

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**AN ASSESSMENT OF THE PERCEPTION OF EMPLOYEES ON THE
EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICE IN
LOCAL GOVERNMENT SERVICE IN GHANA, SEKYERE CENTRAL
DISTRICT ASSEMBLY**

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**THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF
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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation has been undertaken by me for the award of Master of Science Degree in Monitoring and Evaluation and that no part of it has been presented for another degree at this University or elsewhere. I also declare that acknowledgement has been made on other work cited in this dissertation.

Candidate

Signature.....Date.....

Name: Benjamin Adu- Twum

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by Christian Service University College, affiliated with University of Cape Coast.

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ABSTRACT

Organisations carry out human resource management practices with a view to meeting the visions of organisations by acquiring, training, motivating and retaining of qualified and competent employees. Human resource activities and practices in the local government if managed effectively has the potential to ensure that the assembly's continue to deliver services to their communities in an effective and efficient manner, nonetheless, how these practices may influence employee's perception in line of duty is still an unclear process. This study in the Sekyere Central District Assembly was an attempt to find out the employees perception on the effectiveness of human resources management practices at local government service in Ghana. The Local Government Authority (District Assemblies) were selected because of the essential task they play at the local level. The study adopted qualitative and quantitative approach. The research population comprises the entire staff of Sekyere Central District Assembly in the Ashanti region. The population is made up of the Local Government staff. The staffs are estimated at 129 with a population sample size of 70, which were selected through purposive and convenience sampling technique. The sources of data were primary and secondary source of which questionnaire was the data collection instrument and literature review conducted respectively. Statistical for Social Science (SPSS) and Excel was used in the data. The major findings were that the theoretical model had a strong fit to the data, giving empirical support to the prediction that satisfaction with HRM practices reduces turnover intentions, by increasing perceived performance and support. The study recommended that appropriate measures be taken to proffer solutions to the identified challenges. This would help to strengthen the capacity of staff within the local government service.

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DEDICATION

This is dedicated to my mother Lucy Konadu for your support and prayers, which has brought me thus far and almighty God who has been my strength and my anchor.

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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The term Human Resource Management (HRM) in recent years has come to replace the traditional personnel management concept. Human Resource Management is a contemporary and unique viewpoint with a concept modification headed for a more strategic method to managing people; as the saying goes, ‘new wine in old bottle’ (Armstrong, 2009). As noted by Taylor (2011) the evolution of people management to human resource management indicated not as rhetoric, but also a noteworthy of a new philosophy on the part of managers. Donkin (2001) carefully sums up the conclusion as follows:

“...Like an improved soap powder with a biological ingredient, HRM, equipped with something called strategy, promised a new set of tools and measures to reward, motivate and employees in the re-engineered workplace...”

Organisations human resources neglected and often seen as a cost rather than an investment by organization with a lasting benefit for the individual and the talent acquirement task and human resource capacity building ought to be main concern in all organisations (Shandler, 2000; Manning, 2006). The approaches in which human resources are managed within an assembly and its function have a direct impact on the success of the particular assembly. Assemblies their workforce to resolve challenges and to accomplish success in the end; they have the faculty to engage managers and employ human capital more efficiently as well as resiliently accent on human capital development (HCD) strategies (Warnich, Carrell, Elbert & Hatfield, 2015).

There are so many areas Human Resource Management Practice (HRMP) could cover in a work environment. However, the interest of researcher has most often than not been on the study of the following areas: Performance appraisal, recruitment and selection, training and development, reward and compensation systems (Hendry and Pettigrew, 1990) and the perception of employee's on the said practices. Human resource management is defined as a logical and deliberate move towards the management of most valued assets – the workforce who, by on an individual basis or cooperatively put in their efforts in the achievement of corporate objectives. As noted by Storey (1989) that:

- Institutions are not just the brick and mortar or machineries or inventories. They are persons. It is those individual employees who staff and direct the affairs.
- HR management considers the application of management functions and principles. The functions and principle are functional to training, maintaining, and incentivising workforce in organization.
- Every aspect of decisions on a worker must not be inconsistent with other human resource (HR) decisions.
- Resolutions made must impact organisational efficiency and effectiveness; and the outcome should reflect in betterment of services to the populace in the form of high-quality services supplied at a realistic costs.
- Human Resource practices are not limited to only conglomerate establishments. Its functions are also applicable to non-conglomerate institutions, such as training institutions, Politics, care institution, sport, and many more. Thus, effective HRM practices are all hugged notion dealing with the human capital factor of the organization, their training, development,

recruitment and selection, reward and compensation system to guarantee the attainment of its goal (Armstrong, 2009).

- Effectiveness of the human resource management practice has a greater influence on output of the employees of Local Government Service as Metropolitans, Municipalities and Districts Assemblies have a critical role to play in the achievement of a national strategy, since they represent a platform for developing human expertise, not just for their own ends, but also for those of the country as a whole (Lynham in Byrd & Demps, 2006:557).

1.2 Statement of the problem

The skill to attract, develop, motivate and retain the required human capacity, the most esteemed resources of a firm is recognized by both scholars and industry giants as most important factor in making sure of the firm's objectives. On the contrary, Ghana faces challenges in this regard in the public sector. The local government services such as the Assemblies have been bedevilled with challenges with regards to training, human resource development, as well as staff retention (Sarkodie, 2011) Assemblies have supervisory, deliberative, law-making and executive powers and functions (Thomi & Yankson, 2000). However, is important to note that the DAs will be constrained in the exercise of these functions if their employees face deficits in managerial know-how, expertise and commitment to deliver better services to the people. HR function such as Training and development, workforce benefits and compensation that can halt this phenomenon is often overlooked in the DAs. This has culminated to employee's poor performance and of local governance in general, which is the anchor with which local development depends.

Who have embraced the concept of HRMP in their quest for achieving success can boast of the under-listed advantages:

- It ensures effectiveness and efficiency.
- Employees are well motivated to work towards achieving the goal.
- It improves employee abilities, skills and technical competences in achieving the overall mission, vision and objectives.
- It ensures employees satisfaction and able to achieve greater productivity

Although there are numerous benefits derived from effective human resource management practice. However, in Ghana, organisations such as the Local Government Service still encounter challenges such as employee dissatisfaction, lack of productivity and inability to achieve their goals. These challenges can be mitigated by HRM practices. There are several studies on HRM practices and researchers have identified different practices by different names. However, there is little known about how effective human resource management practices is making an impact on the aforementioned challenges in Service at Sekyere Central District, Ghana. It is in this light that the researcher sort to assess employees perception on the effectiveness of HRMP of Local Government Service in Sekyere Central District

1.3 Objectives of the study

The general objective is to assess employee perception on the effectiveness of human resource management practices in Local Government Service. The Specific: In order to achieve the general objective, the study specifically aims at the following:

- To identify how workers are selected and recruited to occupy vacant positions in Local Government System,

- To examine how training and development are conducted at Sekyere Central District Assembly to improve performance.
- To explore the reward and compensation system used in Local Government Service and to find out how they motivate employees to give out their best to attain the organisational objectives
- To assess the way Sekyere Central Assembly appraise its employees

1.4 Research Questions

The study sets out to answer the following questions:

- How are workers selected and recruited to occupy vacant positions in local government service?
- How are training and development done, who are selected, what are they trained and developed in, how long is it done?
- Is the reward and compensation system in local government adequate to motivate the employees to give out their best to achieve the objectives?
- Does the method Sekyere Central District Assembly use to appraise its workers been able to improve on the performance of the employees?

1.5 Significance of the study

The research was motivated by the problems that are embedded in Ghana's public service, particularly the continued poor delivery of services due to lack of capacity and poor performance by the assembly's, which adversely affects the citizens. This study will provide a great opportunity to contribute in shaping the policies and practices for HRMP in local government service and raising awareness on the importance of making sure that HRM strategies are correctly aligned with the strategic objects of the MMDA's.

Research has been conducted on the HRMP and its role in organizational performance, however, they have failed to address the question of HRMP strategy and employee perception and how it can play a huge role in making Local Government more effective in its performance. Regardless of the increasing effects of HRMP on organisations, literature on issues of HRMP is still quite limited within countries that are still developing Debrah & Ofori (2006). This research aims to bridge that gap and bring to light issues concerning Assembly's HRMP, how Assembly's can use research and knowledge on HRMP and how it can be applied to enhance public sector performance and service delivery. The purpose of this study will reflect on the need to marry not just the strategic objectives but also the organisational culture, especially in the Ghanaian context.

It is the hope of this study that it will give information for heads of departments on how to use human resources management practices to increase performance. The findings will prompt management in Local Government to see the problems associated with not fully appreciating the benefits of HRM practices and the recommendations will suggest the best way possible in making human resource management practices work for the enhancement of performance within Local Government set up. It is hoped that the study will also increase the consideration of the value and importance that should be attached to HR training and development programmes. Also, this work will significantly contribute to current information out there for students, researchers and other organisational executives who wish to know more about the issue of employee's perception on HRMP as pertaining to increasing organisational performance,

1.6. Scope of the Study

The study will concentrate in the following four areas, recruitment and selection, training and development, reward and compensation system and performance appraisal, which are practiced at management and staff of Local Government System in Ghana. In this regard the researcher narrowed the scope to be limited to the Sekyere Central District Assembly.

1.7. Limitation

This section pertains to structural challenges that the researcher may affect the results of the study. According to Lutabingwa and Nethonzhe (2006, p.700), it is part of the responsibilities of researcher to make sure that the shortcomings in the research are made known to the readers. In this regard, the limitations and problems that were experienced in this research pertain to time, financial constraints and other logistical issues. The fact that some Assembly and other documents are classified and are not available to the public such as documents from the HR department pertaining to their training conducted, and memos, it was a constraint in the research process. However, these limitations did not impact on the results in terms of validity and reliability due to my familiarity with the management as an employee of the Sekyere Central District Assembly.

1.8 Organisation of the study

This research dissertation is into five (5) chapters as follows: Chapter one includes the general introduction, which provides a background overview of the study. It discusses the problem statement, the objectives of the study and its assumptions, the scope of the study, justification of the study. It also looks at the

methodology adopted for the study and the limitations of the study. Chapter two examines some related literature on previous works done on the topic from a global perspective. It looks at the thematic areas stated in the objectives sought achieve. Chapter three includes the methodology where the profile of the area as per population and economic activities carried out. The research design and the sampling procedure for data collection are also under this chapter. Chapter four involves a presentation, data analysis findings and discussion of the study. It presents findings of the study based on the information gathered from the field. It attempts to look at the research objectives by first describing the academic level of respondents. Chapter five present a summary of the findings of the study. This chapter also presents conclusions drawn based on the findings of the study, and recommendations made for consideration.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The previous chapter introduced the study based on among others, the background characteristics, problem statement, objectives and questions as well as the significance of the study. This current chapter will review relevant theoretical and empirical literature that will situate the study within an existing body of knowledge. Based on the research questions of the study, literature on the effectiveness of Human Resource Management (HRM) practice such as; HRM challenges and theoretical framework, recruitment and selection, training and development, reward and compensation systems and also performance appraisal are outlined. Furthermore, there is an exploration of how these processes take place and employees perceptions regarding these processes and their performance, it also touches on the overview of the public service and the local governance system of Ghana. In doing so, an attempt is made to identify gaps in the literature, which provide the opportunity for further research.

2.2.1 The Concept of Human Resource Management

At first, Human Resource Management (HRM) developed as a US management concept, which gives prominence to the individual worker and the call to see people in an organisation as assets instead as a cost (Wilkinson 1990; Beaumont 1992). Despite the fact that it is more often than not acknowledged as the contemporary management practice, the theory is still left undefined as it is applied in different ways. To Guest (1987), three foremost approaches to HRM exists. These are Firstly, HRM as a new name for personnel management, indicating that organisations

ought to christen their personnel unit without essentially altering practices. The second approach to HRM is a new thought process of re-organizing workers roles and describing the function of personnel unit. The third approach is HRM as an absolute new approach for management with a unique philosophy which lie in assimilation of human resource into strategic management and the emphasis on satiated and positive use of these resources. Guest, (1987), therefore defined HRM as:

“A set of policies designed to maximize organisational integration, employee commitment, flexibility and quality of work. Within this model, collective industrial relations have at best only a minor role” (Guest 1987). Guest, (1987), definition suggests that HRM is more individualistic and unitary in nature.

