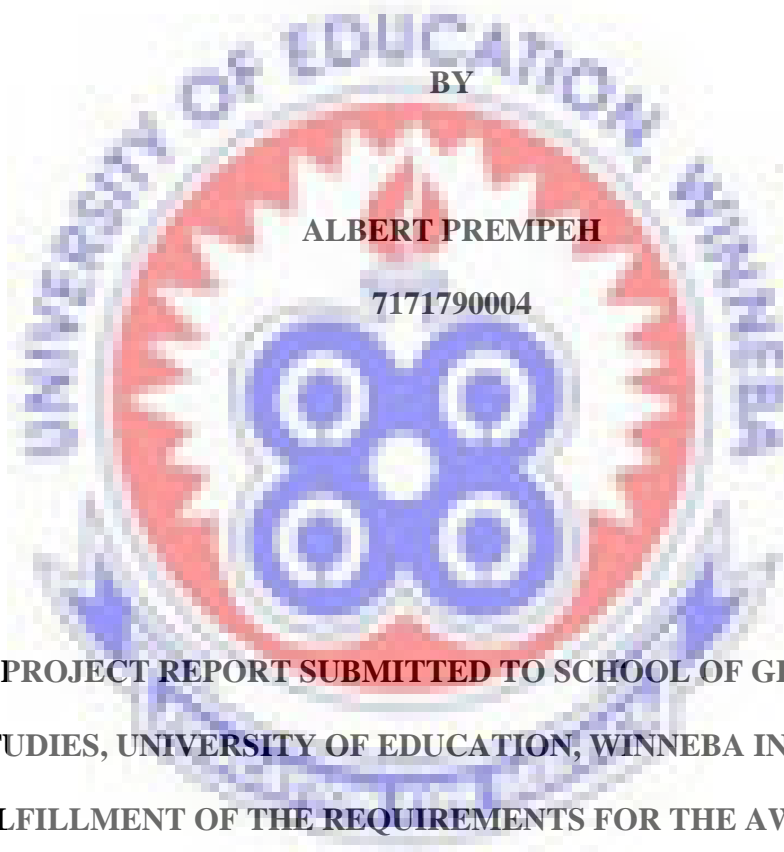


UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION

**FACTORS INFLUENCING EMPLOYEES' PERFORMANCE IN THE
GHANAIAN PRIVATE SECTOR: A STUDY OF BOAKYE DANKWAH
MEMORIAL HOSPITAL, KUMASI**

ALBERT PREMPEH

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**A PROJECT REPORT SUBMITTED TO SCHOOL OF GRADUATE
STUDIES, UNIVERSITY OF EDUCATION, WINNEBA IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A
MASTER OF BUSINESS ADMINISTRATION DEGREE IN HUMAN
RESOURCE MANAGEMENT**

JULY, 2019

DECLARATION

I, **ALBERT PREMPEH**, hereby declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and acknowledged, is entirely my own original work and that it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:.....

DATE:

SUPERVISOR'S DECLARATION

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

NAME : KINGSLEY AGYAPONG

SIGNATURE:.....

DATE:



DEDICATION

This thesis is dedicated to God Almighty for his wisdom and the life granted me and to my forever Mrs. Paulina Prempeh, My blessed Dr. Alberet Prempeh and my God-given Prophet Desmond Tutu.

Thank you all for your support, love and care. You have been a great source of inspiration to me.

God bless you all!



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Many Thanks to all my colleagues for the thoughts we shared and to Boakye Dankwah memorial hospital staff, I say a big thank you.

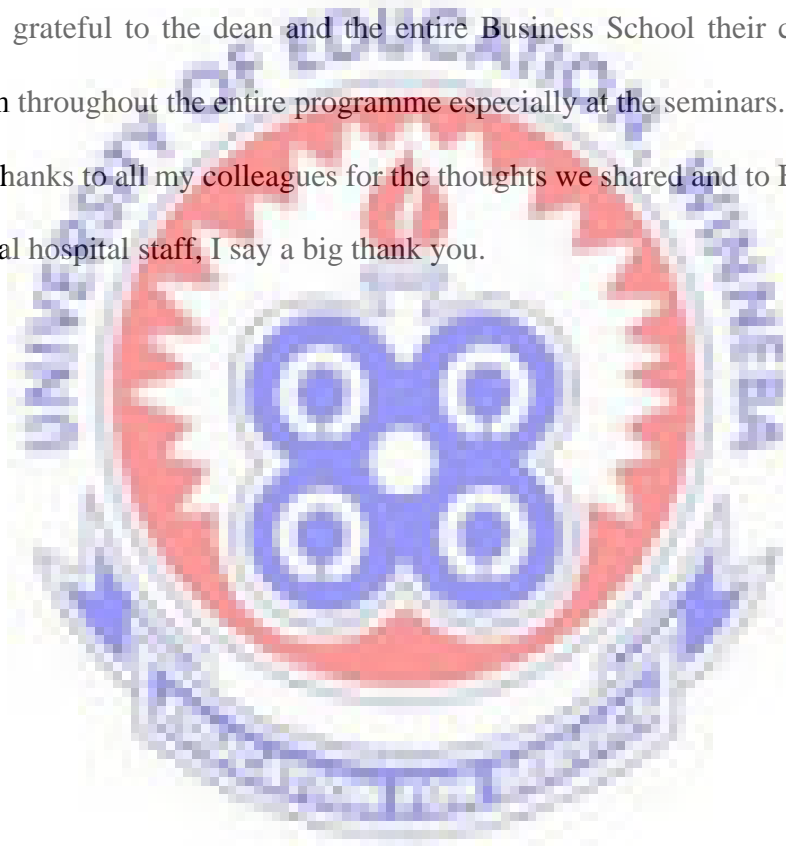


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ABSTRACT

The purpose of the study was to examine factors influencing employee performance in the Ghanaian private sector: A case of the Boakye Dankwah Memorial Hospital (BDMH). The study was guided by the following objectives; to assess the influence of recruitment and selection on employee performance; to establish the influence of training and development on employee performance and to establish the influence of reward management on employee performance. The population of the study was 60 employees from which a sample size of 30 employees was chosen. Stratified random sampling was used in the study with departments forming relevant strata. The study revealed that job description and specification, advertisement as well as selection and appointment exercises were fairly done by the organization. The study further found out that the respondents were of the general opinion that induction, on-job training, career progression and succession training programmes were being well implemented by the organization. The study shows that respondents were contented with the current recognition and appreciation rewards as offered by BDMH. The study recommends that the management team in charge of recruitment planning should set up measures that will fast track the recruitment process once a position is declared vacant. Also, it was recommended that, managers critically address and put more resources to those training and development factors which the employees believe highly influence their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

An organization's long term success will depend on how it sustains the deliverance of high quality services and products (Owen et al., 2011). However, despite the fact that sustaining high performance is a competence that is learnable, it is a significant concern that many organizations are still unable to sustain this high performance. There are three main reasons underlying this concern. First, the organization's vision and strategy are not well supported by the organizational processes and systems as a result thereof, the organization focuses and measures issues which are wrong or rather irrelevant. Second, not having a clear understanding of the marketplace in which the organization is to compete by the senior management. Should this be the case, then the mission, vision and strategies of the organization become inappropriate. Finally, the misalignment of the behavior required to effectively implement the strategy of the business with the marketplace requirements and customer. This is so true for employee behavior or management (Kaliprasad, 2006).

As noted by Willcoxson (2000), the two high performance approaches include a humanistic framework and a rational process framework. In the former, the organization usually empowers its people, trust them and effectively connects with the community at large through involving the stakeholders who are external to the organization. Teamwork is also a strong attribute of the humanistic framework approach. While in the latter framework, organization usually are flexible enough to maintain values which are core while adjusting its output to meet new market conditions or rather new market demands. Such organizations are also capable of interpreting the

business environment in which they are in and also have the ability to predict and act upon new business opportunities that might arise in the long run. This responsiveness to the systems and infrastructure, design and deployment, employee behavior and management and market place creates the culture of the organization. It is also the set of joint principles and experiences that fundamentally define an organization's identity and eventually guiding its behavior (Owen et al., 2011).

According to Kaliprasad (2006), a high performing organization has a culture where every part of the organization shares in elements that characterize the organization. Having a strong culture means that there is no need to dispute certain issues as everybody knows how to get the correct things done. By default, a culture that is developed will preserve what is tried and verified. When an organization culture aligns itself with an appropriate strategy that is well developed, the net result is a stronger culture and therefore a high-performing organization. This setup calls for reinforcement of existing culture by the leaders through encouraging, modeling and rewarding behaviors to the employees. Leaders are responsible for creating and changing cultures, while the managers live inside them. Moreover, organizations with a strong company culture recognizes heroes whose actions and activities exemplify the corporation's joint viewpoint and apprehensions. Such organizations consider building an identity which is common; this enables members of the organization to comprehend what is required of them because there is a well-unstated sense of expectation and informal rules (Kaliprasad, 2006).

