the work of children and worker's compensation laws aimed at employees injured on the job. The paternalistic Era saw creation of the Department of labor in the US which was established to foster, promote and develop the welfare of working class people. The governor at that time, Governor Franklin Roosevelt, through reforms and policies created new social programs including the old age pension scheme. Personnel Management was characterized with putting the right people on the job just to increase productivity. Fredrick Winslow Taylor, the father of scientific management, was bent on developing performance standards on the basis of systematic observation and experimentation. According to Taylor, standardization of work practices and methods reduces waste and increase productivity (Daud, 2006).

The Human Relations Movement provided new insights derived from the study that linked improved productivity to management philosophies emphasizing on employee communication, cooperation. The Hawthorne Studies provided the basis for this stage. In this stage, emotional factors were the detriments of productivity. The evolution of the Human Resource Management ended with Human Relations Movement and the birth in Human Resource Management. Some of the more notable developments relating to human resources in modern perspective comprise; substantial change in the composition of labor force with the entry of a large number of educated and highly skilled workers with specialization, greatly improved status of all categories of employees, extensive state intervention in the domain of human resources, development of liberal attitude of employers towards employees with major attention on human aspects, enhancement of strength and status of unions, and growing

international deliberations and exchanges in human resources matters. Identification of evolution of HRM over the period of time is important for understanding the philosophy, functions, and practices of HRM that are followed in different situations so that relevant HRM practices are evolved in the present situation.

## **2.2 Human Resource Management and Organizational Performance**

This aspect of literature looks at the relationship between human resource management and organizational performance. The concept of organizational performance was analyzed for the purpose of the study. To begin with, a study conducted by Ayesha et al. (2017) on the topic, " Impact of Human Resource Management on Organizational Performance relates to the study under investigation for affirmation or otherwise. The study investigated the organizational performance of 200 employees of ufone & Mobilink franchises in Sargodha city. The results of their study showed that the higher level of compensation management, organizational citizenship behavior and employee development practices lead to a higher level of organizational performance. Also, the study revealed an indication that compensation management, organizational citizenship behavior and employee development is positively associated with organizational performance.

Furthermore, analysis on their study showed that, Torraco and Swanson (1995) opined the existence of a positive relationship between employee development and organizational performance. Organizational performance can be achieved through the learning opportunities, through better employee performance on their jobs. Learning opportunities are the part of employee development programs. This assertion has been affirmed by several research on this subject matter. Thus, it has established the significant impact on organizational performance. Human Resource Management

(HRM) can have a significant impact on organizational performance. HRM is the process of managing human resources in an organization, including recruitment, selection, training, development, compensation, and performance management.

When HRM is implemented effectively, it can lead to several positive outcomes, such as:

- ❖ Improved employee productivity: By providing training and development opportunities, HRM can help employees acquire new skills and knowledge, leading to increased productivity.
- ❖ Increased employee satisfaction and engagement: HRM can create a positive work environment and foster a culture of employee engagement, which can lead to increased job satisfaction and reduced turnover.
- ❖ Better employee retention: HRM can help identify the right candidates for the job and provide them with the necessary tools to succeed, leading to improved retention rates and reduced costs associated with turnover.
- ❖ Improved organizational performance: HRM can help align employee goals with organizational goals, leading to improved overall performance and achievement of strategic objectives.

Organizations can encourage employee actions that are consistent with their strategy by putting policies and practices in place (Kumar & Rose, 2006). It goes without saying that HR management procedures should play a significant role in any major corporation's strategy. However, researchers who base their theories on a behavioral psychology perspective have argued that human resource management strategies could help organizations gain a competitive edge as long as they support the knowledge, values, and actions that lead to cost reduction and improved product

differentiation. A paper by Mudor. H & Tooksoon. P. (2011), on the thesis, "Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover" opined a conceptual framework consisting of three human resources management (HRM) practice (supervision, job training, and pay practices), job satisfaction, and turnover, and explained the relationships among these variables. Job satisfaction played an important role to employee's turnover according to the data from the study.

This led to employee resignation when their job satisfaction was low. The results indicate HRM practice a positively and significantly correlated with job satisfaction. On the other hand, HRM practice and job satisfaction are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover. In order to investigate the influences of human resource practices on organizational performance, Chand and Katou (2015) carried out a study in Accra, Ghana. 200 personnel from Accra's educational institutions served as their sample. As determined by organizational output of financial variables (sales growth, goal achievement, good services, productivity) and non-financial variables (management quality, long-term orientation, continuous improvement, workforce quality), as well as other outcomes as commitment, quality, and flexibility, the studied a number of human resource management practices (Guest, 1997). The study discovered a beneficial connection between HRM procedures and organizational performance. After a company entity has examined its mission, listed all of its stakeholders, and set its goals, they advised that it needed a mechanism to track progress in achieving those goals.

In summary, HRM plays a critical role in shaping the performance of an organization by managing its human resources effectively. By ensuring that the right people are in the right roles, and providing them with the support they need to succeed, HRM can create a culture of high performance and drive organizational success.

### ***2.2.1 Concept of Organizational Performance***

Two great scholars of human resource management, Wholey (1996) & Lebas (1995) share a similar opinion that, Organizational performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments (Lebas, 1995; Wholey J.1996). At present, there are a variety of definitions attributed to the concept of organizational performance due to its subjective nature. Thus, the concept of organizational performance has gained increasing attention in recent decades, is pervasive in almost all spheres of human activity. The idea of performance has drawn more attention recently since it permeates practically every aspect of human life. Performance is a subjective perception of reality, which accounts for the many criticisms of the thinking and the metrics used to evaluate it. The term "organisational performance" is frequently used in academic writing, yet it is hardly ever defined. The existence of a misconception with this concept is being explored more and more due to the numerous concepts used in determining performance.

In recent times, there are a variety of definitions attributed to the concept of performance due to its subjective nature. There are many articles or studies that define the concept of performance closely related to environmental factors. Didier Noyé (2002) opined that the performance consists in "achieving the goals that were given to you in convergence of enterprise orientations". In his opinion, performance is not a



mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. Different from other authors, Noyé (2002) considers that this concept is actually a comparison of the outcome and the objective. The author's definition is far from clear, as both outcomes and objectives differ, most often, from one field of activity to another. Michel Lebas (1995) characterizes performance as future-oriented, designed to reflect particularities of each individual organization and is based on a causal model linking components and products. He defines a "successful" business as one that will achieve the goals set by the management coalition, not necessarily one that achieved them.