According to Armstrong (2009), HRM means a strategic and rational way in managing most cherished assets -the employees, who work to ensure the achieve its objectives. Chadwick and Dabu, (2009) note that human resources which are valued, matchless, and cannot be replaced easily if handled well can give firms competitive edge in the industry. Schneider (1994) also defines human resource management as “the policies, practices and procedures use for the attraction, selection and management of employees”. This suggests that at the core of HRM is people management. The practice of HRM is underpinned by the assumption that, those that work in firms are the most valued resource in whose hands the firm’s performance largely resides. For that reason, there is a need for organisations to develop and effectively implement the right array of HR policies and processes which are needed to ensure HR has significant impact on organisational performance. According to Colbert and Kurucz (2007), HR can have an impact on organizational sustainability (in terms of economic prosperity, political and social justice, environmental parity, education, health and peace) by coming out with setting premise for dialogue on what

sustainability is in comparison with corporate goals as well as nurturing the skills among all levels of employees in achieving the set object.

Storey (1992) seminal work fosters the unitary aspect of HRM as efficient management that reiterate employees' devotion to the realization of organisations goals.

Storey (1992) thus, defines HRM as: “a distinctive approach to employment management that seeks to achieve competitive advantage through the strategic deployment of highly committed and capable workforce, using an integrated array of cultural, structural and personnel technique”.

On the other hand, Legge (1998) took a different perspective from the optimistic viewpoint by Guest (1997) and Storey (1992) as previously declared, by arguing that HRM policies are tailored primarily to drive management's interest. The wellbeing of staff only comes into play when looking at the objective. The preceding narrative mirrors both hard and soft side of HRM as set in the Michigan and Harvard models in that order (Fombrun et al. 1984; Beer et al. 1984).

Nevertheless Hendry and Pettigrew (1990), take a differing view away from the hard and soft debate. In their argument it was stated that it is essential to go a step from prescriptivism to descriptive analysis of configuration and making processes of organization. They put forward that, to come up with the essential framework to be able to comprehend these configurations and strategies are critical fortification of HRM. The varied unsuited stance of HRM is been dissolved by Keenoy (1999) in his hologram discussion by coming up with the concept known as a “*complex holistic process*” which is to gain an in-depth appreciation one has to factor in the diverse forms it takes like the hologram. An all-inclusive abstract of the different views of HRM was presented by Armstrong (2001) as: “a strategic and coherent approach to

the management of most valued assets: the people working there who individually and collectively contribute to the achievement of its objective”. Aside the unitary view of HRM stated in the earlier section, an additional cardinal feature of Management of human resource is the transfer of responsibility to divisions and departments or unit heads. The general view is that unit/ divisions/ department heads are indispensable factor for the effectiveness of HRM practices irrespective of the nature of the concept in question. In Lowe (1992) reaffirmation, he added that unit/ department heads contribute significantly in the implementation of human resource management hence, the role of heads focuses not only on technical responsibilities; however, it has a role in enhancing the human aspect of HRM (Poole and Jenkins 1997).

The practice of HRM across regions is at variance as put forward by Budhwar and Debrah, (2001) this is not only at economic development level, however, also at socio-cultural and traditions levels as witness in some various developing countries across Africa

Looking at the views put forward by proponents of human resource management, it is therefore understood as an approach which should be strategically plan to comprehensively and coherently take into account the treatment of human resource as an organizational asset valued instead of cost and also factored in the commitment and responsibility of management in the execution and delivery of HRM. Drawing knowledge from the discussions so far, this study seeks to provide an empirical basis of how HRM is perceived in the Local Government Service of Ghana

2.2.2 Human Resource Management in Ghana

Comparatively HRM research conducted in Ghana is nowhere close to work done in other African countries like Kenya, South Africa and Nigeria. Nonetheless, Debrah (2001) among other writers, have given an overview of current HRM practices found in Ghanaian organisations as they include, training, staffing, performance appraisal and reward. The evolving nature of Human resource management practice in Ghana emanated from the systems of practice by British Colonial administration, as Budhwar and Debrah (2001) indicated, practice was brought into the country as a result of Western labour management practices. A difference exists between HRM practices found in public service organisations and those of private enterprises (Debrah, 2001). However, he argues that in both cases, HRM in Ghana is fraught with a lot of bureaucratic processes. Debrah (2001) notes that the fairness associated with the practice of HRM in the West is largely tainted by certain Ghanaian traditions and cultural issues, for instance, the Ghanaian belief that management knows best, this creates authoritative managers and threatens employee involvement in decision-making thus rendering the practice nonexistent, whilst nepotism, favoritism, cronyism and political interferences rather than competence has coloured recruitment and selection as well as promotions. Budhwar and Debrah (2001) also found that, a number of African cultures including Ghana, employees continue to attach prominence to traditions, socio-cultural, customs and political issues, this results in the introduction of an element of preconception in HR functions like recruitment and selection, performance appraisal, promotion, demotion, and compensation.

Abdulai (2000) in his paper “examining the constitutional provisions or prescriptions relevant to HRM in Ghana”, noted that the Fourth Republican Constitution of Ghana laid down some key process to follow when it comes to human resource management that is Recruitment and Selection, Women and Equal Employment opportunity, Employee Rights and Welfare, Human Resource Development Policy, and Compensation and Benefits among others. In spite of this, Ghanaian organisations rarely give practical attention needed to human resource management issues, consequently, ensuing in a lack of set out policies direction to HR practice.

2.2 Policies on HR Management and Development By The Public Policy Commission

The Public Policy Commission was set up in 2012. Its purpose and function is stipulated below:

- Advise Government on the criteria for appointment to public offices as well as persons to hold or act in Public Services.
- Promote efficiency, accountability and integrity in the Public Services.
- Prescribe appropriate systems and procedures for the management of personnel records within the Public Services.¹
- Identify, explore and promote the recruitment of suitable personnel into the Public Services acting in collaboration with educational authorities.
- Undertake planning of manpower requirements of the Public Services using data from the educational institutions and other sources.
- Improve recruitment policies and techniques by introducing modern methods of judging suitability of officers.

- Conduct examinations and interviews for appointment to posts and for promotions in the public Service or within public corporations to ensure uniformity of standards of selection and qualifications.
- Review the organization, structure and manpower requirements of agencies and bodies in the Public Services and advise Government on such manpower rationalization as may be necessary for maximum utilization of human resources in the Public Services.
- Oversee the human resources development activities of the Public Services organizations to ensure career planning and career development in the Public Services.
- Conduct in collaboration with training institutions, personnel research into human resources management in the Public Services in order to improve personnel practices and their utilization in the Public Services.
- Perform any other duties assigned to it under the Constitution or any other enactment.

The objectives include:

- Upgrade the capacity of the Public and Civil Service for transparent, accountable, efficient, timely, effective performance and service delivery
- Strengthen institutions to offer support to ensure social cohesion at all levels of society,
- Rationalize and define structures, roles and procedures for state and non-state actors,
- Deepen on-going institutionalization and internalization of policy formulation, planning, and M&E system at all levels.

2.2.1 Human Resource Management Policy Framework and Manual for the Ghana Public Policy (UNDER PSC)

- This Framework came into effect in April 30, 2015 and applies to the public services of Ghana as defined by Article 190 of the 1992 Constitution of the Republic of Ghana. Its major purpose and function is to create a framework, which outline the principles that will guide the approach to human resource management, governance and the development of human resource management policy in the public service. It also sets out the principles that will effectively foster excellence in people management. The objects stated in the policy statement are as follows:
- Provide a framework for equal treatment of all public servants by applying the same standards and principles in matters that concern public servants;
- Plan for staffing, human resource development and organizational capacity building tailored to service delivery needs;
- Develop a culture of customer care and of approaches to service delivery that are sensitive to the needs of the public, especially the poor and the vulnerable through training;
- Implement monitoring and evaluation mechanisms and structures designed to measure performance and reward high performance while sanctioning persistent poor performance;
- Form partnerships with the Private Sector and Civil Society Organization's to ensure better service delivery. It also stated that, the status of Ghana as a lower middle income country, the emerging vocal

and discerning civil society makes it development imperatives which is coupled with the rapid technological advancement worldwide, and therefore leave the Public Service of Ghana with no choice than to transform itself into an ethical, responsive and citizen-oriented Service that provides high quality and timely services to the Ghanaian public. The most critical resource for economic transformation is the human resource, which must be managed well. In the current circumstances where about 70% of tax revenue goes into Public Servants emoluments, managing human resources effectively and strategically must be the corner stone of the wider transformation of the Public Service.

The model provided above offers a foundational backdrop that is made up of the eight (8) key pillars of the HRM functions of the Ghana public services. It comprises all major components of a modern human resource life cycle and written in a manner that reflects the interrelationship and interdependency of each component, which further strengthens the model as a whole. Each pillar is a precursor to a specific policy statement and procedural guidance that forms a comprehensive summary of policies and procedures under it. In the Ghana Public Service, an effective and integrated HRM plan shall consider all aspects of managing people and shall be directly linked to business priorities and key environmental factors, including relevant trends and risks based on (Potentials, Opportunities, Constraints and Challenges) POCC analyses. The planning process shall be strategic, integrated and practical and will consider both short-term and long-term requirements as the policy noted. Organizational structures shall be developed and updated in a manner that is consistent with the MDAs' and MMDAs' mandates and priorities. The design ensures

structural stability, optimal layering and appropriate span of control, considering current and future operational requirements (as stated in the policy document).

2.2.2 Human Resource Operational Manual for Metropolitan, Municipal and District Assemblies (Under Local Government Service)

This manual was launched in 2013 with the purpose and functions as follows, “the general purpose of this Human Resource Operational Manual (HROM) is to communicate the basic personnel policies, practices and procedures to aid the managerial employees in the efficient and effective management of the business of the Local Government Service. The Manual covers Recruitment, Selection and Retention of employees, Training and Capacity Building, Promotion, Human Resource Planning, Posting and Transfers, Performance Management, Compensation, Diversity and Gender Main Streaming, Code of Ethics/Discipline, Leaving the Local Government Service, among others.” The intended objective of this guidebook is to clearly make available a well-structured guideline of Human Resource Management and Development in the LGS of Ghana. The principal sources of information in this manual are extracts from the protocols of the Service (i.e. Conditions of Service, Scheme of Service, Code of Conduct and other relevant legislations of the Service). The guide is not supposed to replace with the protocols of the Service; it’s to be used alongside the Service protocols and legislations and be use as a quick reference to the staff of LGS in particularly those entrusted with the responsibility of managing staff such as the Human Resource Practitioners and Senior Managers. “The enactment of Legislative instrument 1961 (LI 1961) and the Local Government Act, 2003 (Act 656) marked the commencement of the functioning of the decentralized Departments at the Metropolitan, Municipal and District level as Departments of the various Assemblies.

The LI 1961 also transferred the staff of the decentralized Departments of the Metropolitan, Municipal and Districts from the Civil Service to the Local Government Service. This places the Local Government Service at the centre of Administrative Decentralization in the country with enormous responsibility of managing and developing the Human Resource of the Assemblies.”

2.2.3 HRM Challenges and Theoretical Framework

A theory can be defined as an assumption used to explain something and how it works Ncube (2016). Swanson (2013) posits that theories are framed chiefly to give clarity, forecasting, and comprehending occurrences. A theoretical framework can be said to be the one that establishes and explains the theory and why the research problem being studied exists. Theoretical Framework seeks to direct the research and establishes what to be measured and how statistically they relate Ncube (2016). Mathis and Jackson (2004) indicate that the major challenge that confronts HRM include economic and technological changes, availability and quality of workforce, demographical changes and workforce diversity, a growing number of contingent workers, and change. Apart from the above challenges, Kane and Palmer (1995) mentioned that the external and internal environments have potential influences on HRM policies and practices. The external influences include international and national economic changes such as the recent worldwide recession, technological changes, changes in regulation and legislation, and the changes in traditions and culture. The internal influences on the HRM policies and practices include; size and structure, values of the top management, and power and politics within. In addition to these internal and external factors, Kane and Palmer (1995) and Ncube (2016) mentioned the academic and professional influences on HRM policies and practices

since the knowledge base of HR practitioners are acquired from peers, education and available literature (Terpstra, 1994). The study examines the perception of HRM functions among Ghanaian public sector professionals in local government service using the HRM evaluation model by Smilansky (1997) and the theoretical framework of Jacobs (2004). According to Smilansky (1997), the overall purpose of HRM practice is to enable management to enhance the individual and collective contribution of people to the short and long-term success of the organisation. This HRM evaluation model is based on five clusters namely;

Strategy and Organization: The contribution of HR practitioners to the development and review of the organization's strategy, culture, structure, and work processes to improve effectiveness and to ensure they support the long-term strategy.