Management of the companies frequently anticipates depending on the responsibility and the power of such workers and these expectations are usually different from

company to company. According to Shahzad et al., (2008), there is a direct link between employee performance and compensation practices. Their importance emerged from the assumption that a performance measurement system is an essential tool that enables a company to achieve and control its preferred goals and objectives. Furthermore, such procedures usually permit managers to balance short-term and long-term performance, growth and control as well as opportunities and threats (Simons, 2000). For these reasons, several practitioners and researchers have devoted many years of study pertaining to this subject. Pertinent fields such as, marketing, operations management, accounting, organizational behavior and business strategy have all discussed and contributed to this field at length (Neely, 2005; Marr et al., 2003).

On another note, the current situation in the hospital industry is characterized by increased competition and consequently demands effective operational decision-making processes based on sufficient information on performance. As a consequence, the different services that usually play a vital role in hospital ought to be well analyzed and similarly their performance ought to be measured too. This is so true especially for the out-patient department, such as the facility management. (Gomez et al., 2008). In any instance, there is an increased need for management tools and performance measurement that aid the assessment of the success of organizational objectives and the development of organizational strategies (Cruz, 2007).

To measure the performance of health organizations, traditional measures such as out-patient and in-patient records have been valued as an important control tool (Brander Brown and Atkinson, 2001). In these traditional measures, the tangible resources are usually well detailed since they meet the standards such as the accurate determination

of historical costs and the flow of benefits to the company (Zambon, 2002). Considering the constraints and weaknesses of the traditional performance measurement systems, studies have been turning their focus towards developing integrated methods that would capture the non-financial facets of performance. Such, the balanced PMS has been thought to gain a broad and multi-dimensional outlook of the organization's performance (Platts, 2000). Examples of integrated systems for measuring performance are the performance pyramid system, PMS in the service industry (PMSSI) (Fitzgerald et al., 2001), the performance prism (Neely et al., 2001).

According to Bass et al. (2002) leadership is the most significant factor for examining the performance of employees. For the organization to be outstanding one, it needs to have an outstanding leadership that provides a model for growing organizations. Jones and George (2000) stated that, leaders become efficient when they influence their subordinates by effectively achieving the organizational objectives.

1.2 Statement of the Problem

According to Kiruja and Mukuru (2013), the overall success of an organization in achieving its strategic objectives relies heavily on the performance level of employees. Employee performance is a function of ability and motivation, where ability is comprised of the skills, training and resources required for performing a task and motivation is described as an inner force that drives individual to act towards something. Flippo (2001) adds that, employee performance in organizations results in a more motivated work force that has the drive for higher productivity, quality, quantity, commitment and drive. According to Ouchi (2001), organizations would be more effective, efficient, flexible, committed and profitable as a result of an emphasis on

trust, which goes hand in hand with productivity; less hierarchical and bureaucratic structure; a high level of worker involvement; all of which would create an employee and organization management systems. Previous studies have done quite a bit to address factors that influence employee performance predominantly in public sector, but the current study tries to fill this gap by assessing the factors that influence employee's performance in the private sector.

1.3 Objectives of the Study

The main objective of this study is to assess the factors influencing employee performance in the Ghanaian private sector. A case of the Boakye Dankwah Memorial Hospital (BDMH). In particular, the study seeks to:

1. To assess the influence of recruitment and selection process on employee performance in BDMH.
2. To establish the influence of training and development on employee performance in BDMH.
3. To establish the influence of reward management on employee performance in BDMH.

1.4 Research Questions

The thesis addresses three key research questions on the factors influencing employee performance in the Ghanaian private sector.

1. How does recruitment and selection process affect employee performance in BDMH?
2. How does employee training and development affect employee performance in BDMH?

3. How does reward management influence employee performance in BDMH?

1.6 Significance of the Study

The study sought to help the private and public sector top management in addressing outstanding challenges of poor performance, formulating and implementing policies that enhance employee performance and identifying the key factors influencing employee performance thus putting them in a better position at reviving competency in private and public sector. To the scholars and researchers, the study sought to help them expand their knowledge on factors influencing employee performance in the private sector and related areas as well as come up with relevant areas of study within the study.

1.7 Scope of the Study

The study exclusively concentrate on factors influencing employee performance in the Ghanaian private sector. It excludes public sector but inference can be made. The research design adopted was descriptive. The study population consist of 60 employees who worked at various departments. The departments found at the hospital include the following: OPD, in-patient, Human Resources, Security, Procurement, Executive Office, laboratory and Accounts. The respondents' of the study consisted of all employees working in the above departments. With respect to time dimension, the study covers the period between February 2019 to May 2019. The most significant limitation faced by the researcher was trying to convince the employees to fill the questionnaires. However, this was overcome by proper explanation on the relevance of the questionnaires to both the employees and the organization.

1.8 Limitations of the Study

The study was limited to a single hospital. It use primary data to determine the factors influencing employee performance in the Ghanaian private sector. These problems do not; mean that the results from the research would be of less use for policymaking and implementation.

1.9 Organization of the Study

The thesis is structured into five chapters:

Chapter one is the introductory chapter that covers the Research context and introduction to the study, Problem statement, Purpose, Research questions, Significance, Limitations and organization. The chapter gives a brief description of the research and highlights salient discussions on factors influencing employee performance in the Ghanaian private sector.

Chapter two also deals with review of relevant literature. This chapter will describes employee performance; theoretical and empirical review of the study.

Chapter three also be the Methodology section, it discusses in detail the required methodology, comprising source of data, the dependent and independent variables, the treatment effects model and propensity score matching. Chapter four presents the results and discussions in line with the objectives and hypothesis stated above. It also provides us with existing literature that conforms to or disagrees with theory and empirical evidence.

Chapter five presents a brief summary of the study and the main findings, conclusions with regard to the new knowledge derived from the research and recommendations.



2.0 Introduction

This chapter presents a review of relevant theoretical and empirical literature on factors that influence employee performance such as remuneration, creativity and training and development in relation to the research questions. The concept of human resources management and the theoretical of employee performance was first reviewed. Secondly, the researcher mention some factors affecting employee performance through some academic journals.

2.2 The Concept of Human Resource Management

Employees are resources in organizations, and as such they need to be trained and developed properly in order to achieve an organization's goals and expectations (Brewster, 2007). The Sinitial development of the HRM concept is based on the effective utilization of people, and to treat them as resources leading to the realization of business strategies and organizational objectives (Zhu, Warner and Rowley, 2007). HRM contributes to create high performance work systems by linking various employees in different departments in the same organization (Brewster, 2007). Organizations use the effectual HRM system to increase their competitiveness by investing in employee development (Sutiyono, 2007). HRM can be defined as "The process of analyzing and managing an organization's human resource needs to ensure satisfaction of its strategic objectives" (Hellriegel et al., 2008) and "The policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruitment, screening, training and appraising" (Dessler, 2008). HRM is a pattern of planned HR development and activities which affect the behavior of individuals with the intention of enabling organizations to achieve their goals (Wood et al., 2006). All HR activities are dependent upon the manager's efforts to formulate and implement the organization strategy (Wei and Lau, 2005). HRM refers to the policies, practices, and systems in organizations for recruiting and developing their employees, as well as influencing their behavior, attitudes, and performance to achieve the organizations' goals (Stone, 2008). HRM competency contains an organizations' ability to recruit, train and develop, maintain and utilize prospect-oriented employees with their capacities in a way that they comply with their organizations' goals (Zaugg and Thom, 2003).

2.3 Employee Performance in the Private Sector

Measuring performance is of great importance to private sector organizations because it communicates the importance of established organizational goals. “What gets measured and rewarded gets attention” (Bohlander et al., 2001). In the discipline of human resource management, different writers suggest the following indicators for measuring employee performance: quality that can be measured by percentage of work output that must be redone or is rejected; Customer satisfaction that can be measured by the number of loyal customers and customer feedback; Timeliness, measured in terms of how fast work is performed by the employee when given a certain task; Absenteeism/tardiness observed when employees absent themselves from work; and achievement of objectives measured when an employee has achieved/surpassed the set targets and considered to have performed well to achieve set objectives (Hakala, 2008; Armstrong, 2006).

The management of individual performance within organizations has traditionally centered on assessing performance and allocating reward, with effective performance seen as the result of the interaction between individual ability and motivation. It is increasingly being recognized that planning and an enabling environment have a critical effect on individual performance, with performance goals and standards, appropriate resources, guidance and support from the managers all being central (Torrington et al., 2008). Human resource policies and practices indeed do affect organizational as well as individual performance. Job satisfaction for example, has for a long time been seen as key to affecting business performance as well as commitment. In addition researchers have also identified motivation as the mediating mechanism and some identify trust and

morale. In spite of more recent attention to commitment, motivation is still considered to be an important influence to performance (Torrington et al., 2008).

According to Hawthorne studies, employees who are satisfied with their job will have higher job performance and low turnover, than those who are not happy with their jobs. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets (Kinicki and Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs (Elnaga and Imran, 2013). Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is considered as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically.