Thus, performance is dependent as much of capability and future. Unlike other authors, Lebas (1995) noted the difference between "a performance", "performance" and "being performant". "A performance" is subject generally to a measured result, higher than that provided for or arising from the previous results. "A performance" thus indicates always a positive connotation. "Performance" can be both positive and negative and relates to past results. For Whooley (1996), performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds, if it exists somewhere. According to the Whooley (1996), performance may include: components, products, consequences, impact and can also be linked to economy, efficiency, effectiveness, cost effectiveness or equity. Both Lebas (1995) and Whooley (1996) consider performance as subjective and interpretative, not least, being related to the cost lines, which emphasizes the ambiguous nature of the concept.

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real

results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second, financial performance; and third, market performance.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). It is a broad construct which captures what organizations do, produce, and accomplish for the various constituencies with which they interact. (Companion to Organizations, J. Baum Eds., Oxford Blackwell, UK, 2002). Organizational performance takes a stand on operational approach to improve the utilization of knowledge-based frameworks. Organization performance refers to an analysis of a company's performance as compared to goals and objectives of the company. Within the corporate organizations, there are three primary outcomes analyzed, financial performance, market performance and shareholder value performance (Johnson, 2009).

### **2.3 Effects of Human Resource Management Practices on Organizational Performance**

Human Resource Management Practices provides the platform to access organizational performance at both public and private organizations which has a consequential effect on employees and the workplace. A message that is normally found in organization's mission and vision statements and their annual reports is that employees are organization's most important asset. Having the right employee at the right time and at the right place is essential for the success and survival of the organization. Organizations state that personnel are the basis of their competitive advantage. The organization's performance depends upon human resources of the

organization. Although personnel are the basis or competitive advantage and performance, the HRM Practices largely determine the performance of the employees.

These practices may include human resource planning, training and development, job evaluation, selection and recruitment, performance appraisal and occupational health and safety. Armstrong (2006) believes that, Human resource planning (HRP) is a procedure that clarifies an organization's HR needs and guarantees that its employment policy is optimized. In long-term organizational development, HRP is typically focused with aligning resources to business requirements (Armstrong, 2006). In actuality, performance is enhanced by the process of identifying the necessary staffing levels and skill and competence levels. As a result, HRP helps an organization to go from an understaffed position to one that is optimized and supports efficient long-term planning.

In general, human talent and effort can be used to fulfill an organization's goals, therefore the main step of HRP is to estimate future needs in terms of the skills and individuals needed to achieve those goals (Armstrong, 2006). Mursi (2013) asserts that there is a considerable and favorable association between organizational performance and human resource (HR) planning. Research by Hiti (2010) found a correlation between HR planning and organizational performance. Another study by Arsad (2012) found a favorable association between manpower planning and organizational performance as well as an effect of manpower planning on organizational performance. Hand and Katou (2015) investigated how planning affected the Indian hotel sector and discovered a high correlation between personnel planning and productivity, which in turn had an impact on organizational performance.

Another Human Resource Management Practices that invariably influences organizational performance is education and training as well the development of employees. Education and Training Human resource development (HRD) is a set of systematic actions created by an organization to give its members the skills they need to satisfy the demands of their current and future jobs (De Simone et. al. 2002). The most recent evolution in training, educating, and developing human resources to achieve organizational goals is HRD. Individual, occupational, and organizational dimensions are the three components of HRD. Skills, interpersonal, and career development are all covered under individual development. Standard requirements for the organization's personnel are the subject of occupational development.

One of the most crucial components of human resource management (HRM) is training and development (Vlachos, 2014). The term "training" refers to the planned activity intended to disseminate knowledge or instructions to improve staff performance or help them reach a necessary level of ability or knowledge (Saed and Asgher, 2012). Development is defined as the processes that result in the acquisition of new abilities or information with the sole purpose of fostering personal development (Peteraf 1993). Training and development have a considerable impact on organizational performance, according to a 2008 study by Apospori et al. According to Subramaniam et al. (2011), training and development can affect organizational performance since it can improve and keep employees' skills, knowledge, and abilities current. Job Assessment According to Heraty and Morley (2000), businesses become more effective when they produce documented development policies and consistently carry out employee training initiatives. This necessitates the requirement for effective job evaluation, which, according to Foot & Hook (2005), provides a systematic and consistent approach to determining the relative worth of tasks within a business.

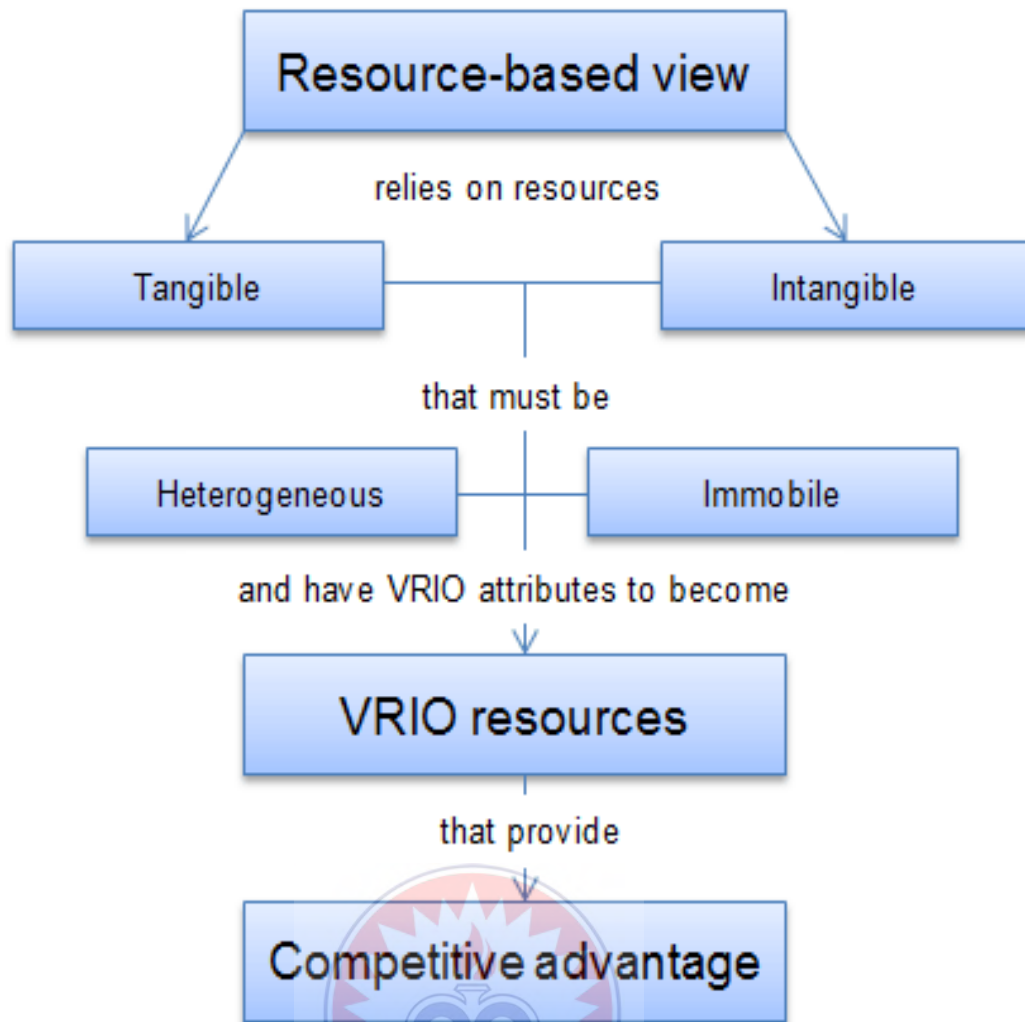
Employment evaluation entails comparing positions in a methodical way to determine their relative worth to the business. According to Armstrong (2006), the goal of job evaluation is to create a hierarchy of positions inside the organization. Yet, Purcell & Hutchinson (2007) point out that managers are no longer solely in charge of job appraisal. Team leaders must interview candidates, provide advice on job appraisal, and conduct interviews as part of recruiting and selection processes, for instance.