Resourcing: This includes developing and maintaining resourcing strategy and plans to consider the strategic needs of the organization, and recruiting and deploying people efficiently.

Development: This includes developing and maintaining resourcing strategy and plans to enhance employee performance in order to improve the organization's long-term competitive position, providing long-term individual development and team development, and establishing performance planning.

Reward Management: This includes developing and maintaining total remuneration strategy and plans, establishing levels of remuneration for jobs and people, developing and managing effective employee benefits and expenses, and paying the employees.

Relations with Employees: This includes developing and maintaining strategy and plans for all employee relation's activities, ensuring employee commitment in times of change, and promoting effective internal communication.

2.3 HRM Practices

Number of research on HRM practices have been conducted from time to time and researchers have identified different practices by different names. As quoted in (Kok Jan de et al., 2003), researchers variously refer to certain sets of HRM practices influenced by the HRM profession as “best practice,” or “high-performance” (Huselid, 1995), Pfeffer (1998), argued the most appropriate term is “Best HRM Practices”. But according to Chandler and McEvoy (2000), one of the lingering questions in HRM research is whether or not there is a single set of policies or practices that represents a ‘universally superior approach to managing people’. Theories on best practices or high commitment theories suggest that universally, certain HRM practices, either separately or in combination, are associated with improved performance. Researchers have also found that those well-paid, well-motivated workers, working in an atmosphere of mutuality and trust, generate higher productivity gains and lower unit costs (Boxall, 1996; Lowe and Oliver, 1991; Pfeffer, 1994). Armstrong (2009) has indicated that the ‘best practice’ rubric has been attacked by a number of commentators. Cappelli and Crocker-Hefter (1996) comment that the notion of a single set of best practices has been overstated: ‘there are examples in virtually every industry or firms that have very distinctive management practices. Distinctive human resource practices shape the core competencies that determine how institutions compete.’ Purcell (1999) has also criticized the best practice or universalist view by pointing out the inconsistency between a belief in best practice and the resource-based view that focuses on the intangible assets, including HR, that allow the firm to do better than its competitors. He asks how can ‘the universalism of best practice is squared with the view that only some resources and routines are important and valuable by being rare and imperfectly imitable?’ In

accordance with contingency theory, Armstrong (2009) emphasizes the importance of interactions between organizations and their environments so that what organizations do is dependent on the context in which they operate, it is difficult to accept that there is any such thing as universal best practice. He further posits that what works well in one organization will not necessarily work well in another because it may not fit its strategy, culture, management style, and technology or working practices.

Several attempts have been made from time to time by different researchers to identify the type of HRM practices in different sectors. Initially Pfeffer (1994) identified 16 practices, which denote best practice. This was later refined to the following seven practices:

1. Employment security
2. Selective hiring
3. Self-managed teams/team working
4. High compensation contingent on organizational performance
5. Extensive training
6. Reduction in status difference
7. Sharing information

According to Armstrong (2009), the following list was drawn up by Guest (1999) Selection and the careful use of selection tests to identify those with potential to make a contribution:

- Training, and in particular a recognition that training is an ongoing activity.
- Job design to ensure flexibility, commitment and motivation, including steps to ensure that employees have the responsibility and autonomy fully to use their knowledge and skills.

- Communication to ensure that a two-way process keeps everyone fully informed.
- Employee share ownership programmes to increase employees' awareness of the implications of their actions on the financial performance of the organisation.
- While in one another study, Redman and Matthews (1998) identify an 'HRM bundle' of key practices which support service organizations quality strategies, these being:
 - Careful recruitment and selection, for example, 'total quality recruitment', 'zero defects recruitment', 'right first time recruitment'.
 - Extensive remuneration systems, for example, bonuses available for staff willing to be multi-skilled.
 - Team working and flexible job design, for example, encouraging a sense of cohesiveness and designing empowered jobs.
 - Training and learning, for example, front line staff having enhanced interpersonal and social skills.
 - Employee involvement, for example, keeping employees informed of key changes in the organization.
 - Performance appraisals with links to contingent reward systems for example, gathering stakeholder's feedback to recognize the work by employees over and above their expected duties, which in turn is likely to lead to a bonus for staff.

Delery and Doty (1996) identified seven strategic HR practices, i.e. ones that are related to overall organizational performance: the use of internal career ladders, formal training systems, results-oriented appraisal, performance-based compensation, employment security, employee voice and broadly defined jobs.

However, Becker and Gerhart (1996) argue that the idea of best practice might be more appropriate for identifying the principles underlying the choice of practices, as opposed to the practices themselves. Perhaps it is best to think of ‘good practice’ rather than ‘best practice’.

2.3.1 Recruitment and Selection

Recruitment is simply the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to do the job Armstrong, (2009) and according to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. However, according to Barber (1998) “Recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees”. Similarly Newell and Shackleton (2000) refer to recruitment as “the process of attracting people who might make a contribution to the particular organization”. Both these definitions highlight a primary objective of recruitment, and that is to identify and attract future employees.

Whereas recruitment is aimed at attracting individuals to an organization, selection is aimed at identifying the most qualified from among those individuals. Bratton and Gold (2003) define selection as “the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements”.

The focus of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyse, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995). Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants

for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of pre-screening and identification will not likely improve (Mullins, 1999).

2.3.2 Recruitment and Selection Process

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations.

Recruitment and selection also has an important role to play in local governance operations in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment Dessler (2000). Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Organisations have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security. The first few activities

of human resource management are recruiting and selecting which deal with the actions concerned, and the recruiting is also less frequently alerted in human resource information system recently. Besides, e-recruitment on the web being the current trend for the recruitment and selection processes can further distinguish many activities of the processes.

Dessler (2000) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made. In an increasingly global and sophisticated marketplace, Iles (2001) has noted that recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection has become increasingly important as one way of delivering behaviours seen as necessary to support organizational strategies.

2.3.3 Challenges of Recruitment and Selection

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates institutions strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective

recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004)

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under-qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used in the selection process. There is the need to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfil the requirements of organisations, and the skill levels presented by each new recruit is likely to be judged better if the supervisors are involved in the recruitment and selection process. (Dess and Jason, 2001) suggest that in organisational strategy implementation the involvement of supervisors in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet organisational needs. In other words, the supervisors are the owners of the recruitment and selection process along which the HR play a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001). Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, (2002) early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status. Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

2.4 Training and Development

Training involves an expert working with learners to transfer to them certain areas of knowledge or skills to improve in their current jobs (McNamara, 2008). Armstrong (2009) explains that development is concerned with ensuring that a person's ability and potential are grown and realized through the provision of learning experiences or through self-directed (self-managed) learning. It is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required while he further noted that training involves the application of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily. McNamara (2008) posit that development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future.

2.4.1 Process of Training

According Cole (2002:330), in his book Personnel and Human Resource Management, described training as a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task, for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force, to mention but a few. Training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively Gordon (1992). Pheesey (1971) defines training as the systematic

process of altering the behavior and or attitudes of employees in a direction to increase the achievement of organizational goals. This means for any organization to succeed in achieving the objectives of its training program, the design and implementation must be planned and systematic, tailored towards enhancing performance and productivity. According to Armstrong (2009), expressing an understanding of training emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood, this was also affirmed by Sherman et al (1996). They expressly indicated that the success of a training program depends more on the organization's ability to identify training needs and the care with which it prepares the program so that if the trainees do not learn what they are supposed to learn, the training has not been successful. They further indicated that training experts believe that if trainees do not learn, it is probably only because some important learning principle had been overlooked.

McGhee et al (1996) wrote on the nature of learning and said learning is a term used to describe the process by which behavioral changes results from experience. They also said the fact that learning has occurred could only be inferred from a comparison of an individual's behavior prior to the experiences of specific kinds of task. This is not to say that there has been no learning if there is no overt behavioral change. Since training generally is intended to provide learning experiences that will help people perform more effectively in their jobs, organizational training should follow the learning principle. Training therefore can be explained as a planned and systematic effort by management aimed at altering behavior of employees, in a direction that will achieve organizational goals. A formal

training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge, McGhee et al (1996)

2.4.2 Benefits of Training

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators, which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. According to Cole (2002) training can achieve:

- High morale - employees who receive training have increased confidence and motivation;
- Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- Lower turnover – training brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided;
- Change management- training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;
- Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;
- Give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and
- Help to improve the availability and quality of staff.

Derrick et al (2000) looked at the training environment and the structure of organizations, and emphasized on the effects of internal political and cultural factors on training and development. Sherman et al (1996) argues that many new employees can be equipped with most of the knowledge, skills and attitudes needed to start work, but others may require extensive training to ensure their effective contribution to the organization. A majority however, will require some type of training at one time or another to maintain an effective level of job performance. According to Krietner (1995), no matter how carefully job applicants are screened, typically a gap remains between what the employee does know and what they should know. An organization which desires to gain the competitive edge in its respective industry, needs among other things, extensive and effective training of its human resources. Casio (1989) puts it this way “The economic and technological trends, the pace of innovation, change and development are growing faster year-by-year and as a result, provide clear signals that training and development are so relevant that both organizations and individual stakeholders must give a serious attention to.

2.4.3 Human Resource Development (HRD)

One of a manager's most important jobs is to manage the employee development, which includes his/her personal growth and career development Maund (2001). In previous business environments, career planning was handled mainly by the organization, which employed an individual, who was likely to be in that organization's employment for life. However, nowadays the work environment is rapidly changing with increasing work mobility bringing about alternatives and potential for almost any worker, (Maund 2001). Kerka (1998) defines development, as an organized approach used to achieve employee goals with the business needs of

the agency workforce development initiatives. According to the author, the purpose of development is to;

- Enhance each employee's current job performance
- Enable individuals to take advantage of future job opportunities
- Fulfill agencies' goals for a dynamic and effective workforce

However, there is a rigorous conceptualization of distinction between development and training in the literature as was provided by Nadler and Wiggs (1988). According to these authors, HRD activities primarily comprise training, education and development. Training is the first most common HRD activity. Training is short-term oriented. It focuses on the employee learning the skills, knowledge and attitude required initially to perform a job or improve/ enhance on the performance of a current job or task. Werther and Chandler (2011) also viewed training as a short-term organizational concern, which involves helping employee to execute their jobs. Development on the other hand, is concerned with an employee's future responsibilities and/or job. A second important HRD activity is education. It is long – term oriented undertaking, which focuses on learning new skills, knowledge and attitudes that will equip an individual to assume a new job or to do a different task at some predetermined future time. Development is the third HRD activity, according to Nadler and Wiggs (1988); development is oriented to both the person and organization. It is both a present, as well as a future concern. This is no doubt that a greater similarity exists between training and development. Both development and training involve a learning experience. Not differing far from the above, Aly-Khayyat and Elegamal (1997) believe that although training and development are similar, the training methods used to execute them are different. While training is concerned primarily with the use of lectures, practical sessions and/or exercises and workshops,

development utilizes methods such as job rotation, learning centers, and available literature (e.g. library). Development is also employee self-initiated and voluntary. Armstrong (2009) posits that development takes the form of learning activities that prepare people to exercise wider or increased responsibilities. In development programmes there is an emphasis on self-directed learning as described above, personal development planning (together with learning contracts) and planned learning from experience. Based on the aforementioned explanation, Armstrong (2009) laid down a model, which he termed the ‘Stages of personal development planning’:

- Analyze current situation and development needs. This can be done as part of a performance management process.
- Set goals. These could include improving performance in the current job, improving or acquiring skills, extending relevant knowledge, developing specified areas of competence, moving across or upwards in the organization, or preparing for changes in the current role.
- Prepare action plan. The action plan sets out what needs to be done and how it will be done under headings such as outcomes expected (learning objectives), the development activities, the responsibility for development (what individuals are expected to do and the support they will get from their manager, the HR department or other people), and timing.
- Implement. Take action as planned.