Armstrong and Baron (2005) views employee performance as about encouraging productive discretionary behavior with a goal to achieving human capital advantage. They continue to hold the belief that people are the most important source of competitive advantage, and recognize that, as opposed to other forms of competitive advantage resulting from improving factors such as design or process, the people factor is very difficult to reproduce or replicate, making it so valuable to organizations. Every manager, no matter what his or her role, knows that exceptional employee performance is critical in today's world (Ripley, 2008). A major responsibility of managers and supervisors is turning employee talent into performance. Managers who are effective at employee engagement have employees who are more likely to stay, more satisfied, more committed to the organization, and more productive. Managers and supervisors

can increase productivity as a result of the employees' commitment that, in turn, can increase the amount of discretionary effort employees give to the job (Wambugu and Ombui, 2013).

A successful and highly productive organization can be achieved by motivating employees by having affective reward strategies geared towards improving performance. There are a variety of factors that influence employee's performance. Identifying these factors can help improve recruitment, retention and organizational results. All employees are not equal in their working and they have different modes of working like some have highest capability regardless of the incentive but other may require occasional jump-start (Kovach, 2007). If reward strategies are handled effectively, the result can be greater productivity and increased employee performance. Employees in an organization are required to generate a total commitment to desired standards of performance to achieve a competitive advantage and improved performance for sustaining that competitive advantage at least for a prolonged period of time, if not forever. There are a number of factors which may influence the employees' performance. Each employee may have different effect from different reward strategies. Identifying the right reward strategy that positively influences can help improve recruitment, retention and organizational results. According to Khan et al. (2010), a reward strategy may possibly have the power of enhancing motivation in one way and diminishing it in other ways. To ensure the success of reward strategies, it is important to consider the uniqueness of the situation and the diversity of employees. Employee performance to consists of the observable behavior that employees do that are relevant to the goals of the organization and that can be measured in terms of each individual's level of contribution. Campbell (2001) explains that performance is not the

consequence of behavior, but rather the behavior themselves. In other words, performance consists of the behavior that employees actually engage in which can be observed.

2.4 Factors Influencing Employee's Performance

The next section highlights the key factors that determine employee's job performance in organisations.

2.4.1 Recruitment and Selection Process and Employee Performance

Organizations are facing major competition from their competitors due to globalization; human resource managers are ever developing policies to ensure that the organizations remain outstanding in the world market. Various organizations have set goals and objectives which employees work toward achieving them. The management has therefore designed job specifications and descriptions to ensure that there is clear accountability of each employee towards their performance in their daily activities. Employee performance is driven from the long-term goals of the firm as operationalized through annual, semi-annual, quarterly, monthly, weekly and daily targets (Armstrong, 2009).

The general theories of recruitment as highlighted by Armstrong (2009) pinpoint the fact that employees need to have a fit-in culture in order to survive in a new job environment puts pressure on the recruitment team to cultivate the organization culture that enhances good performance. Recruitment strategies by organizations should be tailored towards specific positions to be filled. These strategies in the modern global environment include advertisements in electronic and print media, agencies and services, schools and colleges/universities forum, professional associations and internal

resources. All the strategies will produce particular varying performances (Ndlovu et al, 2003).

Batt (2002) indicates that the common process by most organizations when carrying out recruitment will include a behavior-based interview which can help to some extent in predicting subsequent performance of employees better than let's say situational interviews. Nwabuzor and Anyamele (2002) observes that the theory of recruitment is a scholarly body of work about how people can most effectively be persuaded to apply for a job. Under normal circumstances, an increase in the pool of applicants will improve an employer's opportunities in selecting exactly the right people for job vacancies. Both sides of the application process should and do concern themselves with "fit".

Studies conducted by Kamoche and Kamoche (2004) shows that applicants will be attracted to the organization to the extent they see it as a good match for them, or what in the literature is known as "Person-Organization (P-O) "fit". Potential applicants make an initial assessment of the likely P-O fit through what they understand of the employer's culture. According to Soliman and Spooner (2000), recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse effect on its profitability and inappropriate levels of staffing or skills.

Gupta (2006) observes that selection can be conceptualized in either choosing the "fit" candidates or rejecting the candidates, or a combination of both. Selection process assumes rightly that there are more candidates than the number of job openings

available (Prasad, 2005). The basic idea in selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment and given the fact that there are factors which affect the seeking of such information. Armstrong (2009) observes that candidates can be selected using different methods in order to assess their suitability for a certain role. These methods include; individual interviews, interviewing panels, selection boards, and assessment centers. Despite a well-drawn plan on recruitment and selection and involvement of qualified management team, Elegwa et al., 2014, warn that recruitment processes adopted by organizations can face significant obstacles in implementation. Theories of human resource management may therefore provide insights on the best approaches to recruitment although organizations will have to use their in-house management skills to apply generic theories within specific organizational contexts.

The management has to compare the set goals in relation to the employee output to measure the level of performance. Performance in the corporate is largely driven by input of employees. Employee performance has therefore become a key concern of the management. Combined efforts of various employees performance determines the level of an organizations level of production hence development and growth of that organization. The continuing prosperity of a firm is likely to be enhanced by employees who hold attitudes and expectations that are closely aligned with organizations vision (Chew, 2005). Employees require motivation and other factors to enable them work effectively to achieve the Organizational goals.

Human resource management is at its assumption, that improved performance is achieved through the people in the organization. People are therefore considered as an important asset in any organization for better performance. Until the 1980's,

performance was usually construed as the output of a combination of ability and motivation, given appropriate resources and hence motivating others became a key part of the most management (Torrington et al., 2008). High-performance work systems is defined as an integrated set of human resources management policies and practices that together produce superior employee performance like employment security, extensive training and selective hiring. High-performance work systems are particular patterns of work structures, practices, and processes, and more companies are turning to them to improve performance. Organizations are in the business of achieving sustained high performance. They do this through the system of work they adopt but these systems are managed and operated by people. Ultimately, therefore, high-performance working is about improving performance through the people. The aim is to achieve high performance culture, one in which the values, norms and human resource practices of an organization combine to create a climate in which the achievement of high levels of performance is a way of life (Armstrong, 2009). People therefore have to be involved in the organizational activities to gain skills; information and experience to assist them improve their performance to meet the organizations goals and objectives. High performance work systems facilitate employee involvement, skill enhancement and motivation.

From their research Elegwa et al. (2014) found out that there is a significant linear relationship between recruitment and selection and employee performance. Armstrong (2009) also indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argues that employees who are recruited and selected objectively tend to be more productive. Klot and Martin (2000) also indicate that recruitment and

selection process is a critical component of the human resource management function since it will have a direct effect on employee performance. From their research, Elegwa et al. (2014) recommends that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. There is also need to have interview panels that are professional and not biased. Private organizations should, therefore, look for better ways of vetting these panels in order to ascertain their integrity.

2.4.2 Training, Development and Employee Performance

Since efficient manpower is considered as the most valuable resource of any organization, much of the investment is focused on manpower. "Education" is used to enable people to accomplish their tasks, in order to improve the quality of skills, knowledge, attitude and behaviors that are important for successful implementation of the work (Ghelich, 2007).

Cheremie, Sturman, and Walsh (2007) argued that, management, mostly feel hesitant while investing in its human resource due to various reasons. Sometime, in spite of receiving effective and timely training programs, employee are intended to cash it for the sake of their own market value and employment opportunity, or willing to change job just because of higher salaries, and thus, firm investment in training results as a cost rather than profit. It is also observed that due to the resistance of the organization towards offering training, propels individuals to invest themselves for their career development and greater performance (Baruch, 2006). On-job training (OJT) involves new or inexperienced employees who learn through observing experienced peers or managers perform the job and trying to imitate their behavior. Every organization that

is committed to generating profits for its owners (shareholders) and providing quality service for its customers must invest in on- job training for its employees (Jagero et al., 2012).

Many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency. Employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. This also results in lower turnover rates (Jagero et al., 2012). According to Armstrong (2000) employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Reliable skilled employees can also be empowered to train other employees, the fact that reduces pressure for the management team. However, some of the drawbacks of on job training include the fact that on job training takes the trainer and materials out of production for the duration of the training time. In addition, due to safety or other production factors, it is prohibitive in some environments.