Furthermore, the method through which a business seeks to recruit personnel through selection is referred to as recruitment strategy (Boxall & Purcell, 2003). According to Chew & Horwitz (2004), a company needs competent human resources if it wants to develop a distinct competitive edge. According to Taylor (2006), as a firm expands, more employees must be hired, placing a greater emphasis on recruiting and selection. Similarly, Huo et al. (2002) suggest that finding candidates with the best qualifications for open positions can be seen as a universal goal, not just for the Human Resource Department but also for other managers in an organization. To sum up, competitive compensation as a component of human resource management practices also has an influence on organizational performance. The success of a company depends on its compensation policies and procedures (Gomez-Mejia, Berrone, and Franco-Santos, 2010; Huselid, 1995; Lawler, 2003). Organizations rely heavily on compensation to indicate employee value, recruit candidates for open positions, and keep hold of current employees (Gerhart and Rynes, 2003). Additionally, although extrinsic motivators like salary continue to play a crucial part in explaining why people are productive at work, intrinsic motivators are still significant (Dulebohn and Werling, 2007).

Overall, according to Rynes, Gerhart, and Minette (2004), remuneration schemes play a significant role in influencing and motivating employee attitudes and actions. Yet, a compensation system's efficiency largely depends on how it is built, among other things.

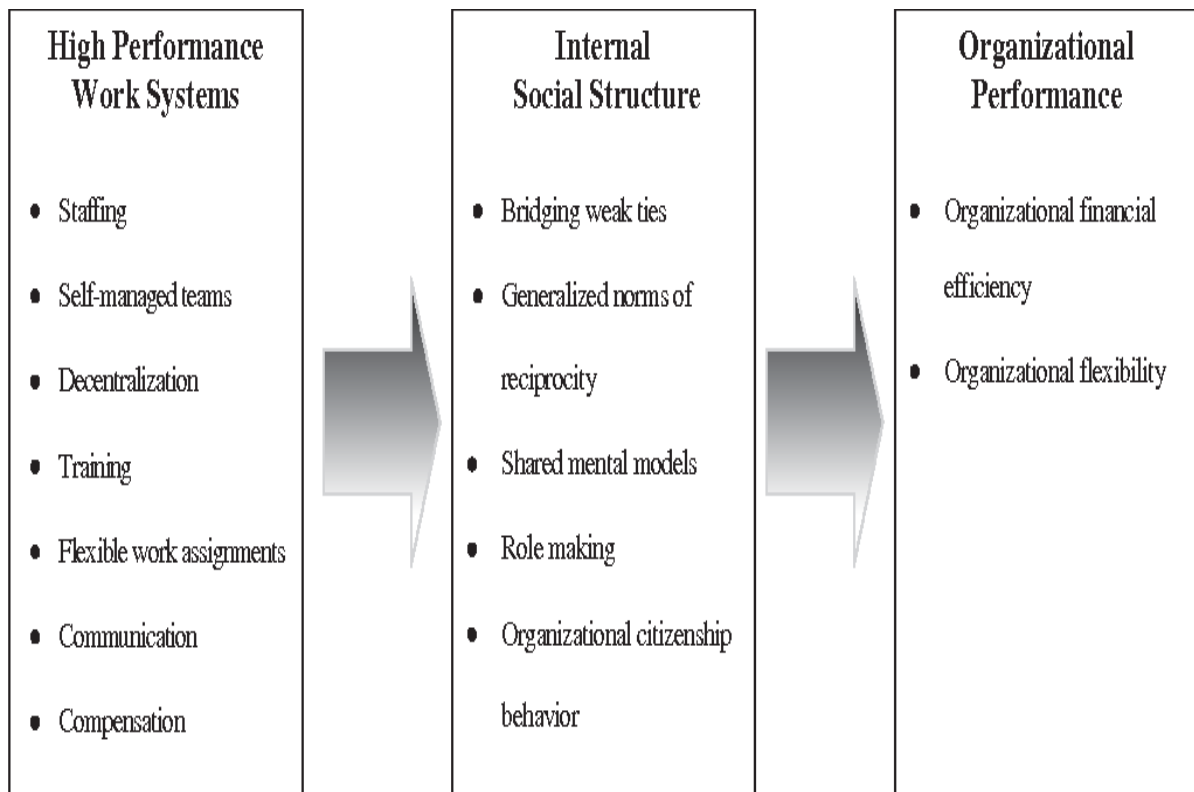
## **2.4 Theoretical Framework**

A theory is a statement used to explain how and why specific facts are related. It can be used to explain real world situations (Macionis, 2005). Several theoretical frameworks have been proposed to explain the relationship between HRM practices and organizational performance. One of the most widely cited frameworks is the Resource-Based View (RBV) of the firm. According to this view, an organization's resources, including its human resources, can be a source of sustained competitive advantage. In the works of Gordon, J. (2023) Resource-Based View (RBV) is a group of theories proposes to companies to establish competitive advantage through internal resources of the firm that are valuable, rare, not imitable, and organized for value capture. HRM practices that enhance the skills, knowledge, and abilities of employees can help create a workforce that is a valuable resource for the organization, leading to improved performance. Gordon (2023) postulates that, organizations use internal resources in new ways to exploit external resources and thereby establish competitive advantage rather than focusing on the competitive environment. With regards to the RBV theory, there are some research in support of this theory which include the Knowledge-Based View of the firm, dynamic capabilities, and the relationship view. (Gordon, J, 2023)



**Fig 1: Diagram on Resource-Based View Theory**

Another important theoretical framework that underpins the study is the High-Performance Work System (HPWS) perspective. High-performance work systems can be defined as a system which creates an environment in a business that allows an employee greater involvement and responsibility. Employees are seen as valued partners of the business which makes it possible to create and maintain competitive advantage because of the commitment of the employees to help the business succeed. This perspective suggests that the combination of different HRM practices can create a system that improves employee skills, motivation, and engagement, leading to Improved organizational performance. HPWSs typically include practices such as employee involvement, training and development, performance appraisal, and reward systems.