2.5. Performance Appraisal and Reward Systems

Performance appraisals are one of the most important requirements for successful organisation and human resource policy (Kressler, 2003). Rewarding and

promoting effective performance in organizations, as well as identifying ineffective performers for developmental programs or other personnel actions, are essential to effective human resource management (Pulakos, 2003). The ability to conduct performance appraisals relies on the ability to assess an employee's performance in a fair and accurate manner. Evaluating employee performance is a difficult task. Once the supervisor understands the nature of the job and the sources of information, the information needs to be collected in a systematic way, provided as feedback, and integrated into the organization's performance management process for use in making compensation, job placement, and training decisions and assignments (London, 2003). Performance evaluations have been conducted since the times of Aristotle (Landy, Zedeck and Cleveland, 1983). The earliest formal employee performance evaluation program is thought to have originated in the United States military establishment shortly after the birth of the republic (Lopez, 1968). The measurement of an employee's performance allows for rational administrative decisions at the individual employee level. It also provides for the raw data for the evaluation of the effectiveness of such personnel- system components and processes as recruiting policies, training programs, selection rules, promotional strategies, and reward allocations (Landy, Zedeck and Cleveland, 1983). In addition, it provides the foundation for behaviorally based employee counselling. In the counselling setting, performance information provides the vehicle for increasing satisfaction, commitment, and motivation of the employee. Performance measurement allows the organization to tell the employee something about their rates of growth, their competencies, and their potentials. There is little disagreement that if well done, performance measurements and feedback can play a valuable role in effecting the

grand compromise between the needs of the individual and the needs of the organization (Landy, Zedeck and Cleveland, 1983).

2.5.1 Reasons for Performance Appraisals

Performance appraisals should focus on three objectives: performance, not personalities; valid, concrete, relevant issues, rather than subjective emotions and feelings; reaching agreement on what the employee is going to improve in his performance and what you are going to do (McKirchy, 1998). Both the supervisor and employee should recognize that a strong relationship exists between training and performance evaluation (Barr, 1993). Performance appraisal according to Fletcher, (2001) has become a term used for a variety of activities through which organizations seek to assess employees and develop their competence, improve performance, and allocate rewards. Grote (2002) identified the following are purposes of performance appraisal:

- Providing feedback to employees about their performance.
- Facilitating decisions concerning pay increases, promotions, layoffs.
- Encouraging performance improvement.
- Setting and measuring goals.
- Determining individual and organizational training and development needs.
- Confirming that good hiring decisions are being made.
- Provide legal support for personnel decisions.
- Improving overall organizational performance

Thomas and Bretz (1994) provide several additional purposes for performance appraisal including motivating employees, assessing employee potential, improving working relationships, assigning work more efficiently, and

assisting in long-range planning. Generally speaking, performance appraisal serves two basic purposes: the first is evaluative (or administrative) as the term “appraisal” implies, and the second is developmental (Brinkerhoff and Kanter, 1980; McKinnon, 1993; Rynes, Gerhart and Parks, 2005). The developmental function is forward looking, directed towards increasing the capacity of employees to be more productive, effective, efficient and satisfied in the future. It covers such things as job skills, career planning, employee motivation and effective coaching between managers and subordinates. It is any endeavor concerned with enhancing attitudes, experiences and skills that improve the effectiveness of employees (Boswell and Bourdeau, 2002).

2.5.2 Difficulties / Challenges Encountered with Performance Appraisal

The challenges associated with the design, implementation, and functional use of appraisal systems are well documented, and they continue to be frustrating to both academics and practitioners Longenecker and Nykodym (1996). In this section I will present four studies indicating some of the problems or challenges with performance. In one review of appraisal literature, the authors found that regardless of an appraisal program’s stated purpose, there were few studies that showed positive effects Bernadin, Hagan, Kane and Villanova (1998). In another study, it was reported that many organisations are not satisfied with their performance appraisal systems and procedures McNerney (1995). In a study of 243 managers from 25 Fortune 1000 service and manufacturing companies, 76% of the managers said they were less than satisfied with the performance appraisal process Longenecker & Fink (2007). There has been considerable research concerning the use of performance appraisal for multiple uses (i.e., evaluative and developmental). The question being asked is

whether or not performance appraisal can be used simultaneously for both evaluative purposes and for developmental purposes. The results have often yielded conflicting findings and conclusions (Boswell & Boudreau, 2002). Some research has indicated that the developmental and evaluative uses of performance appraisal are incompatible and should not be used together, while other research has indicated that there is either no correlation, or a slight positive correlation, when they are used together.

When conducting performance appraisals on any level, it is important to keep in mind the common challenges to avoid. *These challenges according to Maddux (1993) may include but are not limited to:*

- Bias/Prejudice: Political, race, religion, education, family background, age, and/or sex.
- Trait assessment: Too much attention to characteristics that have nothing to do with the job and are difficult to measure.
- Over-emphasis on favorable or unfavorable performance of one or two tasks that could lead to an unbalanced evaluation of the overall contribution.
- Relying on impressions rather than facts.
- Holding the employee responsible for the impact of factors beyond his/her control.
- Failure to provide each employee with an opportunity for advance preparation

2.5.3 Reward Systems

Rewarding people according to Armstrong (2009) involves reward management processes concerned with the design, implementation and maintenance of reward systems that are geared to the improvement of organizational, team and individual performance. It includes both financial and nonfinancial rewards. The US

term 'compensation' is sometimes used as an alternative to reward but it seems to imply that work is an unpleasant necessity for which people have to be compensated rather than spending their time more profitably elsewhere. Kaplan (2005) has noted that the objective of organisations for using reward systems is to attain, retain and motivate employees to perform well for them. And this is most often done after appraisal. Schaufeli et al. (2002) stress on the importance of rewards in order to combat burnout, which is typically experienced by most employees on the job. Individuals, who experience burnout in their work, typically do not feel fulfilled. They also tend to have negative outlooks, and they also approach the tasks at hand with less vigor and dedication, especially in the public sector. Armstrong (2009) enumerates some essential features of reward systems in an organization and they help management among other things that is:

supports the achievement of the business strategy;

integrated with other HRM strategies, especially those concerning human resource development;

- Based on a well-articulated philosophy – a set of beliefs and assumptions that are consistent with the HRM philosophies of the business and underpin the ways in which it proposes to reward its employees;
- Adopts a 'total reward' perspective that recognizes that there are many other and possibly more powerful ways of rewarding people besides financial rewards;
- Appreciates that if HRM is about investing in human capital, from which a reasonable return is required, then it is proper to reward people differentially according to their contribution (i.e. the return on investment they generate);

- Focuses on the development of the skills and competencies of employees in order to increase the resource-based capability of the firm (pay for competency or skill);
- Itself an integrated process that can operate flexibly;
- Supports other key HRM initiatives in the fields of resourcing, employee development and employee relations Armstrong (2009).

2.5.4 Types of Rewards

Previous literature recognizes rewards to be of both intrinsic or extrinsic nature Mahney and Lederer (2006). Intrinsic rewards are those rewards existing in the job itself, for instance interesting and challenging work, while extrinsic rewards are tangible, such as salary or bonuses Hertzberg (1987). Building upon previously constructed reward dimensions Chen, Ford and Farris (1999) used this in a study aiming to find how different reward types benefit organisations. The following describes the different types of reward used in their study which were intrinsic rewards such as autonomy and responsibility, collective rewards for instance profit sharing and medical insurance, variable (individual) rewards such as a monetary bonus, fixed (individual) rewards, salary increase, and socio- emotional rewards including for instance awards and recognition. Intrinsic, collective and collective socio-emotional were also identified, however disregarded since such rewards seldom are used in public service Chen, Ford and Farris (1999). Table 2.1. below illustrates examples of rewards belonging to the different types.

Table 2.1. Organizational Reward Types

Intrinsic	Feelings of competence, autonomy, responsibility
Collective	Medical insurance, profit sharing (more egalitarian than individual). Rewards that is system-wide and provided to a broad classification of employees.
Variable	Rewards which are provided one time only, such as merit bonus
Fixed	Rewards which are added on base salary, such as merit pay increase
Socio-emotional	Awards recognition, (dinners, tickets has limited monetary value and counts therefore as non-monetary)

Source: Chen, Ford and Farris (1999)

2.6. Overview of the Local Governance Sector and the Ghanaian District Assembly System

The local government service sector seems to be undergoing through changes over the years. These changes have arisen as a result of successive government's agenda to bring governance to the doorstep of the citizenry. The history of local government is traceable to the colonial period, where chiefs and traditional authorities held military, political, and social power to administer the local affairs (Ahwoi, 2000), During the colonial dispensation there was an introduction of native authorities in 1878 and a subsequent enactment of Legislative Instrument 1961 (LI 1961) The current local government system in Ghana began following the promulgation of the Provincial National Defence Council (PNDC) Law 207 of 1988 (Ahwoi, 2000) and the Local Government Act, 2003 (Act 656) marked the commencement of the functioning of the decentralized Departments at the Metropolitan, Municipal and

District level as Departments of the various Assemblies, which transferred the staff from the Civil Service to the Local Government Service. This places the Local Government Service at the centre of Administrative Decentralization in the country with enormous responsibility of managing and developing the Human Resource of the Assemblies (LGS Manual 2013). The introduction was to make the assembly an executing and administrative authority and also a highest political decision making body at the local level whereas, regional coordinating council were given the supervisory and monitoring role over the assemblies. The erstwhile PNDC government increased the number of the DAs from 65 to 110. However, after Ghana had returned to the constitutional rule in 1992, the PNDC Law 207 of 1988 was succeeded by chapter 20 of the Constitution and replaced by the local government Act 462 of 1993. Currently, the total number of DAs stands at 256 (Ministry of Local Government and Rural Development in Ghana, 2018) due to the creation of new MMDA's by the Akufo Addo government. These increases of MMDA's is as a result of government's intention to improve service delivery to promote local level development and to deepen democracy,

2.6.1 Description of Metropolitan/Municipal/District Assembly

A metropolitan assembly is a unit under the local government, which has a population of 250,000 and above, Municipal assembly also has a population of 95,000 and a District assembly has a population of 75,000. Currently, Ghana has a total of 254 assemblies

2.6.2 The Structure of the District Assembly

The structure of a District Assembly is made up of the General Assembly, the Executive Committee and Sub-committees as well as the Coordinating Directorate and the Decentralised Departments of the District Assembly, the decentralised departments perform the technical function and therefore provide the technical expertise for local level development (ILGS, 2008). There are other Sub-district structures that perform functions delegated to them by the Assembly and others assigned by the legislative instruments (LI) establishing the Assembly. They include Sub-Metropolitan, Urban Councils, District Councils, Zonal Councils, Town/Area Councils and Unit Committees. Elections organized to elect officers into the General Assembly and other sub- structures under the local government are non-partisan as stipulated by Law, but in practice, partisan interest normally creeps in where political parties take keen interest by sponsoring candidates to do their bidding in decision making. The LI establishing the Local Government system gives the government of the day a prerogative to appoint one third (1/3) of the total number of Assembly members in addition to the elected members who are representative from their various Electoral Areas. Post (2001) indicates that decentralized structures offer greater opportunities for participation and subject public officials to popular control.

2.6.3 The Importance of HRMP in Local Government

MMDA being a branch of government that is closer to the grassroots encounter high expectations from the citizens. It is expected that Local Government is in a better position to understand the plight of the people and can deliver services, which will accordingly cater for the needs of the communities they serve. Assembly's performance, however, is not good enough to enable them to meet the expected needs

and the developmental goals of the states. This pressure is evidenced by service delivery complaints in communities, which have been on various news items in the country. Hence it is the argument of this research that employees that are better remunerated, trained, developed and encouraged to be initiative will have the ability to perform better and will deliver services effectively to meet DA's goals. Literature on HRM practices suggests that investing in HR in their training and development is related to a variety of benefits for both individuals and organisations (Buckley and Caple, 2007). As a return on investment, organisations would be expecting HRMP efforts to lead to desired direct results like a performance increase and indirect but job related results like retention and employee satisfaction Ncube (2016). Thus, giving particular attention to human resources development ceases to be a choice but a need if the organisation is to achieve its goals. The inability to develop employees could lead to not achieving set goals. In the same vein, if municipal staff is to deliver their services in an effective and efficient manner, they must be continuously developed. Therefore, organisations' HRD activities must be aligned to their corporate strategy Millmore *et al* (2007). If Local Government invests in HRD and training it will be rewarded with enhanced performance (Coetzee, 2007:37), because HRD enables organisations to build a workforce that will have the ability to cope better with change, meeting the ever increasing demands and to prepare future leaders of the organisation. Through HRD employees get an opportunity to develop skills that make them successful in their jobs and develop for the future. For a country like Ghana a skilled workforce also means an improved living standard of living for the entirety of its people.