Job rotation also sometimes referred to as transfers, lateral movement, cross training or redeployment has been defined as systematic movement of employees from one job to another at planned intervals (Dessler and Varkkey, 2009). Apospori et al., (2008) suggest that, one of the best kept secrets in modern management is how to align the training program with organization's strategic path and how to measure the alignment. Traditional methods fail flat because, they focus on what "The Manager" (or the teacher) wants. It is common knowledge that the organizational training program (when there is one) should be aligned with organizational overall objective. Once those goals have been stated, a weak alignment means low effectiveness, high costs, low morale

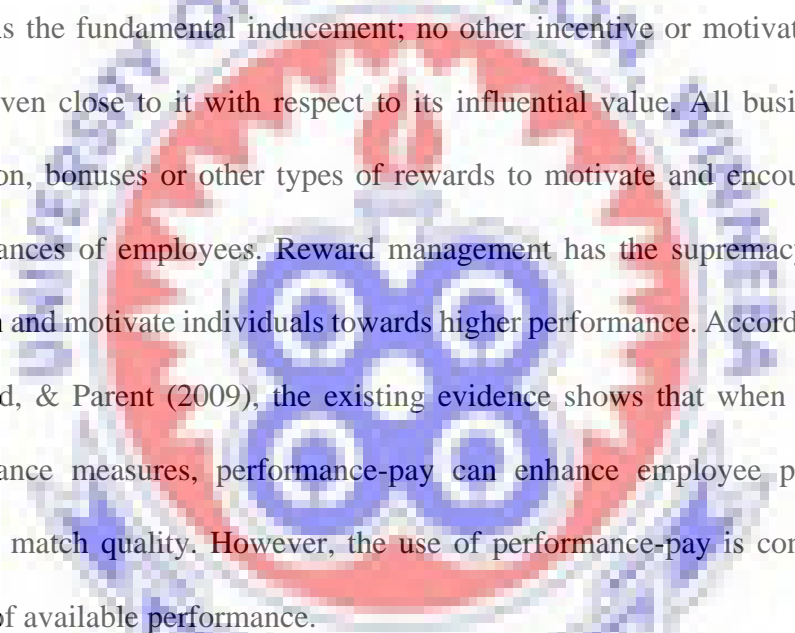
and lost opportunities. A successful training program manager in short, has seen the vision, understands the mission and knows what it takes to reach the business goals. The training program manager must also understand how and why people learn. By properly aligning training to the strategic path of the organization will increase employee performance (Colombo et al., 2008) Succession training and planning are crucial activities for any organization that aspires to withstand the test of time. Employees are the most important asset for any organizations thus the need to retain them. However it is inevitable to stop an employee from exiting the organization hence the need to find a suitable successor that will fill the vacancy when it opens up (Gov. NL.CA, 2008).

2.4.3 Reward Management and Employee Performance

Increasingly, organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing this balance is one of the main reasons to reward employees. Organizations that follow a strategic approach to creating this balance focus on the three main components of a reward system, which includes, compensation, benefits and recognition. Studies that have been conducted on the topic indicates that the most common problem in organizations today is that they miss the important component of Reward, which is the low-cost, high-return ingredient to a wellbalanced reward system.

A key focus of recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be

innovative (Puwanenthiren, 2011) Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. There seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations.



Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. Reward management has the supremacy to magnetize, maintain and motivate individuals towards higher performance. According to Lemieux, MacLeod, & Parent (2009), the existing evidence shows that when there is a good performance measures, performance-pay can enhance employee productivity and improve match quality. However, the use of performance-pay is constrained by the quality of available performance.

The task of developing a strategic rewards framework for organizations is usually challenging but necessary to survive in the competitive and changing market place. The process however cannot be copied from the organizations but needs to be designed, developed and grown within the unique environment of the organization (Wilson, 2003). A well designed incentive program rewards measurable changes in behaviour that contribute to clearly defined goals. The challenge in developing such a program

lies in determining what rewards are effective agents of change, what behaviours can be changed and the cost and benefits of eliciting change.

Employees should be aware of the relationship between how they perform and the rewards they get. Organizations should apply performance management programs which assist in planning employee performance, monitor performance by effecting proper measuring tools. Rewards should be used as a way of strengthening good behaviour among employees as well as productivity. Hence reward systems should focus on reinforcing positive behaviour. Employees could be rewarded for working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, productivity. Employers and managers should then design or come up with a system to measure or quantify all these aspects so that rewards are then given accordingly. A good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives (Njanja et al. 2013).

An effective reward program may have three components: immediate, short-term and long term. This means immediate recognition of a good performance, short-term rewards for performance could be offered monthly or quarterly and long-term rewards are given for showing loyalty over the years (Schoeffler, 2005). Immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. Short term rewards are made either monthly or quarterly

basis depending on performance. Examples of such rewards include cash benefits or special gifts for exceptional performance (Yokoyama, 2010).

Further, activities involved in employee development are important, when an employee performs the activities; it's an indication that the organization is concern about their workers development (Elena, 2000). According to Hameed and Waheed (2011), a lot of organizations are investing in developing employees. When organizations contribute towards developing employee activities, the employees put more effort and make use of their skills to attain organizational goals. Companies use cash bonuses to reward their employees' performance during the year under appraisal. But there is also the unspoken expectation that these bonuses will be a factor in motivating employees' performance next year as well. Employees who receive a large bonus will likely want to get it next year too. On the other hand, employees who receive a miserly bonus and it reflects how the company assessed their performance, might consider improving next year (Finkle, 2011).

2.4.4 Management and Employee Performance

Robbins (2003), defines managers as —individuals who achieve goals through other people, who oversee the activities of others and who are responsible for attaining goals in these organizations.

According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of management style: leader's characteristics, sub-ordinate's characteristics and the organization environment. Kavanaugh and Ninemeier (2001) suggested that employees who are more knowledgeable and experienced may work well under a

democratic management style, while employees with different experiences and expectations require an autocratic management style. Barton (2002) opined that, recognition is the most significant factor among nonfinancial rewards in order to increase job satisfaction level of employees. However, leaders can adapt their leadership style to the perceived preferences of their subordinates. Management styles can be classified according to the managers' power, usage of such power and behavior as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence managers have on subordinates.

According to Ogunola, Kalejaiye and Chiedu (2013), the extent to which employees of an organization contribute in harnessing the resources of the organization and perform on their jobs depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors. Hersey, Blanchard and Johnson (2001) advocates that leaders will be more effective when they know and understand the appropriate usage of power.

Ogunola et al (2013) emphasizes that human beings become members of an organization in order to achieve certain personal objectives. The extent to which they are active members depends on how they are convinced that their membership will enable them achieve their predetermined objectives. Therefore, an individual will support/be with an organization if he believes that through it his personal objectives could be met, otherwise there will be a decline in the person's interest. The management

approach in an organization is therefore one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. In order to achieve the desired objectives, there must be an interaction between employers (leaders/management) and employees (followers). The management/leadership style that characterizes the inter-action between managers (or leaders) and their staff members (or followers) is most important in terms of employees' efficiency and productivity. Jaskyte (2004) postulates that employees' perception of leadership behavior is an important predictor of employee job satisfaction and commitment. The management styles employed by a manager can either motivate or discourage employees, which in turn can cause employees' to increase or decrease in their level of performance (Ogunola et al 2013).

Over the years, poor performance of the private sector, especially in the management of private resources has hindered the realization of sustainable economic growth. According to Obong'o (2009) some of the factors adversely affecting performance include: excessive regulations and controls, frequent political interference, poor management, outright mismanagement and bloated staff establishment. Among his recommendations Obong'o (2009) supports that introduction of performance contracting and insists that performance contracting be continually reviewed and adapted to assist organizations improve their service delivery. He asserts that performance contracting helps managers begin to ask the right questions and realize that they need to do whatever they have defined well and deliver that efficiently. Emphasis is shifted towards operational effectiveness, which entails doing what one is doing better.

In their recommendations Ogunola et al (2013) notes that the management style of the manager is one in which the manager organizes and defines the group activities to achieve the organization's goals. Thus he/she should effectively define the role that each member is expected to assume, assign task, plan ahead, and establish ways of getting things done and push for increase in production. He/She needs to also periodically review the roles each employee is to perform to accommodate simpler and effective ways of carrying out tasks in order to maintain a high level of job performance for the organization. They also recommend that a manager should not be too autocratic or too democratic but rather be apt in applying the most suitable style to the most suitable situations as they are encountered in the organization.

Ogunola et al (2013) also insist that strategic management process must be continually evaluated as a series of activities that can operate with varying degrees of effectiveness. An evaluation of an organization's performance must begin with a critique of the management approach that has been adopted. The nature and quality of management is largely a function of systemic concerns, concerns for risk, and time concerns. An examination of these basic areas can provide a fuller understanding of the possible attitudes that managers may adopt in the performance of their responsibilities. This assessment, in turn, can assist in determining the basis for a successful and effective performance in terms of specific programs and projects. Understanding the implications of leadership styles differences can be a basis for fostering better working relationships. Thus, to be successful, effective managers should be aware of their own way to lead and those of the people that surround them.

Ogunola et al (2013) also advocates that managers can increase the effectiveness and hence performance of the employees they command by working collaboratively with them through paying attention to different points of views, attitudes, behaviors, perspectives, and actual cognitions they propose. Ogunola et al (2013) warn that overlooking the impact of leadership styles differences can lead to interpersonal disagreements and conflict situations, as people with different leadership styles and opinions on it may not understand or respect each other.

2.5 Theoretical Framework

Colquitt et.al (2011) noted that job performance is “the set of employee behaviors that contribute to organizational goal accomplishment”. Performance must be measurable. Employee's performance is generally positioned as the dependent variable in empirical research because they are viewed as the result or impact of organizational behavior or practices of human resources not as a cause or determinant. The opportunity covers tools, materials, supplies, working conditions, coworkers' action, behavior of leader, mentorism, policies, regulations, organization procedures, information, time, and salary.

Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Aguinis (2009) described that “the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work”. Perceived employee performance

represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation”. HR practices have positive impact on performance of individuals. Carlson et al. (2006) proposed five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale. Tessema and Soeters (2006) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation with the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

The concept of employee performance can be linked to a number of theoretical perspectives including: systems theory, psychological theory, economic theory, performance improvement theory, organizational learning theory among others. In general this study was closely linked to the performance improvement theory.