**Fig 2: Diagram on High-Performance Work System**

#### **2.4.1 Summary of Chapter with Empirical Evidence**

Empirical studies have provided evidence for the positive impact of HRM practices on organizational performance. For example, a study by Huselid (1995) found that a set of HRM practices, including selective hiring, extensive training, and incentive compensation, were associated with higher financial performance in a sample of US firms. Another study by Pfeffer (1998) found that HPWSs were associated with higher profitability, productivity, and customer satisfaction. More recent studies have also supported the link between HRM practices and organizational performance. For example, a study by Jiang, Lepak, Hu, and Baer (2012) found that HRM practices that enhance employee skills and motivation were associated with higher customer satisfaction and sales growth in Chinese firms. Similarly, a study by Wood, de Menezes, and Lasaosa (2018) found that HPWSs were associated with higher employee job satisfaction and lower turnover rates in UK firms.



A study conducted in Mbeya, Tanzania by Husna (2013) sought to assess the impact of human resource planning on organization performance. According to the research, Human Resource Planning is one of the key elements that have to be considered, if National Institute of Transportation (NIT) has to get the best out the employees, the Planning for them should be top priority in enabling the institution to realize its set goals and 52 objectives. Primarily, planning for human resources involves setting the required objectives, analyzing the environment, carrying out an audit of Human Resources, making a forecast, reconciling the demand and supply of Human Resources and evaluating the implementation. Furthermore, Husna (2013) postulate that, the Tanzanian government can mandate the use of HRP and systematic performance assessment tools as means to improve accountability measures over the Public Sector. For example, the government can enact and pass either the Government Performance or Results Act (GPRA) of 1993 (Blackmon, 2008; Franklin, 2011) or performance based budgeting system to the ministry of social affairs as an effective governance tool. Following this could allow Public Sector to justify how effective are they in offering valuable public services. The findings revealed that human resource planning plays a critical role on performance of the organization specifically in NIT as the case study.

Chand and Katou (2015) conducted a research in Accra, Ghana to examine the effects of human resource practices on organizational performance. A sample of 200 employees working at some educational institutions in Accra were selected for the study. They analyzed several human resource management practices, measured by organizational output of financial variables which included; sales growth, goal achievement, good services, and productivity. The found a positive relationship between HRM practices and organizational performance.

Chand and Katou (2015) recommended that once a business entity has analyzed its mission, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals.



## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This section of the study looks at the entire research process; pointing out how the entire research work was planned and executed. This section discusses the research approach employed for the study. This chapter also presents the research design that the researcher chose in gathering and analyzing the data that were generated from the study. This chapter also contains the limitations that the study faced and other ethical considerations that were adhered to in the gathering of the research data.

#### 3.1 Research Design

According to Silverman (2007) like many other scholars in social science (Bryman and Bell, 2011; Saunders et al., 2012) postulate a research design as that which defines how a phenomenon would be studied or the method a researcher espouses to a phenomenon. There are three types of research designs and these are qualitative research design, quantitative research design and mixed strategies research design (Biggam, 2011; Cresswell, 2003, Saunders et al., 2012). This study adopted the quantitative research design. Quantitative research design entails the use of numerical data collection techniques such as questionnaires and data analysis procedures such as graphs and statistics (Biggam, 2011; Silverman 2007, Saunders et al 2012). In other words, it refers to a research design that is concerned with numbers and measurements. Creswell (2003) opined that quantitative research employs the use of positivist claims for developing knowledge. Thus, quantitative research design concerns itself with the adoption of self-styled scientific methods to the acquisition, analysis and interpretation of research data (Biggam, 2011). He further postulates that, one major

strength of quantitative research design is its capability to make predictions which are most often accurate (Cresswell, 2007; Saunders et al., 2009).

### ***3.1.1 Research Strategy***

The researcher adopted the case study research strategy to explicitly explore the effect of human resource management practices on organizational performance. This strategy suits the research topic hence the choice of the researcher to employ the case study approach. In defining case study, The U.S. General Accounting Office (1990: 14) declared that A case study is a method for learning about a complex instance, based on a comprehensive understanding of that instance obtained by extensive descriptions and analysis of that instance taken as a whole and in its context. Creswell (2003: 15) also explained a case study to mean a research strategy in which the researcher explores in depth a program, an event, an activity, a process, or one or more individuals. Yin (2003) also contended that case study as a research strategy allows the researcher to gain holistic and meaningful characteristics of real-life events- such as, organizational and managerial processes, societal change and this according to him affords the researcher the opportunity to answer how, why or what questions raised by his study. Again, Benbesat, Goldstein and Mead (1987) strongly supports that case study as a research strategy is most appropriate research strategy when the researcher endeavour to investigate a phenomenon that is not much studied and which is in the formative stage.

### **3.2 Study Population**

According to Sekaran (2000) and Creswell (2007) population is essential for any study to identify the right place and the right participants for the collection of the required empirical data. Accomplishing this aim requires the researcher to identify

those organizations and individuals who matter and have the power and leverage to give meaning to the empirical data collected (Adjorlolo and Ellingsen, 2013). According to Rubbin and Babbie (2001) they defined population as the theoretically specified aggregation of study elements. The population is a larger group from which the sample is selected. Ary et al (1987) contends that the accessible population is the group from which the researcher takes the sample for the study. Population also refers to the complete set of individuals, objects or events having common observable characteristics in which the researcher is interested in studying. Leedy (2005) also defined population as group of people the researcher made inferences to during the study. The target population for the research were Human Resource personnel within the selected organizations in Breman Asikuma district. Fifty respondents were carefully selected from these organizations based on their history in the Human Resource department with a least five years working experience. Majority of the respondents were Human Resource Managers, Human Resource Executives, and General Managers. With a total of fifty respondents twenty-five were females and twenty-five were males for a gender base work.