Ghana National Development Plan identified that achieving the goal of transformation was in a way dependent on the improvement of the public services quality. The transformation requires that government be able to identify and overcome all the stumbling blocks to the achievement of improved outcomes, this include strengthening local government's capacity to play its role in the developmental state. Being at the forefront of increasing the living standards for all citizens, Local Government must be a facilitator, driver and/or enabler of initiatives that support the growth of an equitable and inclusive economy through sustainable service delivery. To be able to carry out such a heavy mandate, the key is good HRM practices, Kwon (2002) asserted that the argument that local government systems help to improve efficiency in the provision of basic public goods and services, according to the conventional wisdom, may remain true for developed countries, but this may not exactly be the case in the context of the developing countries, because in many developing countries, the management committees of the local government institutions are selected by the central government. Besides, local government institutions are also often "reoriented and reshaped by the central governments in response to emerging constraints and opportunities in society" (Kwon, 2002). In addition, local government institutions are also consistently facing new challenges in the performance of their roles in society. In view of this, Kwon (2002) doubted if the local government institutions in the developing countries have the capacity to provide basic public goods and services efficiently to the local citizens at the grass root levels.

2.6.4 Factors Affecting HRM Practices in Local Government

HRM practices differ from one organisation to another and the factors, which affect the HRM practices, in the local government service include external and

internal factors. As quoted by Ozutku and Ozturkler (2009), external and internal factors affecting HR practices differ significantly across countries. Some of the major potential influences are as follows:

2.6.5 External Factors

Kane and Palmer (1995) opine that external factors affecting HR practices are those pressures on institutions that cannot be controlled and changed in a favorable way in the short run. These factors include the following:

Economic Changes: Satow & Wang (1994) found that as a result of development of the global economy, the international dimension of HR practices has become more and more significant. The focus of HR practices has shifted from traditional topics such as internal selection and rewards to concepts such as globalization and international competition.

Technological Changes: Technology affects HRM to a greater extent because of high degree of interaction between technology and HR. Technology changes the way we work, the roles we undertake and the interactions through which work gets done (DeFillippi, 2002). Verkinderen and Altman (2002) argued that technology facilitates the growth of multinational organisations but generates simultaneous problem of “un-pudginess” among a geographically dispersed workforce. Garavan et al. (2008) suggested that technology lies at the heart of manufacturing industry. It provides a series of advantages. Technological developments alter the context of HR practices and the way they are implemented.

National Culture: Chandrakumara and Sparrow (2004) found that culture has crucial importance in organizations preferences in developing appropriate structure and methods for HR practices affectivity.

Industry/Sector Characteristics: Organizations can be classified into manufacturing and service organizations for the purpose of analyzing the HRM practices. The idea behind this classification is the fact that different production processes necessitates different HR practices.

Legislations /Regulations: Legislations and regulations are frequently cited as having a direct impact on HR practices (Kane and Palmer, 1995). Every country and organisation for that matter has developed a set of regulations for the management of human resources, so, the HRM practices have to be designed or modified according to these regulations.

Actions of Competitors: There are many ways in which institutions can gain a competitive edge or a lasting and sustained advantage over their competitors, among them being the development of comprehensive human resource practices (Jackson et al., 1989; Kane and Palmer 1995; Poole and Jenkins, 1996; Narsimha, 2000).

Action of Unions: Kochan et al. (1984) opined that the presence or absence of unions in organizations is a salient variable known to be associated with some HR.

2.6.6 Internal Factors

According to Milkovich and Boudreau, (1991), researchers have compiled a lengthy list of the organizational features related to the practice of HR. The important internal factors are as follows:

Size of Organization: McPherson, (2008) indicates that, a lot of organisations do not have structured HR practices, most especially the large ones. Jackson et al., (1989) notes that, there may be a need for a separate HR department at each functional level.

Organizational structure: According to Hudson et al., (2001), strategy and structure are important for the flexibility and integration of HR practices. There are significant structural differences between institutions that affect the design and implementation of HR practices

Operational Strategy: To gain competitive advantage, institutions use different competitive strategies. These strategies are more productive when they are systematically linked with human resource management practices. Organisations can improve their environment by making efficient choices about human resource practices that consistently support their chosen strategy (Milkovich and Boudreau, 1991; Schuler, 1992).

Human Resource Strategy: HR strategy is an important determinant of both intensity and diversity of HR practices (Gravan et al., 2008). As a rule HR practices are shaped in accordance with HR strategy. Therefore, organisations' HR activities must be aligned to their HR strategy (Millmore *et al.*, 2007).

History, Tradition and past practices: A number of closely related factors, such as history, traditions and past practices tend to generate resistance to change in most organizations (Pardo and Fuentes, 2003). **Power and Politics:** Tsui and Milkovich (1987) found that organizational power and politics as exercised by various constituencies are crucial determinants of HR practices.

Academic and Professional influence on HR Practices: HR staffs are often involved in the decision making process about HR policies and practices. Their

knowledge about alternative HR practices may represent important variables in their own right (Kane and Palmer, 1995). Therefore, there is the need for employees to get an opportunity to develop their skills that make them successful in their jobs and develop for the future

2.7 Summary of literature review

This chapter has presented a review of literature on the evolution of HRMP and its wider application to ensure performance. In the section on HRMP in relation to performance however, remains a strategy and tool for the promotion of HRM practices, and the results generated need to be applied through a management hierarchy. The section presenting how HRMP activities influence employee performance of local government and brings out a number of issues: i) Recruitment and selection which need to be done holistically, impartially and fairly ii) Training and development promote capacity building and team building and unity of purpose; iii) Reward and compensation ensure satisfaction iv) performance appraisal gather information on the performance of employees and area that need to be looked into by management.

2.8. Conclusion

HRM practices must be married with not just the strategic objectives but also the organizational culture, especially in the Ghanaian context. Reflecting a multidisciplinary interest, it is emphasized through this paper looking into the mechanisms by which human resource practices ultimately impinge upon the organizational performance and social service delivery. Employees will increase their performance when they perceive that recruitment and selection is fair and they are

getting competent hands to work with, Employees will also increase performance when they perceive that their development needs is a concern to the organization they work with. Reward and compensation system as a motivator to employees' performance has an influence on employees when they perceive that they are fairly administered. Last but not the least which is performance appraisal which takes the stock of how well/ or not well an employees are performing their jobs, when employees perceived the design of appraisal system is unfair they become unsatisfied their performance of their duty and a vice versa. The research makes proposition and hope that validity of this may be verified in the Ghanaian context by future empirical research.

CHAPTER THREE

RESEARCH METHODOLOGY

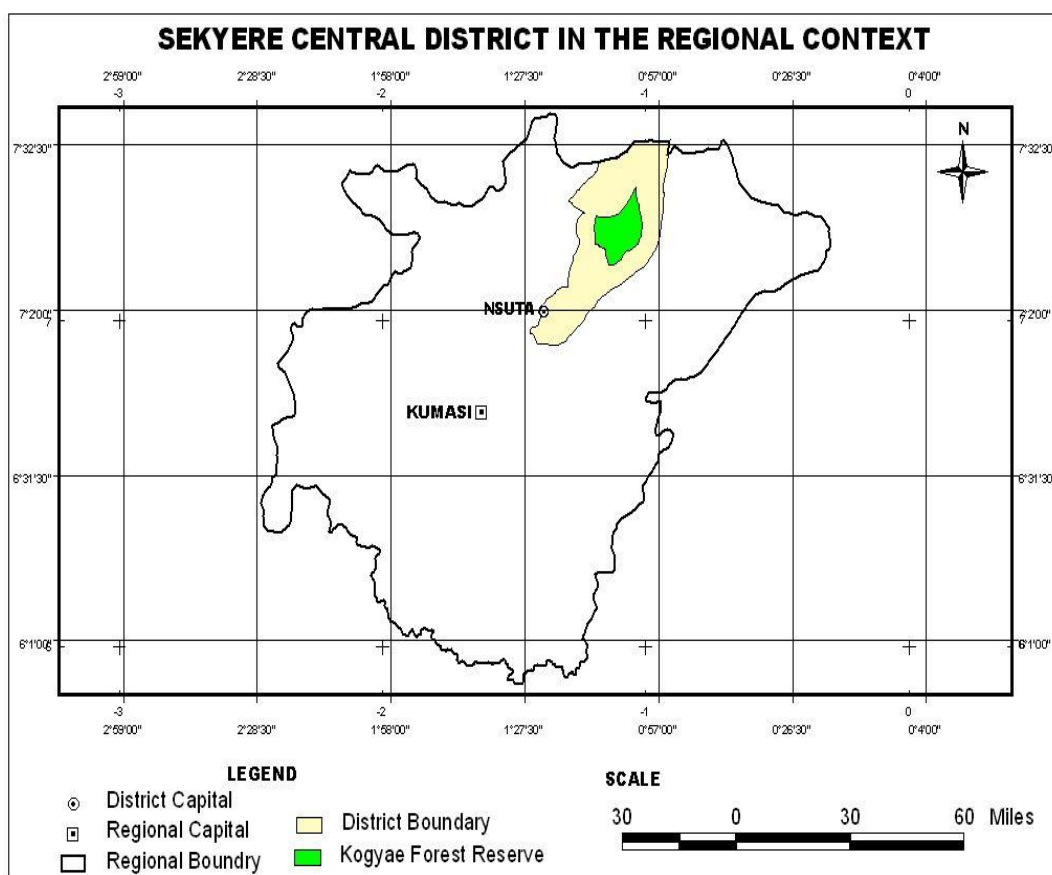
3.1. Introduction

This chapter gives the methodological directions employed to achieve the objective of the study. The chapter consists of the research design and approach, research process, study population and sampling techniques, sampling procedures and sample size, data collection instruments and procedure, data analysis, internal and external validity of the instruments, ethical considerations as well as summary of chapter.

3.2. Scope of the Study

3.2.1 Profile of the Sekyere Central District Assembly

The Sekyere Central District is one of the (47) Administrative districts in the Ashanti Region. It was out of the erstwhile Sekyere West District Assembly now Mampong Municipal in 2008 by Legislative Instrument (LI) 1841. It Created by the past President of the Republic of Ghana, John Agyekum Kuffour. It has about 150 settlements with Nsuta as the administrative capital with about 70 percent being rural. The rural areas are mostly found in the Afram Plains portion of the District where communities with less than fifty (50) people are largely scattered. The District is located in the northern part of the region and lies within longitude 0.05° and 1.30° West and latitude 6.55° and 7.30° North covering a total land area of about 1,631 kilometres square. The District shares boundaries with Sekyere East on the South, Mampong Municipal on the South East, Ejura- Sekyeredumasi Municipal on the East, Atebub- Amantin Municipal on the North and Sekyere Afram Plains.



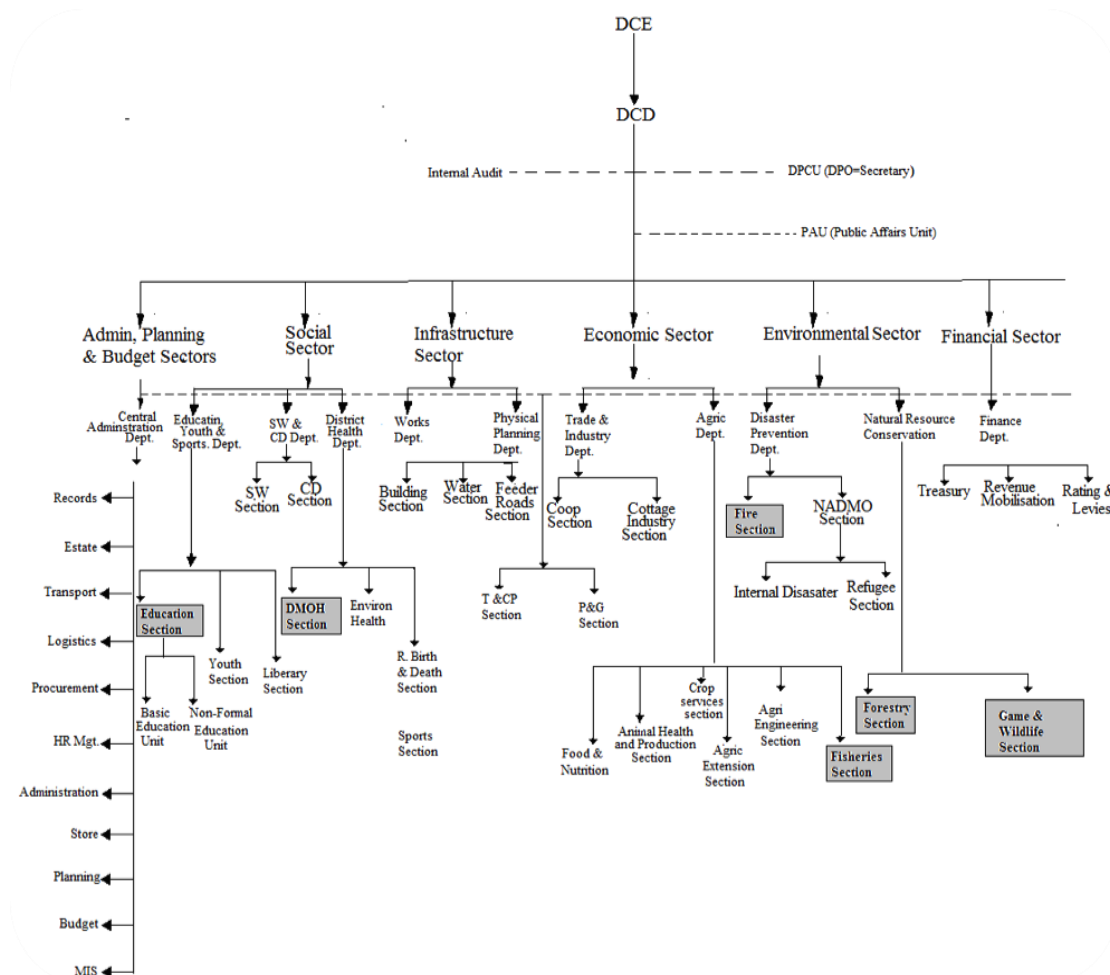
Source: SCDA Planning, 2017

The estimated population of the Sekyere Central district based on the 2010 population and housing census (GLSS, 2010) is Seventy- One Thousand Two Hundred and Thirty-Two (71,232) with a district population growth rate of 2.8%, the population is projected to be Eighty –Nine Thousand One Hundred And Fourteen (89,114) by the end of 2018.