Florida and Goodnight (2005) point out that, businesses have been unable to pull these notions of creativity together into a coherent management framework despite their assertion that a company’s most important asset is not raw materials, transportation systems, or political influence, it’s creative capital an arsenal of creative thinkers whose ideas can be turned into valuable products and services. They defined this as ‘an organizational architecture that brings together work, people, technology and

information in a manner that optimizes performance in terms of the effective responses to customer requirements and other environmental demands and opportunities. High performance systems according to this theory include: a way of thinking about organizations; a set of principles for designing organizations; a process for applying these design principles, and; a variety of specific organizational design features.

In view of the above literature on the influences of employee performance, the body of literature that came to mind as closely related to this area of study was the performance theory and was therefore proposed as appropriate reference discipline.

2.6 Empirical Review

According to Mathis and Jackson (2001), the success or failure of an organization in achieving the goal will be largely determined by the success of individuals in carrying out the task that they were adopting, because people are the implementers of activities in order to achieve the objectives of the organization. One of the company goals is to increase employee performance that will lead to improvement of company performance. The high performance will increase company productivity, reduce employee turnover rate, as well as confirming the company management style. Conversely, the low employee performance can reduce the quality and productivity of work, increase employee turnover, and decline the corporate earnings.

The employee performance can be affected by many factors. A number of studies have conducted by previous researchers regarding the factors that affect job performance (Saetang et.al, 2010; Razek, 2011; Azril et.al, 2010). Colquitt et.al (2011) argued that the goals of the organization (both employees and managers) are job performance and organizational commitment. In order to achieve two of organization main goals are

influenced by the individual mechanism (including job satisfaction, stress, motivation, trust, justice, and ethics, as well as learning and decision-making). Individual mechanisms are influenced by several factors including individual characteristics (ability, personality and cultural values), group mechanisms (leadership and teams) and organizational mechanisms (organizational culture and organizational structure). Organizational variables have indirect effect on behavior and individual performance. Organizational variables are classified in the sub-variable resources, leadership, compensation, structure, and job design. Psychological variables consist of sub variables of perception, attitude, **personality**, learning, and motivation. These variables are heavily influenced by the family, the level of previous work experience and social demographic variables.

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labor have realized the fact that for their organizations to compete favorably, the **performance** of their employees goes a long way in determining the success of the organization (Muogobo, 2013). Bussin (2002) believes that, most organizations today have been adjusting and re-arranging themselves in most aspects in order to compete in the 21st century, but that in general remuneration systems have unfortunately been left lagging behind. He suggests that, extra effort is invested in order to allow remuneration and reward policies and strategies to catchup with organizations“ business strategy.

Bussin (2002) continues to propose an evolvement of remuneration policies through a consistent process he calls the pay continuum. He describes a model of the pay

continuum as having five distinct stages. These stages typically present broad guidelines or indicators of the way through which organizations develop their remuneration policies and the further along the continuum an organization has moved, the stronger and more competitive their remuneration policy becomes. During the first stage, pay is centrally managed by the organization and emphasis is placed on internal equity. Stage two is characterized by the fact that, the pay process has been decentralized by the organization and more emphasis has been placed on the external market.

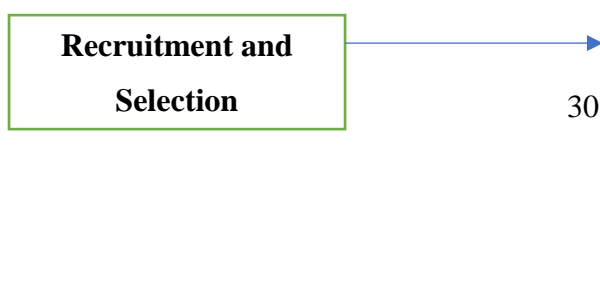
The plan and the management of the benefits programs are frequently affected by the vibrant changes occurring inside and outside the organization. Organizational factors that are inside are termed inner alignment variables they include the following; business strategies, organization values, nature of the jobs and the outcomes level. While the outside organizational factors also identified as outer competitive variables they include the following; the government policy, laws and rules, economic force, possession, culture and mores (Henderson, 2006; Milkovich and Newman, 2007).

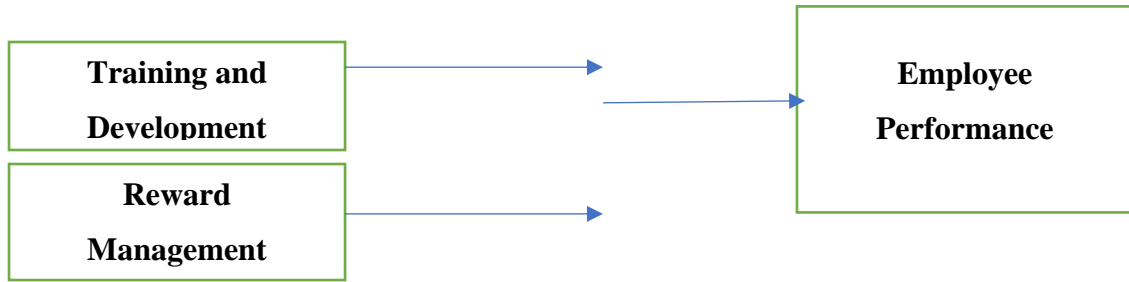
2.7 Conceptual Framework

The conceptual framework depicts that employee job performance depends on these variables recruitment and selection procedure of the organisation, training and development (Induction, on job training, career progression courses, job rotation, succession training) and reward management. When these process are managed efficiently the performance of employees are expected to improve.

Independent variables

Dependent variable





CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This chapter discusses the methodology that was used to carry out the study. The discussion includes the research design; target population, sample size and sampling procedures, research instruments, reliability of research instruments, data collection procedures, data analysis techniques and finally operational definition of variables.

3.1. Research Design

A descriptive research design was used to obtain quantitative data that described the existing phenomena. According to Churchill (2000), descriptive research is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. This research design was chosen for this study due to its ability to minimize bias thus enhancing reliability of evidence collected. The design was considered appropriate taking into account the strategic approach of the study, as well as the complexity and the predominantly quantitative dimension of the phenomena under investigation.

3.2. Target Population

According to Mugenda and Mugenda (2001) a target population, is a population to which the researcher wants to generalize the results of the study. The study population consist of 60 employees who worked at various departments. The departments found at the hospital include the following: OPD, in-patient, Human Resources, Security, Procurement, Executive Office, laboratory and Accounts. The target population was the 60 employees from which a sample size was chosen for the study.

3.3. Sample Size and Sampling Procedure

In this section sample size and sampling procedure were determined.

3.3.1 Sample Size

The ever increasing need for a representative statistical sample in the empirical research has created the demand for an effective method of determining sample size. To address the existing gap, Krejcie and Morgan (2001) came up with a table for determining sample size for a given population from the table 1 the sample size was 30.

Table 1: Sample Size

Respondents	Population	Sample size
Doctors	4.00	2.00
Nurses	12.00	6.00
Accounts	6.00	3.00
Pharmacist	6.00	3.00
Laboratory technicians	8.00	4.00
Other employees	24.00	12.00
Total	60.00	30.00

3.3.2 Sampling Procedure

In this study stratified random sampling technique was adopted. Stratified random sampling technique is where the population is divided into two or more relevant and significant strata based on one or more attributes (Saunders, Lewis and Thornhill, 2009). This sampling was used because the population could be divided into two or more sub units based on certain internal characteristics (Mugenda and Mugenda, 2001). Each of the stratum to which the population was divided into obtained an equal chance of being sampled. Further, Kothari (2004) recommends stratified random sampling because it is accurate, easily accessible, divisible into relevant strata and it enhances better comparison; hence representation across strata. Stratified random sampling also ensures inclusion of sub-groups, which would otherwise be omitted entirely by other sampling methods because of their small number in the population. Proportionate sampling was then used to get the number of sample in each strata. Finally each sample was selected using purposive sampling technique. Purposive sampling is a type of non-probability sampling techniques also known as judgmental, selective or subjective sampling. Purposive sampling relies on the judgment of the researcher when it comes to selecting the units that are to be studied (Kumar, 2011). The main reason why purposive sampling was chosen for this research was to ensure the target group is knowledgeable and influenced by the issues in the study.

3.4. Research Instruments

A survey questionnaire entitled Factors influencing Employee Performance in Boakyeh Dankwah memorial hospital was used to collect data from the target population. Self-administered questionnaires were used for the convenience of both the researcher and the respondents of the study. The first part, section A of the questionnaire entailed

general details, section B entailed the extent to which Recruitment and Selection Process influence Employee Performance, section C entailed the extent to which Training and Development influence Employee Performance, section D entailed the extent to which Reward Management influence Employee Performance, section E entailed the extent to which Management influence Employee Performance while section F entailed Employee Performance in Boakye Dankwah memorial hospital. Structured questions were used for easy manipulation of data during analysis and interpretation. In addition open ended questions were used to enable gathering of additional information on the factors influencing employee performance.