### **3.3 Sampling and Sampling Techniques**

Sampling refers to an act of selecting a few people/observations for study and discovers things that apply to hundreds of millions of people/observations not studied (Krishnaswami, 2013). A sampling technique gives the researcher an option to the entire population, as sampling provides the researcher the tool to reduce the amount of data needed for a research by considering only the data from relevant subgroups (Saunders et al., 2012). In identifying the sample for the study, this research adopted the Purposive (Non Probability) sampling technique. In the works of Neuman (2005) he maintained that, purposive sampling technique offers the researcher the chance of

choosing cases that have sufficient information to help achieve the aims and objectives of the research. Similarly, Babbie, (2006) equates purposive sampling to the selection of samples that are more useful and tailored to a particular study. Purposive sampling was needed to help the researcher identify the target population for the study.

### **3.4 Source of Data**

Primary data is a non-existing data that are collected by a researcher through questionnaires or interviews whereas Secondary data is an already existing data that can be analyzed or made available to serve a particular purpose (Biggam, 2011; Saunders et al (2012). Sekaran (2000) also contends that secondary data are the type of data that have been collected from already existing sources such as government publications, documents available on websites, books and articles in journals. This study would make use of data from secondary sources such as human resource management practices publications, books, articles in journals, together with other internet sources. The decision to choose secondary data lies in the fact that secondary data are less expensive to acquire; also, the advancement of technology and internet search tools has improved accessibility of existing data which saves a lot of time. Again, secondary data facilitated comparison of this research's findings with other similar studies. In spite of these, this study also recognizes the challenges accompanying secondary data some of which are retrieval of data from unreliable sources, which could invariably affect the quality of research results; irrelevance of data because of its untimely or historical nature and jurisdictional or jurisprudential incompatibilities. In recognition of these challenges this research by way of overcoming them and also aid in interpreting the qualitative nature of the secondary

data sources, applied quantitative methods to obtain primary data from respondents through the use of survey (close-ended) questionnaires.

In essence, this study made use of data from both primary and secondary sources. With the aid of survey questionnaires this study will elicit primary data from Human Resource Management Personnel in relation to the aims of the study. Secondary data was also being collected through the use of books, journals, articles, and documents consisting of human resource management practices.

### **3.5 Methods of data Collection**

In line with the adopted research strategy for the research design, the data collection was done using a close ended questionnaire to solicit responses from Human Resource Personnel on the effect of Human Resource Management Practices on Organizational Performance. The researcher in gathering the research data received the necessary approval from participants and their respective institutions. Questionnaire was the specific data collection tool used by the study to generate information from the research field. The subsequent sub-heading provides a detailed description of the use of the strategy in the collection of data in the field.

#### ***3.5.1 Close-ended Questionnaires or Survey***

A close-ended questionnaire is a pre-formulated written set of questions to which respondents record their answers within rather closely defined alternatives (Sekaran, 2000: 233). It is often used to collect data from a population that are likely to generate the same responses to the same set of questions (Hussey and Hussey, 1997; Saunders, Lewis and Thornhill, 2012). Close-ended questionnaires were distributed to human resource management practitioners.

### **3.6 Data Presentation and Analysis**

The primary data obtained from participants, with the aid of questionnaires, were processed by the application of the Statistical Package for Social Sciences (SPSS). Thus, in this study, the researcher used Statistical Package for Social Sciences (SPSS) survey as a tool for generating output for a meaningful analysis of data generated from the survey. For instance, the computation of participants' responses were displayed in the form of tables, and percentages in order to make statistical or quantitative meaning from the data. This was made possible with the aid of SPSS as it was also employed to provide statistical evidence to make the study empirically weighty. The SPSS generated data outputs, were then presented and interpreted together with related literature from the secondary data.

### **3.7 Validity and Reliability of Data Collection**

Validity guarantees that appropriate functioning measures are used for a study (Yin, 2003). Thus, the validity test addresses the problem of what is supposed to be measured and it determines whether the measured data are relevant and precise, or the extent to which one can identify it with the final results (Zimund, 2000). Validity simply therefore measures whether the measuring instrument is accurate. This raises the question of whether the questions in the questionnaire used in this study has been properly raised and whether it goes with the research objective. This was thus given expression by the proper association of the aims and objectives of the study to the themes in the literature review and the questions in questionnaire.

### **3.8 Ethical Considerations**

The participants of the study were adequately informed that participation in the study was voluntary and was only for an academic purpose. Those interested were made to



give their indication to their acceptance to participate. No participant was coerced or lured to participate in the study. Participants were adequately informed about their ability to withdraw from the study as when they deem it necessary without any sanction or retribution. Deception was not used or entertained in gathering the data as respondents were made aware of the academic nature of the study. Confidentiality was also maintained as participants were assured of anonymity regarding what they say in the interview as well as their response to the questionnaires. Consent was duly sought from the institutions of study.

### **3.9 Chapter Summary**

The chapter has discussed the research design (quantitative strategy) and the research strategy (case study) used in the study were covered. These were sufficiently justified through critical evaluations. Additionally, other important areas such as the study population, sampling and sampling techniques, validity, reliability and data analysis were also discussed. In summary, this chapter concludes that the research methodology adopted by the researcher is sufficient to achieve the aim and objectives of the research.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

This chapter presents and analyze the primary data obtained from the field with the aid of the close-ended questionnaires in relation to the study. This section of the study dealt with data collected using the quantitative approach and also, the data gathered through the quantitative approach was further presented using tables, where frequencies and percentages were analyzed according to the research objectives.

#### 4.1 Data from respondents from selected organizations on the study

##### 4.1.1 Characteristics of Respondents

This section presents the characteristics of the respondents. This was done by analyzing their gender, age, educational qualification, job position, year of experience and organizational size. The purpose of this information was to put the study into context.

##### 4.1.2 Gender of Respondents

*Table 4.1: Gender Distribution of Respondents*

<b>Gender</b>	<b>Frequency</b>	<b>Percentages</b>
Male	75	50.0
Female	75	50.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field survey, 2023**

From the table above there were 75 males representing 50% and 75 females also representing 50%. The reason for the gender parity was to have a fair balance with regards to the respondents for the study.

#### 4.1.3 Ages of Respondents

**Table 4.2: Ages Distribution of Respondents**

Age range	Frequency	Percentages
18-25	24	16.0
26-35	60	40.0
36-45	24	16.0
46-55	22	14.7
56 and above	20	13.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2023**

From the table above 24 respondents representing 16% fell within the age range of 18-25years, 40% representing 60 respondents were between the ages of 26-35years while 24 of the respondents, representing 16% were between 36-45years. 14.7% of the respondents were between the ages of 46-55years and lastly, 13.3% of the respondents were found to be in the age range of 56 years and above.