The population of the Sekyere Central District Assembly is sparsely distributed. However, the larger towns have relatively large populations as compared to the smaller towns/communities.

3.2.2 Institutional Capacity Needs:

Figure 2: Organizational structure of the Sekyere Central District Assembly



Source: SCDA Planning, 2018

3.2.3 Human Resource Capacity

The Assembly has full complement of management and technical staff to handle all departments and units. However, few departments and units do not have the minimum establishment. The HR/ Personnel unit of the assembly gives the total number of employees at the end of August 28, 2017 as one hundred and five (129) made up of 92 males and 37 females consisting of 7 administrative or management staff, 110 permanent staff and 19 temporary staff.

Table: 3.1. Below is the staff ledger for Sekyere Central District Assembly

Officers at post			
Central Administration	Total	Male	Female
	42	30	12
Works Department	8	6	2
Town and Country Planning	6	5	1
Trade and Industry (BAC)	6	4	2
Finance	18	14	4
Agriculture	31	27	4
Social Welfare	10	3	7
Environmental Health Section	8	3	5
Total	129	92	37

Source: SCDA Human Resource, 2017

3.3.4 Qualification of Personnel

All the departmental and unit heads and their subordinates have the requisite qualifications. Those in the professional class have the first degrees and others have second degrees in addition. On the sub-professionals, they also have the requisite certificates for their employment

3.4. Research Design and Approach

The research design employed was a case study. A case study is an attempt to systematically investigate an event or a set of related events with the specific aim of describing and explaining this phenomenon. Bogdan and Biken (2003) as cited in Berg (2007) defines case study as “a detailed examination of one setting, or a single

subject, a single depository of documents, or one particular event”. Kumeckpor (2009) argues that the case study method can be considered as a method of investigation, which aims at studying the fact of a particular case from all angles. It is thus, a critical and systematic examination into the circumstances and factors that resulted in a particular condition, situation, occurrence or an event. The case study method was employed for this research because of the following advantages identified by the researcher. Firstly, the method brings the investigator or the researcher and the case being investigated into direct contact. Secondly, this method opens the way for more discoveries. Again, the method is seen as very objective and replicable. The researcher, however, was aware of some of the associated problems or limitations attached to the usage of the case study method. For instance, the case study method has investigator related problems such as those relating to care, skill, age, physical appearance and so on. Again, there are problems related to the nature and type of case under investigation. The researcher, therefore, prepared adequately, for instance in respect to physical appearance on the field in the presence of the respondents.

3.5. Study Population

A study population is a whole group that the research focuses on (Bryman et al, 2003). The study population of this study comprises the entire staff of Sekyere Central District Assembly in the Ashanti region. The population is made up of the Local Government staff. The study population is estimated at 129.

3.6. Sampling Techniques

The researcher employed both the purposive and convenience sampling technique in interviewing respondents for this study. A convenience sampling

method refers to a method where the respondents are selected, in part or in whole, at the convenience of the researcher. The convenience sample is used when the researcher is limited to available groups (Creswell, 2003). The researchers used this technique to enable them to obtain a representative subset of the Sekyere Central District to be involved in this study.

Purposive sampling is a process that is based on the judgement of the researcher, where the researcher chooses from a sample of the study population that is most likely to give him accurately or the desired information because they know about the topic under enquiry. This method is advantageous to the researcher due to the familiarity of the population and was targeted for the desired information. In this regard, top management officials from the unit of Sekyere Central Assembly were targeted for their knowledge on HRM practices.

3.6.1 Sample Size

Due to the large number of the study population, non-probability method of purposive sampling, specifically, Critical Case Sampling, was adopted in the selection of the sample size for the staff at the major offices chosen. HR, Accounts, Planning, and Budget units of the Assembly were sampled from to facilitate the data gathering process. The selected sample cuts across all the units of Local Government Administration in the Country. Also the staffs were chosen from all the classified staff groups: for example HR unit using the purposive sampling method. This method was intended to ensure representativeness in the sample of all the known elements of the population occur in the sample. Out of the estimated number of the target groups selected (129) for the study, a chosen sample of 70, representing 54.3 percent was used for the study. This approach was an arbitrary approach which can be justified by

Black (2010). According to Black (2010), researchers often believe that they can obtain a representative sample by using sound judgement, which results in saving time and money among the various target groups due to time and financial constraints.

Table 3.2. Guide: Sample Size and Technique for Selecting Respondents

Target Group	Sample Method Required		
	Estimated Number	Sample Selected	Data Collection tools
Officers	106	60	Questionnaires
Supervisory	18	5	Questionnaires
Top Management	5	5	Questionnaires
Total	129	70	Questionnaires

Source: Field data, 2018.

3.7. Data Collection Procedure

The methodology for this study was a survey that involved administration of the questionnaire. The survey was conducted at the SCDA, which was used as study sites of local government in the Ashanti Region. This was based on both primary and secondary data obtained. One major phase of the survey process is the execution of the survey instrument. The structured questionnaires were purposively distributed among staff of SCDA. Purposive used here refers to “selecting certain respondents for participation in the study presumably because they are representative of the population of interest and/or meet the specific needs of the research study” (Dillon et al. 1993). The researcher explained the aims and objectives of the study and how beneficial the results of the study will be to Local Government Service of Ghana. The researcher further assured SCDA of the willingness on the part of the researcher to

keep information gathered very confidential and not for any other purpose other than the intended study. All 70 questionnaires that were administered to the respondents had attached to them cover letters. This letter was meant to communicate the willingness of the researcher to keep all information as confidential as possible and to demonstrate the genuineness and credibility of the researcher as to the usage of the information gathered for academic purposes only.

3.8. Source of Data

3.8.1 Primary data

The primary source of data was used for the study to gather responses from sampled employees. The main instrument used in the collection of data was questionnaire or survey instrument. Kumekpor (2002) defines a questionnaire as a form or a document containing a number of questions on a particular theme, problem, issue or opinion to be investigated. The questions are intended to be answered by a particular or specified group or individuals, deemed to have or to be knowledgeable about the problem under investigation. A self-administered questionnaire was used for the study because of the numerous advantages associated with its usage. Twumasi (2001) argues that questionnaire is important in research because it is an efficient method to collect statistically quantifiable information and also an efficient method in which many respondents can be reached within a short space of time. Again, the presence of the researcher ensures that the respondents answered all questions on the questionnaire. Also, it provided a greater sense of security because the data was collected in face-to-face interaction with the respondents. Certain avoidable errors were also eliminated with the use of this method. The self-administered questionnaires contained both closed-ended and open-ended questions. The questions

focused on employee perception on recruitment and selection, training and development, reward and compensation, performance appraisal, and its effect on job performance. The language that was mostly used by the researcher was English since all the employees could read and write very well.

3.8.2 Secondary Data

The researcher made use of secondary sources of information. The concept of secondary data refers to data already in existence that can be classified as internal or external gathered and prepared for a different purpose, and not for the specific study aim at generating new interpretations and conclusions. Zikmund *et al.* (2013:170) go on to say that while internal data is data that originates within the organisation that is, it is generated, created and recorded by the organization such as midterm report, annual review report and external data is created by an entity other than the researcher's organisation and this includes journals, articles and web publications. For this research, secondary data was used to gather information on the HRMP in SCDA. This was done through the review of existing literature such as books on the subject matter and local government documents relating to HRMP, as well as organisational documents on HRMP.

3.9 Data Analysis Technique

Data Processing and Analysis of Local Government Service

Data was collected, organised and checked for statistical analysis. Recruitment and Selection, Training and Development and Performance Appraisal and Reward system were used to show how they influence employee performance in the Sekyere Central District Assembly. This aided in determining the extent to which employees

perceived HRM practices and how they influence the performance of employees in the local government service. The data gathered was coded and analysed with the help of SPSS versions 21. SPSS was used to run the descriptive statistics whereas Microsoft Excel was used create the tables and charts that presented in the results and discussion chapter. A frequency table with varying percentages was used to present the findings. The analysis begins with the demographic analysis of respondents. Stake (1995) describes this method of data analysis as a way of analysing data by organising it into categories on the basis of themes and concepts.

3.9.1 Validity

Validity is described as the degree to which a research instrument measures what it intends to measure (Cherry, 2015). As a way of improving validity, the questionnaires were discussed with the supervisor. Content validity refers to how well a test measures the behaviour for which it is intended (Lune, Parke, and Stone, 1998). As such, the study only considered inferences, which had a relationship with the variables under study when matching the test questions and content of the subject area.

3.9.2 Ethical Considerations

One very important consideration a researcher must not overlook is the issue of ethics in research (Malhotra and Birks 2007). The researcher, in accordance with this took steps to make sure that no respondent or any participant in this research work was harmed in any way. First of all, the researcher avoided contacting respondents on the blind side of the unit heads. The researcher made sure that permission was sought and the aims and objectives of the study made known to the unit heads as well as the respondents through introductory letters and cover letters

issued by the university college. Both unit heads and respondents were also assured of the fact that the study is only for the purposes of academics and not for any other dubious use. Participants were also not forced but instead encouraged to voluntarily participate. The researcher also made sure that personal or demographic information was kept confidential.

3.9.3 Summary of Chapter

The researcher began the chapter by introducing the methodology employed to achieve the objectives of the study which indicates the Research Design and Approach it adopted both qualitative and quantitative survey approach in collecting the data; specifically, through the use of questionnaire, source of data used were primary and secondary data. Study Population and Sampling Techniques adopted were convenient and purposive sampling; it was used in selecting the Sekyere Central Assembly due to its proximity to the researcher and the familiarity with its management. Sampling Procedures and Sample Size of the target population made up of the entire staff which is estimated at 129 staff of which 70 was sampled. Data Collection Instruments and Procedure involved administration of questionnaire, which was purposively distributed among staff of SCDA with, Data Analysis; Data was collected and checked for completeness. Numerical data was coded and analysed with the help of SPSS and Excel. Internal and External Validity of the Instruments was ensured by discussing questionnaires with the supervisor for his expert judgement before administered, Ethical Considerations; the researcher made sure that permission was sought and the aims and objectives of the study made known to the unit heads as well as the respondents through introductory letters and cover letters respectively and ensure that personal/ demographic information was kept confidential.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

The local government service is at the centre of service delivery to citizens. Its decentralization agenda is an effort to make local government responsive, accessible, financially stable and able to deliver services to local communities. Despite this effort, the local government has always been facing a lot of challenges that, which impact continue to affect negatively on its effort to service delivery. It is in light of this that the study sought to find out the employees perception on the effectiveness of HRM practices in the local government services.

In the previous chapter the method for collecting data and their justification, as well as details of the fieldwork, were presented. This chapter brings to bear the results of the interview with the staff of Sekyere Central District Assembly. In all, a total number of 70 employees were interviewed. This Chapter thus presents the general characteristics of the employees involved in this survey and their perception of HRMP in local government service. The chapter also includes the analyses of data and discussions of themes such as Recruitment and Selection, Training and Development, Performance Appraisal and Reward and compensation Systems and how they affect employee's performance.