3.5 Testing Validity and Reliability of the Instrument

According to Kothari (2004), validity refers to the quality that a procedure or instrument or tool used in the research is accurate, correct, true, meaningful and right. Mutai (2000) adds that validity of instrument shows how well the instrument measures what it is supposed to measure, in that if a questionnaire is to produce meaningful results, then it should be valid. For this study content validity was used. The validity of the research instruments was ensured by assessing the questionnaire items during their construction. Questions were discussed with the supervisor for verification. This was to clear any lack of clarity and ambiguity. Instrument reliability is a way of ensuring that any instrument used for measuring experimental variables gives the same results every time (Golafshani, 2003).

Prior to data analysis the researcher first had to read through all the questions within the questionnaire were identified. The researcher then had to organize the information into relevant headings. Questions, response format and instructions were then designed

to facilitate the administration of the survey. The questionnaire was pretested to a sample ten (10) employees in the courts. This pilot administration was guided by the work of Saunders, Lewis and Thornhill (2007).

3.6 Data Analysis Techniques

After data was collected it was first be inspected to ensure that only relevant and accurate data was retained for analysis. Qualitative data was analysed using descriptive statements. The validated quantitative data was analysed using a combination of Statistical Package for Social Sciences (SPSS), MS Excel and manual methods to obtain information. Statistical methods of data presentation and interpretation including mean and percentages on the basis of the study objectives were used.

3.7 Model Specification

A simple model was adopted; the model was in line with performance assessment theory. The basic performance model estimated was similar as the one used in Zoeller and Hester (1966). Employee's performance are attributed to selection process, training and development and reward system. Therefore, the regressions explaining employee's performance is equals to selection process, training and development and reward system.

The standard performance assessment model may be stated in general terms as:

$$EP = f(RS, TD, SP, U) \dots \dots \dots (1)$$

Where EP is employee's performance, RS, TD and SP refer to the selection process, training and development and reward system, respectively, and U is the residual element.

$$EP = (SP + RS + TD + e) \dots\dots\dots (2)$$

Where EP is employee performance (dependable variable), SP is selection process, RS is reward system and TD is training and development are explanatory variables, e = error term

The regressions were conducted using statistical package for social sciences (SPSS) version 20.

3.8 Ethical Considerations

The subjects in this study were not required to use their names or provide any form of identification. Full consent of all respondents was sought before the questionnaires was administered. All subjects were assured of total confidentiality and the data obtained was used for research purpose only. The study did not create any form of risk to participants or cause any form of anxiety. There were no direct benefits to the subjects but the results was expected to be of value to the entire organization.



CHAPTER FOUR

RESULTS AND FINDINGS

4.0 Introduction

In this chapter, the data collected during the research was analyzed and reported. This study was executed to achieve the stated objectives. Both descriptive statistics and inferential statistics were presented.

4.1 Background of the Respondents

Basic factual data was collected relating to the personal data of the respondents and they included gender, age group, number of years they have been working with the hospital, and their educational level. These data are presented in the sub sections below. The size of the response across available response categories is indicated in percentage (%) terms.

4.1.1 Gender Distribution of Respondents

All the 30 valid respondents provided information regarding their gender details. The responses are graphically captured on figure 1 below.

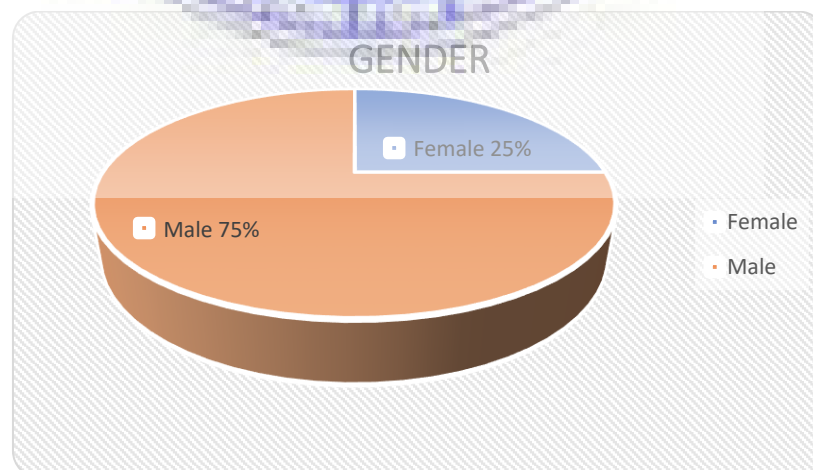


Figure 1: Gender Distribution

Source: Fieldwork (2019)

The results from figure 1 shows that majority of the respondents represented by (75.00%) are males whereas (25.00%) are females. This indicates that the hospital has more male employees than females. Moreover, it signifies that both male and female staffs of the facility were captured in the study to help eliminate any bias that is attributed to gender distribution.

4.1.2 Age Distribution of Respondents

Details about the age distribution of the staff members were obtained and the result is displayed on figure 2 below.



Figure 2: Age of Respondents

Source: Fieldwork (2019)

As displayed on the figure 2, majority of the staff members which represent (83%) are aged between 26-35 years, then (17%) falling between the age groups of 36-45 years.

This means the hospital has a balanced work force and for that matter succession would not be a problem for the hospital.

4.1.3 Longevity of Service

The study investigated the length of service in years served by the respondents in their positions and the findings are presented on figure 3 below.



Figure 3: Longevity of Service

Source: Fieldwork (2019)

Figure 3 above, revealed that majority of the respondents have occupied their positions in the hospital for the period 1-5 years, followed by those who have served the bank for 6-10 years in the orders of (56.66%) and (43.33%) respectively. The finding is an indication that the respondents have gained work experience and because of that they are most likely to have in-depth knowledge about the subject.

4.1.4 Educational level of Respondents

The study sought and obtained details of the educational background of the study respondents and the responses are displayed on figure 4 below.

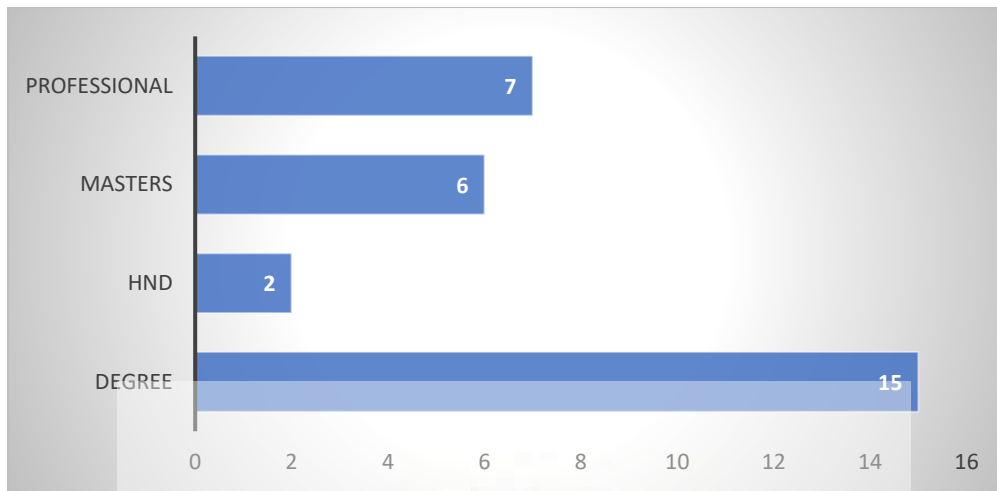


Figure 4: Educational Level of Respondent

Source: Fieldwork (2019)

The analysis from the figure 4 shows that, (15) of the respondents hold first degree as their qualification, (7) of them possessing professional certificates (6) have master's degree, and (2) HND. This means that the staff members of the bank have the required qualification to work at the hospital.

4.2 Recruitment and Selection Process on employee Performance

The study sets one of its objectives to assess the influence of recruitment and selection process on employee performance. Recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse effect on its profitability and inappropriate levels of staffing or skills. To enable elaborate assessment of the research objective four key indicators were identified. This include quality of the recruitment planning process, the quality of Job description and specifications, the effectiveness of Job advertisements and the effectiveness of selection and appointment process.

Table 2: Recruitment and Selection Process on employee Performance

	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total (%)
The organisation assesses need for employee recruitment frequently(at least quarterly)	3.33	30.0	10.0	46.67	10.0	100
The organization recruits immediately positions are declared vacant	10.0	16.67	3.33	30.0	40.0	100
Succession planning programmes	3.33	30.0	3.33	23.33	40.0	100
The organisation clearly defines job description and candidate specifications during recruitment process	6.67	13.33	3.33	6.67	70.0	100
Employees and user departments are involved in making decisions regarding recruitment of staff	10.0	20.0	13.33	30.0	26.67	100
The organization fills vacant positions from internal and external sources	13.33	6.67	3.33	40.00	36.67	100
Vacant positions are elaborately advertised to all potential employees	3.33	3.33	23.33	40.0	30.0	100
The organisation is committed to ensuring there is no unfair discrimination in all job adverts.	10.0	3.33	10.0	26.67	50.0	100
There is transparency in the short listing of job candidates	16.67	10.0	3.33	33.33	36.67	100

Source: Fieldwork (2019)

From table 2 above the organisation assesses need for employee recruitment frequently (at least quarterly) the results of the study indicate that 10% strongly agreed, 46.67% agreed, 10% were neutral, 30% disagreed while 3.33% strongly disagreed. Majority of the respondents (46.67%) agreed that the organization assessed the need for recruitment frequently. Overall 56.67% agreed while 33.33% disagreed that the organization assessed the need for recruitment frequently. The mean of the respondents was 3.4, thus findings agree that the organization assessed the need for recruitment frequently.