#### 4.1.4 Distribution of Respondents Educational Background

**Table 4.3: Distribution of Respondents Educational Background**

Educational Level	Frequency	Percentages (%)
High School/GED	24	16.0
Bachelor's degree	54	36.0
Master's degree	30	20.0
Doctoral degree	22	14.7
Associate degree	20	13.3
<b>Total</b>	<b>150</b>	<b>100.00</b>

**Source: Fieldwork, 2023**

As part of the characteristics of respondents, the educational level distribution was obtained. As depicted in Table, 16% and 36% of the respondents have completed High School and a Bachelor's degree program respectively. 20% of the respondents

representing thirty (30) were respondents who have completed their Master's degree while twenty-two (22) of the respondents representing 14.7% have progressed and completed their Doctoral degree. Lastly, 13.3 of the respondents were found to have completed their Associate degree.

#### ***4.1.5 Distribution of Respondents Job Position***

***Table 4.4: Distribution of Respondents Job Position***

<b>Job Position</b>	<b>Frequency</b>	<b>Percentages (%)</b>
Entry level	28	18.7
Mid-level	44	29.3
Senior level	34	22.7
Manager level	24	16.0
Executive level	20	13.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Fieldwork, 2023**

From the table above 28 respondents representing 18.7% were employees within the entry level while 29.3% and 22.7% of the respondents were of the mid-level and senior level respectively. 16% representing 24 respondents were at the manager level in their various organization. Lastly, 20 of the respondents selected were at the executive level in their various organizations.

#### ***4.1.6 Year of experience Distribution of Respondents***

***Table 4.5: Year of experience Distribution of Respondents***

<b>Years of experience</b>	<b>Frequency</b>	<b>Percentages</b>
1-3 years	62	41.3
4-7 years	50	33.3
8-10 years	26	17.3
11 and above	12	8.0
<b>Total</b>	<b>150</b>	<b>99.99</b>

**Source: Field Survey 2023**

As part of the characteristics of respondents, the years of experience of the respondents was solicited because, their experience with their organization's human resources department in relation to organizational performances will influence their responses which invariably was productive for the study. At the end of the data collection, 62 of the respondents were within the years of experience between 1-3 years. The data collected was that, 50 and 26 of the respondents were between the experience range of 4-7 years and 8-10 years respectively. Lastly, 12 of the respondents had 11 years of experience and more at their various organizations.

#### ***4.1.7 Organizational size Distribution of Respondents***

***Table 4.6: Organizational size Distribution of Respondents***

<b>Organizational size</b>	<b>Frequency</b>	<b>Percentages</b>
Less than 50 employees	62	41.3
50-100 employees	18	12.0
101-500 employees	30	20.0
501 and more	40	26.7
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2023**

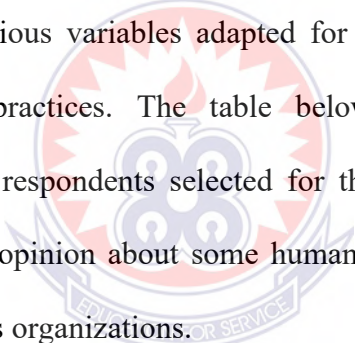
The researcher also inquired from the respondents about their organization's strength in terms of the size or number of workers in their various organizations. The table above shows that, 41.3% of the respondents had less than 50 employees at their organization. 12% and 20% of the respondents were organizations that had 50-100 employees and 101- 500 employees respectively. Lastly, 26.7% of the respondents were from organizations that had 501 and more employees.

## **4.2 Relationship between Human Resource Management Practices and Organizational Performance**

In the quest to investigate the relationship between Human Resource Management practices and Organizational Performance, the researcher adapted some variables in relation to HRM Practices that affects organizations performance in the selected organizations for the study. In this regard and with this background, respondents were asked to share their opinion on the adapted variables of HRM Practices and its influence on organizational performance.

### ***4.2.1 Human Resource Management Practices***

This section of the research sought to analyze the degree of agreement and disagreement on the various variables adapted for the research concerning human resource management practices. The table below shows the frequencies and percentages of how the respondents selected for the study responded to the close ended question on their opinion about some human resource management practices that exists in their various organizations.



**Table 4.7: Human Resource Management Practices**

<b>Variables</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Somehow</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>TOTAL</b>
Our Organization has a formal HRM Strategy	70	38	20	12	10	150
	46.7	25.3	13.3	8.0	6.7	100.0
Our Organization has a system for recruiting and selecting employees	64	40	22	14	10	150
	42.7	26.7	14.7	9.3	6.6	100.0
Our Organization provides adequate training and development opportunities for employees	64	36	24	14	12	150
	42.7	24.0	16.0	9.3	8.0	100.0
Our Organization provides competitive compensation	40	38	26	24	22	150
	26.7	25.3	17.3	16.0	14.7	100.0
Our Organization has a performance management system	34	50	20	24	22	150
	22.7	23.3	13.3	16.0	14.7	100.0

**Source: Field Survey 2023**

From the table presented, the variable concerning whether organizations have a formal HRM strategy saw majority of the respondents agree to it by affirming their position where 46.7% and 25.3% strongly agree and agree respectively to the assertion of organizations having a formal HRM strategy. 8% represent respondents that had disagreement with assertion of their organizations having a formal HRM strategy in place that invariably will affects organizational performance. From the above assertion, majority of the respondents were of the view that, HRM strategy in their organizations had a positive relationship with the performance of employees in the organization. Respondents were further asked whether their organization had a

system for recruiting and selecting of employees. An overwhelming majority of the respondents representing 64 out of the 40 respondents interviewed for the study. Also 14 respondents disagreed with the statement that their organizations had a system for recruiting and selecting employees. In addition to this, 64 and 36 out of the 150 respondents strongly agreed and agreed respectively to the assertion of their organizations providing adequate training and development opportunities for employees. 14 of the respondents were indifferent as to whether their organizations had an adequate provision for training and development opportunities of employees, therefore they chose the somehow important Likert scale.

Competitive Compensation of the various organizations selected for the study had varied views from the 150 respondents. 52% represented respondents who strongly agreed and agreed that their organizations provide a platform for competitive compensation while 26 of the respondents representing 17.3% were not certain of their organizations provision for competitive compensation which influences organizational performance. Lastly on the variables adapted for the study to ascertain the practice of human resource management, 84 out of the 150 respondents confirmed their organization's application an organized performance management system which invariably affects organizational performance. 16% of the respondents represented employees interviewed who disagreed with the variable regarding an organized performance management system in their organizations.

From the aftermath analysis, the variables chosen to represent HRM Practices was clearly on the affirmative with an overwhelming majority of the respondent's agreement to these assertions. Therefore, the researcher can confidently postulate the



existence of a relationship between HRM Practices and Organizational Performance in the selected organizations.

### 4.3 Effective Human Resource Management Practices in achieving Organizational Performance

This aspect of the research objectives looked at the most effective human resource management practices that helps to promote organizational performances. The study sought to investigate and analysis the adapted variables indicated by Johnson (2009).