4.2. Description of Respondents

The general descriptions of respondents were sought. The characteristics that are looked at in this section include sex of respondents, age, employee qualification,

number of years employees have been working in Local Government Service, and position held by employees at the Assembly.

4.2.1 Sex of respondents

Sex is a very important factor to consider when dealing with issues relating to employee sex and position held; this is to ensure that research results apply to everyone. As noted by Kornblum and Julian (2001), in many parts of the world, the extent to which women remain subordinate to men, a subordination that is often reinforced by religious norms, remain a severe obstacle to career development. Table 4.1 below represents the sex distribution of the 70 respondents.

Table 4.1: Sex distribution of respondents

Sex	Administrat ion	Supervisory	Middle management	Senior Management	Total
Male	3	1	15	26	45
Female	18	0	2	5	25
Total	21	1	17	31	70

Source: Researcher's data, 2018

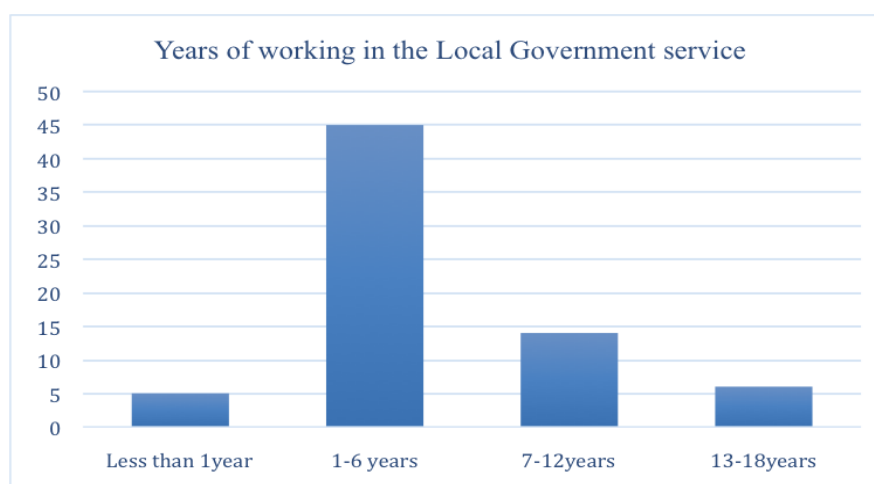
From table 4.1, it is evident that the majority of respondents were males, representing 64% of the respondents whilst 36% were females. This shows the level of gender imbalance at local government in Ghana. Again, a lot of women in District Assemblies are engaged in the administration, as the senior management view of the sector of employment has mostly been male-dominated. Given this, Sekyere Central District Assembly has most men holding higher positions than the women and this cut across the local government service. It is also partly because a lot of women in Ghana are not engaged in the formal sector of employment, as the traditional view of the

formal sector of employment has mostly been a male-dominated field. Even when some determined women find themselves in the formal sector as Kornblum and Julian (2001) noted, women are three times as likely to have had interruptions in their work history because of childbearing, child-care, illness, disability and unemployment. In view of this, some organisations do not mostly involve women since it seems to be a waste of resources.

Figure 4, shows that 5 percent of the respondents had less than 1 year working experience with local government, 45 percent respondents had 1-6 years working experience with local government, 14 percent have had 7-12 years working experience with local government service, while those with 13-18 years working experience was 6 percent of the respondents. This indicates that local government have a low retention rate since its employees after 6 years of engagement with the service leave for a more promising job as the second and third bar depicts from the graph presented.

4.2.2 Number of years of respondents working in the local government service

Figure 4:1 Years of working at Local Government

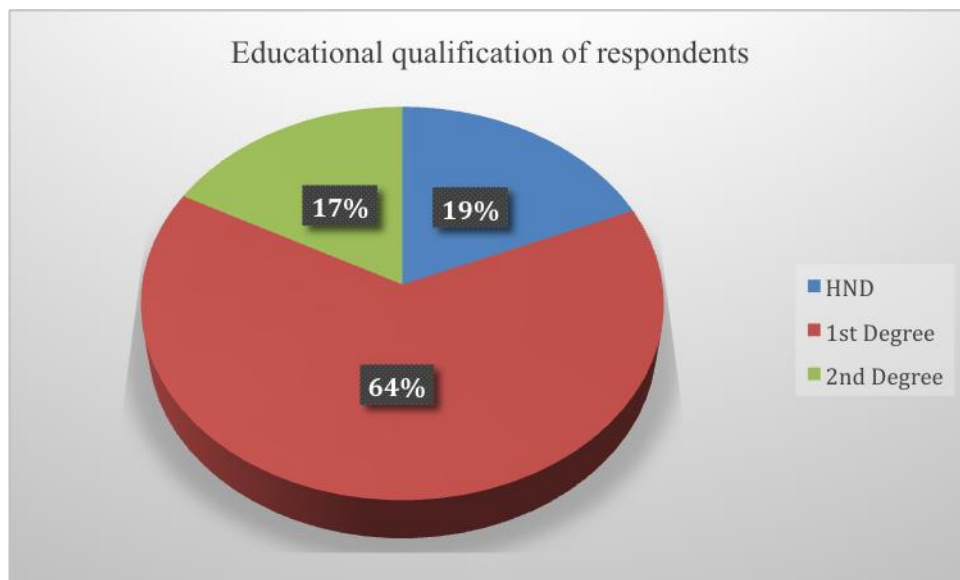


Source: Researcher's data, 2018

4.3. Education qualification of respondents

The level of education of respondents was considered very important in this study. In fact, education itself is a form of training. As Reh (2010) noted, a lot of organisations believe that it is the responsibility of the school system to train people to be workers and it is also the responsibility of workers to learn how to do the job so that they can be employed. This, therefore, suggests that the level of one's education can be to a large extent determined by how he or she performs on the job and also how he or she can learn new skills on the job. As indicated in the literature review, organization such as local government service and Ministries often require minimum qualification, i.e. degree, HND and some years of experiences to fill their entry-level positions. The level of education of respondents in the study was represented in Figure 4.1 below.

Figure 4.2 Educational qualification of respondents



Source: Researcher's data, 2018

The pie chart above reveals that 17 percent of respondents had 2nd Degree; 19 percent had Higher National Diploma (HND) holder and 64 percent are 1st degree

holders. This report shows that the Sekyere Central District Assembly has quality staff at the district level. The dominant nature of 1st Degree holders' shows the nature of employees local government service seeks to occupy vacant positions. It may also due to the availability of unemployed graduates in the system who often apply for employment in the local government service.

4.3.1 Position held by respondents

The position held by respondents indicates that 30 percent of the respondents are in Administration, 1.4 percent are in Supervisory position, 24.3 percent in the Middle Level Management position while 44.3 percent are in Senior Management Position. The general view is that unit/ divisions/ department heads are essential for the effectiveness of HRM practices regardless of the type of or version of the concept in question. Lowe (1992) reaffirms this point, adding that unit/ department heads play a more significant function in the implementation and drive of HRM. Thus, the function of heads does not only focus on purely technical responsibilities but also play a role in enhancing the human aspect of HRM (Poole & Jenkins 1997).

Table 4.2: Position held by the respondent

Characteristic	Male	Female	Total	Percentage
Administration	3	18	21	30
Supervisory	1	0	1	1.4
Middle Level Management	15	2	17	24.3
Senior Management	26	5	31	44.3
	45	25	70	100

Source: Survey Data, 2018

4.4 Interpretation and analysis of data

The mean value is the average value obtained when all the numbers in a set are added and then divided by the number of numbers, and the standard deviation is a summary measure of the differences of each observation from the mean. The means in subsequent tables were interpreted as per the following interpretation guide. Mean range Response range Interpretation. 3.26 - 4.00 (Very high), 2.51 - 3.25 (High), 1.76 - 2.50 (Low), 1.00 - 1.75 (Very low). Analysis tools used are means and standard deviations for all parts. The results from analysis, following objective by objective are illustrated as follows.

4.4.1 Examining recruitment and selection in the Local Government

The nature of recruitment processes in Local Government Service, Sekyere Central District Assembly. These objectives were studied in advertisement and interviews. Tools used to make analyses were means and standard deviations; as summarized in tables below;

Table 4.3: Recruitment and selection in the Local Government

Item	Mean	Std. Deviation	Interpretation
The recruitment and selection of employees policy	1.00	0.83	Low
Effective recruitment and selection practices of local government	2.53	1.18	High
Advertisement of recruitment and selection of employee into Local Government	3.95	1.58	Very High

Impression about recruitment and selection practices at Local Government	3.14	1.75	High
Affection for the performance of Local Government	3.47	1.73	Very High
Improvement of Local Government	1.94	0.80	Low

Source: Survey Data, 2018

In order to appreciate the effect of recruitment and selection on employee perception in the Local government Service, Sekyere Central District Assembly, it was necessary to find out the methods used in the recruitment and selection of employee in the Assembly. In view of this, respondents were asked how effective the recruitment and selection practices of Local Government service are since they were employed through the same mechanism into the service.

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The employees perception of local government policy on recruitment and selection, it's effectiveness, the medium been used during the recruitment and selection processes and employees impression on how it affects performance and how it can be Improved is as follows: The policy for the recruitment and selection of employees referrals had low mean= 1.00, with standard deviation = 0.830; indicating that employees have a bad perception about the local government recruitment and selection policy that it uses to recruit its employees. The effectiveness of recruitment and selection practice mean = 2.53, with standard deviation = 1.176, indicate that employees perceived the practice of recruitment and selection to be effective. The impression on Local government advertisement so as to reach the entire pool of potential applicants mean= 3.95, standard deviation = 1.582. This is given an

indication that employees have a high level of perception favourable to adverts placed in the media. To some extent there is variation among the data set. The low recruitment and selection policy of employees implies that though advertisement is done at a very high level of the system, usually in the Newspapers of which many people applied and managed to get local government jobs in the District Assemblies, This confirms Bratton and Gold (2003) assertion that selection as “ the process by which managers and others, use specific instruments to choose from a pool of applicants, a person or persons most likely to succeed in the job(s), given management goals and legal requirements”. Employees tend to be far from the activities and stages of the process after they are employed.

The employee impression on Local government recruitment and selection policy during the study indicates that at times, some people go through the interview process without being properly evaluated. The researcher find that some people are working but they are not well experienced or even skilled and their means of getting the job was due to knowing some big man in the political arena. These gives the employees of the Assembly a bad impression about the recruitment and selection processes of the local government service.

4.4.2 Evaluation of Training and Development programmes

Table 4.4: Descriptive Statistics of Training and Development

Item	Mean	Std. Deviation	Interpretation
What type of Training and Development do employees go through in your organization	2.37	0.88	Low
How frequent does your department organizes training programmes in a year (Once, Twice. More than Two times)	1.91	1.29	Low
What benefits do you get from the training exercises	2.20	1.09	Low
Who has been your mentor in the department	1.94	1.37	Low
The effective of learning activities in your department	2.41	1.70	Low
The responds of staff towards training activities	1.50	1.00	Very Low

Source: Survey data, 2018

In order to appreciate the effect of training and development on employee performance in the Sekyere Central District Assembly, it was necessary first and foremost to find out the methods used in the training and development in the Assembly. In view of this, respondents were asked whether they had received any form of training or development programme since they were employed in the Sekyere

Central District Assembly. Table 4.4 shows the responses provided by respondents to the question as to whether they had received training and development. The effectiveness of the training is monitored during the programme and after the training, measured and evaluated to assess the impact or determine whether or not the trainees achieved the objectives of the training programme. Respondents were therefore asked the type of training programme the organization organize for them, and the benefits they derive after receiving the training.

As indicated, the type of Training and development employees go through in their organization showing a mean = 2.37, with standard deviation = 0.88. The response indicates a low mean, which means employees perceive not to know of any type of training and development programme organized for staffs in the Sekyere Central District Assembly.

Employees were also asked the frequency to which their department organizes training programmes in a year and the mean = 1.91, with the standard deviation = 1.29. The response on how frequent training programmes organized gives a low mean, which indicates that employees perceive of a low training and development programmes organized by the Sekyere Central District Assembly. Employees training and development is very essential to the performance of their duty and the longer it takes to be trained renders employees obsolete since new developments and ways of performing jobs keeps changing every now and then.