The organization recruits immediately positions are declared vacant the results of the study indicate that 40% strongly agreed, 30% agreed, 3.33% were neutral, 16.67% disagreed while 10% strongly disagreed. Majority of the respondents (40%) strongly agreed that recruitment is done immediately positions are declared vacant. Overall 70% agreed while 26.67% disagreed that recruitment is done immediately positions are declared vacant. The results is a clear indication that Private Sector organizations do commence recruitment immediately positions are declared vacant. Recruitment and selection is a critical component of succession planning in any organization and the success of this (succession planning) will entirely depend on the speed with which vacant positions in an organization are filled. It is also important to note that if vacant positions are not filled within a reasonable period of time, this may lead to anxiety and discontent amongst staff.

The results of the study indicate that 40% strongly agreed, 23.33% agreed, 3.33% were neutral, 30% disagreed while 3.33% strongly disagreed. Overall 63.33% agreed while 33.33% disagreed that the organization frequently conducted succession planning programmes.

The results of the study indicate that 70% strongly agreed, 6.67% agreed 3.33% neutral, while the remaining 13.33% and 6.67% disagreed and strongly disagree respectively. Majority of the respondents (70%) strongly agreed that the organization clearly defined job description and candidate specifications during recruitment process. Overall 76.67% agreed while 13.33% disagreed that the organization clearly defined job description and candidate specifications during recruitment process. Furthermore the results of the study indicate that 26.67% strongly agreed, 30% agreed, 13.33% were

neutral, 20% disagreed while 10% strongly disagreed. Majority of the respondents (30%) agreed that employees and user departments were involved in making decisions regarding recruitment of staff. Overall 56.67% agreed while 30% disagreed that employees and user departments were involved in making decisions regarding recruitment of staff. The study sought to establish whether the organization filled vacant positions from internal and external sources. The results of the study indicate that 36.67% strongly agreed, 40% agreed whilst 3.33% neutral, remaining 6.67% and 13.33% were disagree and strongly disagree. Majority of the respondents (40%) agreed that the organization filled vacant positions from internal and external sources. Overall 76.67% agreed that the organization filled vacant positions from internal and external sources.

The results of the study indicate that 30% strongly agreed, 40% agreed, 23.33% were neutral, 3.33% disagreed while 3.33% strongly disagreed. Majority of the respondents (40%) agreed that vacant positions were elaborately advertised by the organisation to all potential employees. Overall 70% agreed while 6.66% disagreed that vacant positions were elaborately advertised by the organisation to all potential employees.

4.3 Training and Development Influence on Employee Performance

Since efficient manpower is considered as the most valuable resource of any organization, much of the investment is focused on manpower. The study sought to establish the influence of training and development on employee performance. To enable elaborate investigation of the research objective two key indicators were identified. This include quality of the induction process for new staff, the quality of On-Job Training, the extent and Influence of Career Progression Training, the influence of

job rotation and the influence of succession training on staff performance. The results are depicted in table 3 below.

Table 3: Training and Development Influence on Employee Performance

	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total (%)
I am proud of BDMH and contented remaining employed in BDMH	6.67	13.33	10.0	23.33	46.67	100
I am familiar with my roles and performance standards in BDMH	0.0	16.67	20.0	36.67	26.67	100
I am well informed of BDMHs culture, rules, policies and leadership structure	10.0	10.0	13.33	43.33	23.33	100
Since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work.	10.0	16.67	30.0	16.67	26.67	100
I have eliminated knowledge gaps and kept abreast of new knowledge in my line of specialisation	3.33	6.67	20.0	46.67	23.33	100
Career progression courses have enabled me to make better and appropriate career and educational plans and decisions.	3.33	0.0	53.33	26.67	16.67	100

Source: Fieldwork (2019)

Making inference from table 3 above the results indicate that 46.67% strongly agreed, 23.33% agreed 10% neutral, while the remaining 13.33% and 6.67% disagreed and

strongly disagree respectively. Majority of the respondents (46.67%) strongly agreed that I am proud of BDMH and contented remaining employed in BDMH. Overall 70% agreed while 20% disagreed that I am proud of BDMH and contented remaining employed in BDMH. A well conducted induction communicates to the employees that the company values and cares about them. A proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction

Furthermore the results of the study indicate that 26.67% strongly agreed, 36.67% agreed, 20% were neutral and the remaining 16.67% disagreed. Majority of the respondents (36.67%) agreed that I am familiar with my roles and performance standards in BDMH. Overall 60% agreed while 16.67% disagreed that I am familiar with my roles and performance standards in BDMH.

The study sought to establish whether since joining the organization the employees have continued to acquire more skills, experience and knowledge relevant to my work. The results of the study indicate that 26.67% strongly agreed, 16.67% agreed whilst 30% neutral, remaining 16.67% and 10% were disagree and strongly disagree. Majority of the respondents (40%) agreed that since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work. Overall 40% agreed that since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work. The findings is not encouraging management needs to investigate this gap.

The results of the study indicate that 23.23% strongly agreed, 46.67% agreed, 20% were neutral, 6.67% disagreed while 3.33% strongly disagreed. Majority of the respondents (46.67%) agreed that I have eliminated knowledge gaps and kept abreast of new knowledge in my line of specialisation. Overall 70% agreed while 10% disagreed that

I have eliminated knowledge gaps and kept abreast of new knowledge in my line of specialisation. The result shows there are issues with some of the employees.

4.4 Reward Management influence on Employee Performance

A key focus of recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. The study sought to establish the extent to which Reward management Influence employee Performance in BDMH. To enable elaborate investigation of the research objective three key indicators were identified. This include the ways in which compensation, promotion, benefits, appreciation and recognition influence employee performance.

People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. The extent to which compensation influence staff performance can be assessed from key indicators such as the employees opinions of their pay versus their skills, the employee level of satisfaction with respect to their pay and the employee opinion about their pay rate in relation to other companies. The study focuses on the above indicators in its quest to establish the extent to which compensation influence performance in BDMH. The findings are demonstrated in table 4 below.

Table 4: Reward Management influence on Employee Performance

	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total (%)
My salary is commensurate to my skills and level of experience	6.67	10.0	13.33	16.67	53.33	100
I am satisfied and feel I am being paid a fair amount for the work I do	10.0	16.67	6.67	23.33	43.33	100
Our organization is among the best paying in the private sector	3.33	26.67	33.33	23.33	13.33	100
I feel achieved in my career because BDMH's reward system has enabled me handle challenging projects and tasks which have contributed to building my work experience and career ambitions	3.33	10.0	50.0	16.67	20.0	100
I am always appreciated for good performance in my work	10.0	30.0	26.67	23.33	10.0	100
I am psyched to excel in my performance because BDMH recognizes and rewards top performers	10.0	13.33	30.0	26.67	20.0	100

Source: Fieldwork (2019)

From table 4 above the results indicate that 53.33% strongly agreed, 16.67% agreed 13.33% neutral, while the remaining 10% and 6.67% disagreed and strongly disagree respectively. Majority of the respondents (53.33%) strongly agreed that my salary is

commensurate to my skills and level of experience. Overall 70% agreed while 16.67% disagreed my salary is commensurate to my skills and level of experience

Additionally, the results of the study indicate that 43.33% strongly agreed, 23.33% agreed, 6.67% were neutral and 16.67% disagreed. Majority of the respondents (43.33%) agreed that our organization is among the best paying in the private sector. Overall 67% agreed while 26.67% disagreed our organization is among the best paying in the private sector.

The study sought to establish whether since joining the organization the employees have continued to acquire more skills, experience and knowledge relevant to my work. The results of the study indicate that 26.67% strongly agreed, 16.67% agreed whilst 30% neutral, remaining 16.67% and 10% were disagree and strongly disagree. Majority of the respondents (40%) agreed that since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work. Overall 40% agreed that since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work. The findings is not encouraging management needs to investigate this gap.

The results of the study indicate that 20% strongly agreed, 23.33% agreed, 50% were neutral, 10% disagreed while 3.33% strongly disagreed. Majority of the respondents (50%) were neutral that I feel achieved in my career because BDMH's reward system has enabled me handle challenging projects and tasks which have contributed to building my work experience and career ambitions. Overall 43.33% agreed while 13.33% disagreed that I feel achieved in my career because BDMH's reward system has enabled me handle challenging projects and tasks which have contributed to building my work experience and career ambitions. The result shows there are gaps with the attitude of employees.

4.5 Regression Analysis

Regression analysis results presented in table 4.5 indicates that the goodness of fit of the model was satisfactory. The coefficient of determination R was 0.985 and R square of 0.971. An R square of 0.971 indicates that 97.1% of the variation in employee performance is explained by the independent variables (recruitment and selection process, training and development and reward and compensation system). 2.9% of the variations in employee performance are explained by other factors not included in the model.