**Table 4.8: Effective Human Resource Management Practices in achieving Organizational Performance**

Variables	Very Poor	Poor	Neutral	Good	Very Good	TOTAL
Financial	6	10	40	60	34	150
Performance	4.0	6.7	26.7	40.0	22.6	100.0
Customer	26	26	40	36	22	150
Satisfaction	17.3	17.3	26.7	24.0	14.7	100.0
Employee	16	28	40	36	30	150
Satisfaction	10.7	18.7	26.6	24.0	20.0	100.0
Innovation and	16	22	40	56	16	150
product	10.7	14.7	26.6	37.3	10.7	100.0
Market share	10	22	30	60	28	150
	6.6	14.7	20.0	40.0	18.7	100.0
Corporate Social	10	22	30	60	28	150
Responsibility	6.6	14.7	20.0	40.0	18.7	100.0

**Source: Field Survey 2023**

The table presented above represent some variables of human resource management practices in achieving organizational performance. Financial performance as a component of human resource management in achieving organizational performance was inquired from the respondents. Out of the 150 respondents, 94 respondents

inferred from their choice that financial performance assist in achieving organizational performance. 10.7% of the respondents reacted otherwise to the statement of financial performance as a tool of human resource management to achieve organizational performance. 26.7% of the respondents response somewhat to the statement which inferred that, they selected the neutral option relating to this research objective.

Respondents were further asked about their opinion on customer satisfaction as a prove of organizational performance. 38.7% of the respondents were optimistic in their assertion that customer satisfaction helps to achieve organizational performance at their various workplace. Those who thought otherwise about customer satisfaction not helping to achieve organizational performance were in the minority; thus, 34.6% of the respondents. With employee's satisfaction, 44% of them responded in the affirmative whilst 29.4% of the respondents answered in the negative. Meanwhile, 26.6%, of the respondents were neutral as to whether their organizational performance in relation to human resource management can be synonymous to employee satisfaction. Furthermore, the researcher enquired from the selected employees for the study about whether their organizations promote innovation and product sale. 48% of the respondents believed that, innovation and product sale was actively part of their institutions to achieve organizational performance.

The study observed that market share and corporate social responsibility as tools used to access organizational performance in the selected organizations had the highest percentage over all the other variables; thus, 58.7% of the respondents affirmed these variables.

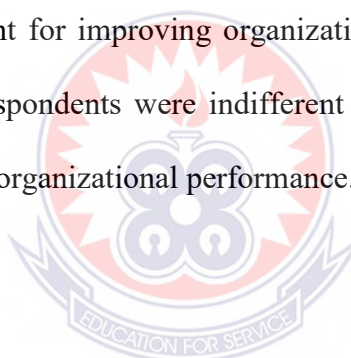
#### 4.4 Importance of HRM for improving organizational performance

*Table 4.9: Importance of HRM for improving organizational performance*

<b>Not Important</b>	<b>Somewhat Important</b>	<b>Important</b>	<b>Very Important</b>	<b>TOTAL</b>
10	24	34	82	150
6.7	16.0	22.6	54.7	100.0

**Source: Field Survey, 2023**

The researcher sought to investigate whether HRM was important to improve organizational performance. The respondents were asked that; in their opinion, how important is HRM for improving organizational performance? According to the respondents, owing to the question asked, majority of them representing 92% revealed that, HRM was important for improving organizational performance. Out of the 50 respondents, 4 of the respondents were indifferent with the opinion that HRM was necessary for improving organizational performance.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.0 Introduction

This chapter focuses on the key findings and discussions of emerging issues. This chapter comprises a summary of the findings, the findings of the main research objectives, the conclusion as well as some recommendations and suggestions for further studies.

#### 5.1 Summary of the Study

This research was a case study of some selected organizations in the Central Region intended to assess the relationship between human resource practices and organizational performance as well as the most effective human resource practices to achieve organizational performance. The study investigated the effects of HRM Practices on organizational performance in some selected companies in the Central Region. Specifically, the study examined the relationship between human resource management practices and organizational performance, examined the most effective human resource management practices for achieving organizational performance as well as to find out some effective strategies of human resource management for organization performance. A sample of 50 employees was selected using purposive sampling and simple random sampling. A self-administered questionnaire composed of closed-ended was used to collect data. This was coupled with the use of secondary data to analyze the data for the study. Data were analyzed using descriptive statistics using excel for quantitative data.

The study findings revealed the existence of a positive relationship between human resource management practices and organizational performance in institutions. The

study revealed that market share and corporate social responsibility are the most effective human resource management practices that assist in achieving organizational performance.

The findings also showed things which could be done to improve HR practices including top management support and using efficient and effective policies.

### ***5.1.1 Findings of the study***

The study findings from the preceding chapters are summarized in this section. The summary is presented following the themes and objectives set out by the study.

The study revealed that, majority of the respondents saw HRM strategy as an important HR practice to promote organizational performance. Thus; 72% of the respondents were in the affirmative on this HR practices. According to the study, the data collected showed that, 69.4% and 66.7% of the respondents believed the existence of a system of recruiting and selecting employees and also an environment for training and development opportunities for employees in their institutions respectively. Furthermore, a small majority (52%) of the respondents saw the use of competitive compensation as an important human resource management practice in their organizations.

Lastly on human resource management practices, the study revealed that 46% of the selected individuals for the research affirmed the existence of an active performance management system in their organizations. Further analysis into the data from the study showed that a small majority (62.6%) of the respondents saw the use of financial satisfaction as a tool to achieve effective organizational performance. Also, 38.7% of the respondents postulated the use of customer satisfaction in their organizations as a human resource practice helps to achieve effective organizational

performance. Moreover, 44% of the respondents saw the practice of employee satisfaction as an effective way of achieving organizational performance. In addition to this, 48% of the selected individuals agreed that innovation and product sale was an effective way of achieving organizational performance. To sum up, two of the human resource practices, thus, market share and corporate social responsibility were the most effective way of achieving organizational performance from the study conducted. The table showed a majority (58.7%) of the respondents affirmed this assertion. In conclusion, an overwhelming majority agreed to the statement of improving HRM practices as an important tool to achieve organizational performance. Out of the 150 respondents, 116 respondents representing 67.3% of the selected individuals for the study.