Table 5: Goodness of fit (Coefficient of Determination)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.985 ^a	.971	.966	24943038.15195	1.775

a. Predictors: Constant (Recruitment , Reward, Training)
 b. Dependent Variable: Employee performance

Source: Fieldwork, (2019)

Results in table 5 presents the overall model significance. The results indicate that the overall model was significant. The reported p value was lower than the critical p value of 0.000. The findings imply that the independent variables are good joint predictors of Employee performance.

Table 6: Overall Model Significance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5151966946851	4	128799173671	207.021	.000 ^b
		70110.000		292528.000		
	Residual	1555387880624	25	622155152249		
		1262.000		650.500		
Total		5307505734914	29			
		11390.000				

a. Dependent Variable: Employee performance (EP)
b. Predictors: (Constant), Recruitment (RSP) , Reward (RS), Training (TD)

Source: Fieldwork, (2019)

The regression coefficients and their associated t statistics and p values are presented in table 6 the results indicate that there is a positive and significant relationship between recruitment and selection process (RSP) and employee performance (EP). This finding was supported by a regression coefficient of .121 (p value = .000). The reported p value was less than the critical p value of 0.05. The result implies that the recruitment and selection process has significant effect on employee performance.

The test also reveals that there is negative relationship between other training and development and employee performance. This finding was supported by a regression coefficient of -.170(p value =.011). This means BDMH is having issues with training development of staff which needs urgent attention.

Again, reward system is also having positive and significant relationship with employee performance, as supported with a regression coefficient of .152(p value =.0.09).

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	9.210883	.2163402	.	42.58	.000
RSP	.121	.012	.931	10.152	.000
RS	.153	.054	.208	2.850	.009
TD	-.170	.061	-.205	-2.758	.011

a. Dependent Variable: EP

Source: Fieldwork (2019)



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter is the final chapter of the study. It comprises of the summary of the main findings of the study, conclusion and recommendations made.

5.1 Summary of Findings

This section of the study provides a summary of the main research findings. The section has been arranged according to the main objectives for the study.

5.1.1 Influence of Recruitment and Selection on Employee Performance

- The study established that a majority of the respondents agreed that job description and specification, advertisement as well as selection and appointment exercises were fairly done by the organization.
- Considering recruitment planning, the study established that although there exists evidence of recruitment planning in BDMH, there were areas of improvement.

5.1.2 Influence of Training and Development on Employee Performance

- The study found out that majority of the respondents were of the general opinion that induction, on-job training, career progression and succession training programmes were being well implemented by the organization.
- It was also revealed that majority of respondents in the organisation had been well briefed and were familiar with their roles and performance standards in the organization.

5.1.3 Influence of Reward Management on Employee Performance

- The study shows that respondents were contented with the current recognition and appreciation rewards as offered by BDMH, there was need for improvement for the other indicators of reward management (compensation, promotion and benefits).
- With regard to recognition and appreciation, majority of respondents consented that they were always appreciated for good performance in their work. And they were psyched up to excel in their performance because the organization recognized and rewarded top performers.

5.2 Conclusion

Employees constitute one of the core ingredients of every institution and for that matter it is expected that institutions take good care of their well-being. Hence, the performance of an institution is also measured by the ability of the organisation to manage its employees efficiently.

This research was aimed at assessing the factors influencing employee performance in the Ghanaian private sector. A case of the Boakye Dankwah Memorial Hospital (BDMH). This study therefore concludes that recruitment and selection process, reward management, training and development has significant impact on the performance of employees. The study also concludes that, the hospital has challenges in some aspects of recruitment and selection process, reward management, training and development which requires improvement.

5.3 Recommendations

Based on the findings of the study, the following recommendations were made.

The study recommends that the management team in charge of recruitment planning should set up measures that will fast track the recruitment process once a position is declared vacant. This would reduce backlog of work, overworking of the remaining lean staff as well as which may leave a negative impact on the morale of the affected staff who feel they were used and without pay.

The management team in charge of recruitment should extensively involve affected employees and user departments when conducting the recruitment and selection process. This would best help to recruit the best candidate who meets what the user departments need.

Additionally, before carrying out job rotation the management team should prepare the affected staff psychologically as well as technically by for example counselling them and giving them the basic training of the environment and nature of work in the new station. This would reduce on the negative impacts of job rotation such as loss of time, low productivity time, costs arising from errors (low value for money) among others.

The study also recommends that private sector top management should enhance their campaign towards convincing their staff that the compensation they are being given is the best offer. This could be through staff meetings, media, seminars, training camps etc. They should furnish them with the best benchmarking examples which will convince them and thus help remove the mindset that their salaries are small and inadequate. This measure could restore the high performance spirit in addition to reducing corruption among other malpractices within the private sector.

Again, the study recommends that the hospital should also introduce incentives to employee performance such as promoting staff who excel before maturity of the usual

promotion period, giving first priority to top performers when it comes to scholarships and training opportunities.

The hospital should establish the bottle necks in decision making and eliminate them to facilitate a more rapid decision making process.

5.4 Suggestion for Further Studies

The study suggests that further studies should include a qualitative analysis of the relationship between the variables used and employee's performance. Such a study would involve interview of key informants in the private sector and would provide hidden insights into the intricate relationship between the variables.

Further areas of study should be focus on factors affecting employee performance in the public health sector. Such research would help compare results on the global factors affecting employee performance in the public and private sector.



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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA KUMASI CAMPUS

DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE FOR STAFF

This research seeks to find out the factors influencing employees' performance in the Ghanaian private sector. The intention is purely for academic purposes, and not, in any way attempt to assess individuals' institutions. You are assured that all information supplied will be held confidential.

Please answer the following Questions Correctly and Tick (x) the Appropriate Boxes Where Applicable

SECTION A

1. Age of respondent? 18-25 () 26-35 () 36-45 () 45-55 ()
56 and above ()
2. Gender status? Female () Male ()
3. Educational Level? HND () Degree () Masters () Professional ()
4. How many years have you work with this organisation?
1-5 () 6-10 () 11-15 () 16 and above () .

SECTION B

The influence of Recruitment and Selection Process Influence employee Performance
 Basing on your recruitment and selection experiences in BDMH, please rank the following factors by ticking (√) one of the following options; 1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

	1	2	3	4	5
1. The organisation assesses need for employee recruitment frequently(at least quarterly)					
2. The organization recruits immediately positions are declared vacant					
3. The organisation frequently conducts succession planning programmes to protect the organisation from collapse in case key staff resigns.					
4. The organisation clearly defines job description and candidate specifications during recruitment process					
5. Employees and user departments are involved in making decisions regarding recruitment of staff					
6. The organization fills vacant positions from internal and external sources					
7. Vacant positions are elaborately advertised to all potential employees					
8. The organisation is committed to ensuring there is no unfair discrimination in all job adverts.					
9. There is transparency in the short listing of job candidates					

SECTION C

The influence of Training and Development Influence Employee Performance based on your experiences in BDMH, please rank the following factors by ticking (√) one of the following options 1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

	1	2	3	4	5
1. I am proud of BDMH and contented remaining employed in BDMH					
2. I am familiar with my roles and performance standards in BDMH					
3. I am well informed of BDMHs culture, rules, policies and leadership structure					
4. Since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work.					
5. I have eliminated knowledge gaps and kept abreast of new knowledge in my line of specialisation.					
6. Career progression courses have enabled me to make better and appropriate career and educational plans and decisions.					
7. Career progression courses have enabled me to communicate with my workmates better					
8. I am equipped to cope with continued changes in the world of work					
9. I have gained a wide range of exposure in different sections within my career					
10. Job rotations have caused me interruptions, waste of time and low productivity in my work output.					

SECTION D

The influence of Reward Management influence Employee Performance Basing on your reward experiences in BDMH, please rank the following factors by ticking (✓) one of the following options 1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

	1	2	3	4	5
1. My salary is commensurate to my skills and level of experience					
2. I am satisfied and feel I am being paid a fair amount for the work I do					
3. Our organization is among the best paying in the private sector					
4. I feel achieved in my career because BDMH's reward system has enabled me handle challenging projects and tasks which have contributed to building my work experience and career ambitions					
5. I am always appreciated for good performance in my work					
6. I am psyched to excel in my performance because BDMH recognizes and rewards top performers					
7. I am ready to increase my work efforts in order to gain more tangible rewards (certificates, trips, merchandise, trophies)					
8. I look forward to working for BDMH longer because the longer you stay higher your basic pay					
9. My promotion depends on the quality of service I deliver.					
10. BDMH promotes staff who excel more before maturity of usual promotion period					

11. The staff promotion scheme will make me work long for the institution					
12. The current employee benefit package is fair and equitable					
13. I am motivated to work for BDMH's because of the additional benefits (pension, medical scheme, house allowance, loan security, commuter allowance) it gives to its employees					
14. If I work hard and excel in my assignments I am given first priority when training opportunities arise as well as scholarships for further studies.					

Thank you for your participation in this study. The survey results will be available upon request.