## **5.2 Discussion of the Findings**

This section of the study focused on the findings of the study in relation to other literature reviewed for the purpose of the study. The findings of this affirms earlier studies that revealed compensation as a major factor of HRM that influences organizational performance. With regards to this, a study conducted by Ayesha et al, (2017) about the Impact of Human Resource Management on Organizational Performance revealed that high level of compensation management led to a higher level of organizational performance. Furthermore, Ayesha (2017) postulate that compensation management has a positive relationship with organizational performance. In spite of all the other factors of Human Resources Management practices that influences organizational performance, none of literature reviewed for this study opined Corporate Social Responsibility and Market share as key elements of HRM on Organizational Performance. This presupposes the paradigm shift of employers and employees focusing on HRM practices that only affects them for

organizational performance rather, the ability to fulfill their corporate social responsibility in the environment they find operating and also influencing the market share for competitive operations has become of great concern to personnel of institutions for organizational performance. This study opined that, for any organizational to perform effectively and efficiently, they must place importance on their corporate social responsibility activities and how they operate to obtain a large market share in the world of trade and commerce.

Furthermore, this study confirms the already existing relationship between Human Resource Management and Organizational Performance. Torraco and Swanson (1995) provides a theory that, there is an existence of a positive relationship between employee development which is a factor of HRM and Organizational Performance. Also, the research affirms the high impact of training and development of employees as a factor that influences organizational performance. According to a 2008 study by Apospori et al. Training and development have a considerable impact on organizational performance, According to Subramaniam et al. (2011), training and development can affect organizational performance since it can improve and keep employees' skills, knowledge, and abilities current. These assertions by the various scholars confirms the effect of training and development on Organizational Performance.

### ***5.2.1 Implications of the Study***

The findings of the study imply that HR practitioners need to make sure that they comply with Human resource practices such as employee compensation, employee training and career development so as to motivate employees to work hard hence bringing higher organizational performance. Also, employees need to make sure that

they increase commitment whenever the employer comply with HR practices to motivate them. They may use a feedback mechanism to show their employer that they are satisfied or dissatisfied with their jobs.

### **5.3 Conclusion**

As the entirely public service undergone reforms and modern management tool from private sector introduced, more efforts is needed to transform Personnel Management (PM) practices into Human Resource Management (HRM) practices so as to be strategic in decisions making and capable of caring out managerial prerogatives so as to justify the good intentions of public reforms programs.

### **5.4 Recommendations**

For greatest success, public institutions need to institute a comprehensive effort in practicing Human Resource core functions or practices so as to improve public institutions performance hence effective and efficient service delivery. Therefore, after going through what this study found on effects of Human Resource practices on organizational performance, the following recommendations are presented to address issues as identified by the researcher.

- i. The public sector institutions governing boards, should be competent so that can be able to prepare a good organizational planning, prepare a viable organizational policy and prepare a good compensation system.
- ii. Government should stop thinking that any graduates can be Human Resource Managers who is responsible to HR practices policy formulation and implementation.
- iii. Findings imply that HR practitioners need to make sure that they comply with Human resource practices such as employee compensation, employee training



and career development so as to motivate employees to work hard hence bringing higher organizational performance.

- iv. Employees need to make sure that they increase commitment whenever the employer comply with HR practices to motivate them. They may use a feedback mechanism to show their employer that they are satisfied or dissatisfied with their jobs.
- v. Human Resource Managers of both public and private institutions should improve their financial and employee satisfaction policies to motivate them which invariably promote effective organizational performance.

### **5.5 Suggestion for Areas for Further Studies**

Although this study provided results regarding the effects of HR practices on organizational performance, overall, it shows that there are several factors in educational industry that when employed will give employees morality to work hard and this will result to organizational performance. So, by further researches on:

- i. Effects of HR practices on other industry of the public and private sectors because the factors obtained in educational industry might differ with other industries.
- ii. The effect of HR practices on organizational performance within private sectors.
- iii. To analyze the relationship between motivational strategies and employees work performance.
- iv. Scope of this study covers only employees in future this study can be conducted on customer.
- v. A comparative research can be conducted between private and public sector.

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## APPEND IX A

**UNIVERSITY OF EDUCATION, WINNEBA**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTERS IN HUMAN RESOURCES MANAGEMENT**  
**TOPIC: THE EFFECT OF HUMAN RESOURCE MANAGEMENT**  
**PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY**  
**OF SOME SELECTED COMPANIES IN THE CENTRAL REGION.**

My name is ABIGAIL BLESSING, a student of the University of Education, Winneba and also from the Department of Business Administration. I have chosen the topic as stated above and your views are considered important in the gathering of data for the study. This research is for academic purposes and therefore your name and identity is not required. Everything you say or your responses shall be treated CONFIDENTIAL, Thank you.

### Questionnaire

**Instruction:** Do not write your name or any identifiable initials on the questionnaire. Tick [√] in the box provided in front of the question or provide short answers where necessary. Anonymity, privacy and confidentiality of the information given are guaranteed. Please take your time to read and answer the following questions as accurately as possible.

#### Section A: Demographic Information

1. Gender    A. Male [    ]    B. Female [    ] C. Prefer not to say[    ]
2. Age        A. 18-25 [    ] B. 26-35 [    ] C. 36-45 [    ] D. 46-55 [    ] E. 56 and above [    ]
3. Educational Qualification  
A. High school diploma/GED [    ] B. Associate degree [    ]  
C. Bachelor's degree [    ] D. Master's degree [    ] E. Doctoral degree [    ]

4. Job Position A. Entry-level employee [ ] B. Mid-level employee [ ]  
 C. Senior-level employee [ ] D. Manager [ ] E. Executive [ ]
5. Years of experience in the organization A. 1-3 years [ ] B. 4-7 years [ ]  
 C. 8-10 years E. 11 years and above [ ]
6. Organization size A. Less than 50 employees [ ] B. 50-100 employees [ ]  
 C. 101-500 employees [ ] D. More than 500 employees [ ]

**Section 2: HRM Practices**

In terms of your opinion, please rate your organization's HRM practices on the following items listed below. Tick the appropriate box.

ITEMS	STRONGLY AGREE	AGREE	SOME HOW	DISAGREE	STRONGLY DISAGREE
Our Organization has a formal HRM strategy					
Our Organization has a system for recruiting and selecting employees					
Our Organization provides adequate training and development opportunities for employees					
Our Organization provides competitive compensation and benefits package					
Our Organization has a performance management system that aligns with organizational goals					

**Section 3: Organizational Performance**

Please rate your organization's performance on the following items using a Likert scale in the table below. Where 1=very poor, 2=poor, 3=neutral, 4=good, and 5=very good.

<b>ITEMS</b>	<b>VERY POOR</b>	<b>POOR</b>	<b>NEUTRAL</b>	<b>GOOD</b>	<b>VERY GOOD</b>
Financial performance					
Customer satisfaction					
Employee satisfaction					
Innovation and product development.					
Market share					
Corporate social responsibility.					

**Section 4: Additional Information**

In your opinion, how important is HRM for improving organizational performance?

<b>Not important</b>	<b>Somewhat important</b>	<b>Important</b>	<b>Very important</b>