Respondents were also asked, about the benefits they get from training exercises organized by the Assembly, which gives a mean = 2.20, and a standard deviation = 1.09. This shows that employees of the Assembly perceive not to know the benefits they derived from training and Development programmes because they do not attend training programmes, they perceive training and Development

programmes are only attended by Management, but they do perceive training will help them perform better on their job in case the Assembly organizes them. When employees perceive that management is not concern about their development and welfare they become de-motivated, sluggish and improvident in using limited resource.

Employees were asked who has been their mentor in the departments they work in the Local Government Service and the mean = 1.94, with a standard deviation = 1.37. The Response on who has been a mentor showing a low mean, which means employees do not gain any impact from their supervisors to motivate them perform their job. The presence of a mentor makes the difference in a career and at workplace and it helps mentees to navigate challenges in an effective and efficient manner. Works delayed and resources are most often wasted when the employee encounter difficulty in performing his/her duty.

The effective of learning activities in your department shows a mean = 2.41, with a standard deviation = 1.70, this is per the interpretation a low mean, which means that there is no or little learning activities and the little learning is even ineffective, that affects performance of duty and does not promote development.

The responds of stafefeedeeded attitudes towards training activities which gives a mean = 1.50, and a standard deviation = 1.0. This indicates a very low mean because employees perceived that training and Development programmes is out of their reach due to competing demands of the very resources that will be use for their training and their Development. Employees perceive that management pay attention to providing goods and services to communities in order to gain favours politically from the electorates instead of the employee's welfare.

The above result was worrying because for training and development to be very effective, training programmes should be periodically organized (i.e. twice a year or in every quarter) and trainer(s) should make evaluation an integral feature of the process. The absence of training and development programmes and evaluation in training outcomes for Sekyere Central District Assembly employees, therefore, means that most training and development programmes that are mostly attended by senior managers during workshops outside the Assembly would fail to meet their expected objectives because transfer of knowledge gain is not done. This observation has been cited as one of the failures of the Ministry of Local Government and Rural Development (MLGRD) in its mission in terms of human resource capacity building in the district assembly. The MLGRD itself lacks competent staff or personnel especially in the Inspectorate Division to actually make any meaningful impact on monitoring and evaluation of the performance of staff of the Sekyere Central District Assembly and their decentralized departments.

4.4.3 Performance Appraisal and Reward System

Rewarding and promoting effective performance in an organization as well as identifying ineffective performers for developmental programmes or other personnel actions, are essential to effective human resource management (Pulakos, 2003). The ability to conduct performance appraisals relies on the ability to assess an employee's performance in a fair and accurate manner. Evaluating employee performance is a difficult task. Once the supervisor understands the nature of the job and the sources of information, the information needs to be collected in a systematic way, provided as feedback, and integrated into the Sekyere Central District Assembly performance management process for use in making compensation, job placement, and training

decisions and assignments. One of the specific objectives of the study was to find out the performance appraisal and reward system that were used in the Sekyere Central District Assembly. As indicated in the literature employees perceived that performance appraisal was important. The responses received from respondents are shown in the table below;

Table 4.5: Performance Appraisal and Reward System

Item	Mean	Std. Deviation	Interpretation
Why is it important to have performance appraisal	2.53	1.25	High
What are important to be evaluated	1.61	0.87	Very Low
How often is it suitable to conduct performance appraisal	2.60	1.17	High
Which part of performance appraisal do you like in the organization	2.53	1.22	High
When conducting a performance appraisal, what do you think is important in the process	1.71	0.46	Very Low
What motivate you to deliver a high level of performance	2.94	1.08	High
Performance of HR	3.66	1.68	Very High

Source: Survey data, 2018

In order to appreciate the effect of Performance Appraisal on employee performance in the Sekyere Central District Assembly, it was necessary to find out the methods used in the appraisal process in the Assembly. In view of this, respondents

were asked whether they had received any form of training or development programme since they were employed in the Sekyere Central District Assembly. Table 4.5 shows the responses provided by respondents to the question as to why is it important to have performance appraisal? What are important to be evaluated? How often is it suitable to conduct performance appraisal? Which part of performance appraisal do they like in the organization? When conducting a performance appraisal, what do they think is important in the process? What motivate employees to deliver a high level of performance and the Performance of HR Department in the Sekyere Central District Assembly?

Table 4.5 above is the respondents on the performance appraisal, Employees were asked why is it important to have performance appraisal and the mean =2.53, with standard deviation =1.25. This indicates that employee's perception on the importance of performance appraisal is high. They perceive that appraisals help to evaluate staff performance for promotion, bonus or annual salary increase. Employees perceive that appraisal helps the HR to motivate the employees to contribute more to improve staff performance in order to achieve team goals. Employees in the Sekyere Central District Assembly also perceive that appraisals help them to find out where their career is heading so they can develop their skills and knowledge and also help them to express their work related issues and resolve it with their supervisors.

Employees were asked to express their opinion on what are important to be evaluated and the given mean = 1.61, with standard deviation = 0.87, this shows a very low mean which means that employees perceive to have less knowledge in the skill set to be evaluated on such as English skill, computer skill, negotiation skill,

leadership skill, and also, whether it is important to evaluate on achievable goal setting, behaviour i.e. hard working, respectful, attendance record, etc,

Staff of the Sekyere Central District Assembly perception were sought on how often is it suitable to conduct performance appraisal and the mean = 2.60, with standard deviation = 1.17. Employees perceive that allowing six month between performance reviews seems to be the preferred amount of time. This means conducting appraisals twice in a year will be the ideal number since more than that number will put unnecessary pressure on them.

The perception of employees were asked about which part of performance appraisal do you like in the organization and the mean = 2.53, with standard deviation = 1.22. This shows a high mean, which indicates that employees perceive to like Co-worker/peer appraisal, Employees' comments towards the supervisor's evaluation, Evaluation of achieving goals setting and Training needs analysis towards the appraisal part in their organisation.

Employees were asked when conducting a performance appraisal, what do you think is important in the process which gives the mean = 1.71, with standard deviation = 0.46. This indicates a very low mean which means employees perceive to have less knowledge in the process in which appraisal is conducted at the Assembly.

Perception of employees were sought on what motivate them to deliver a high level of performance and the mean = 2.94, with standard deviation = 1.08, Employees perceive that they have a high performance where the supervisor shows interest in their performance and growth. They also perceive that a regular appraisal programme will have a deep impact on the level of their performance in that their consciousness of the appraisal programme motivate them to work hard so that they could get high score during appraisal period. Employees perceive that when their supervisor point

out to them the areas where we need to improve also motivate them to contribute more.

Employees perception on the Performance of human resource department were sought and the mean = 3.66, with standard deviation = 1.68. The response on the Performance of human resource department gives a very high mean, which indicates that employee's perception on performance of the department in the Sekyere Central District Assembly is very high. They perceive that HR department is very essential in conducting appraisal. Appraisal data collected helps in monitoring the success of local government recruitment practices. For example, how well the employees who were hired in the past one-year or two are performing. How is the attrition rate and so on. Employees perceive that a regular appraisal conducted by HR bridges the gap between the supervisor and the employees, especially when the employee is new to the organisation. However, employees perceive that the HR department at the Assembly is unable to perform its duties due to insufficient resource allocated to the department to undertake its responsibilities such as organising training programmes and conducting regular performance appraisals.

4.5 Conclusion

This study shows that when recruitment and selection process is properly established and implemented then local government must grow because all the employees will be experience according to the requirements established for employment in the service, which then reduces cost in local government since all the staff employed have the necessary skill require to perform their duty. The study has proven that, there is direct and indirect relationship between the recruitment and selection process, recruitment sources, interviews and recruiters to be very important

in the recruitment and selection process because by the missing of any one factor, there is the chance that the whole recruitment and selection process will be negatively affected and will have effect on the employee perception and performance. Performance appraisals are important for staff motivation, attitude and behaviour development, communicating organizational aims and fostering positive relationship between management and staff. The researcher sought that evaluating staff performance for promotion periodically, and rewarding employees in a form of increasing salary annually will improve employee performance and also help employees to develop their skills and knowledge to achieve organizational goal. However, evaluating need hard work, but many of employees has not been given basic facilities/tools like computers, vehicles/ motor vehicles to carry out their duties effectively. These are the basic things when provided will reshape employee's perception towards their work and boost performance as key performance areas and as key performance indicators requires. There are no doubt that other factors such as training and development and reward and compensation systems also affect employees' perception positively or negatively which then translate into their level of performance. These factors require more attention by management of the local government institution to address the in- efficiencies and in- effective use of HRMP by the HR department to ensure good service delivery to the service users.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSIONS

5.1 Introduction

In this chapter, the main findings of the study are discussed in relation to the research questions and objectives. On the basis of the findings and discussions thereof, a number of recommendations are offered to augment the HR Practices of Local Government Service and the Assemblies in meeting their employee expectations in the midst of competition to retain and attract the best employees in the local governance service to ensure performance and service delivery in Ghana.

5.2 Summary of Findings

The general objective of the research was to investigate and to gain understanding of Employee Perception of Human Resource Management practices at Local Government Service in Ghana, zeroing on the Sekyere Central District Assembly of the Service in the Ashanti Region; and further taking a cursory look at recruitment, training methods, appraisal process and reward and compensation being undertaken to strategically develop and motivate employee to achieve set goals in the local governance sector in response to the ever increasing competition in public and civil services.

The study analysed the variations of employee performance due to recruitment and selection, training and development, performance appraisal and reward system. Adjusted R squared was .055 this implies that there was 5.5 percent variation of employee performance, due to the recruitment and selection, training and development. The remaining 95 percent imply that there are other factors that lead to

employee performance which were not discussed in the study. R is the correlation coefficient, which shows the relationship between the study variables. From the findings, the study found that there was a wider difference from each relationship between the study variables as shown by 0.287.

5.3 Conclusion

This study shows that when recruitment and selection process is properly established and implemented with no coloration of political influence, nepotism and cronyism then organization will achieve its targets and goals because employees will be performing their work accordingly with a required skill and competence, which then reduce cost and the organization grows. All the study has proven that there is direct and indirect relationship between variables and these variables affect the recruitment and selection process. All the independent variables are recruitment sources, interviews and recruiters are all very important in the recruitment and selection process because by the missing of any one factor there is the chance that the whole recruitment and selection process will be affected by these missing factors. There are no doubt other factors also affect the recruitment and selection process but these are the main issues that require more attention.

It is also established that training and development of employees is a factor that affects performance of employees. Lack of training leads to low output, which translates to the affection of the overall organisational performance. Training helps workforce to perform their job well, which leads to an increase in productivity. Employees who are given the opportunity to develop themselves become more creative and innovative in their line of work and when employees see that the organisation they work for is concerned about their development, their orientation

towards work changes positively and they put up their best to achieve organisational goals.

It was also established that reward and compensation system is also a factor that influence employee perception and could serve as a motivator or a de-motivator. Employees are well motivated when they are provided with monetary and non-monetary incentives. Employees perceive that reward and recognition is linked to transparency and fairness at the work place and individual who utilizes his skills, ability and experience to add value to the organisation should be recognised and rewarded.

5.4 Recommendation

- As the local administration in Ghana having become more dynamic, Management should endeavour to upgrade its HR practices through effective communication to keep its employees informed with proximity of superiors to subordinates in order to eliminate some of the barriers and gaps in achieving organisational targets and goals to be able to have competitive edge.
- Additionally, Management should introduce group workshops where policies could be discussed and subordinate be allowed to share their views on such policies that have been earmarked for implementation.
- Peer-to-peer module of training on the job can help in sharing new ideas, which can increase morale of employees.
- Periodic retreats can be organized where staff both superiors and subordinates can bond and those with special qualities can be identified. This will enable employees to feel part of the decision making process and enhances teamwork, building and improves communication generally.

- Local government service must encourage employees to develop themselves by providing employees who are entitled for study leave, most especially the young employees to have the opportunity to apply for leave to further their education with grants and scholarships which must be awarded after appraisals.
- District Assemblies must be allowed to identify their own human resource needs, undertake preliminary interview after which shortlisted applicants are recommended to the local government secretariat for final selection. This will help the assembly's to locally select applicants who better understand the environment within which they operate.
- The HR unit must be made a department in local government at the various assemblies, which will give them some kind of autonomy to properly execute their mandate and also have resources to execute training programmes so to wane itself from competing with infrastructure projects that seeks to give political praises to Chief Executive at the detriment of employee development.
- People with HR expertise should be made to man district administrations as directors; they could appreciate the need for HRM practices.
- Unit heads must be properly oriented on HR practices to well manage subordinates in their outfit.
- There should be a mandatory mid-year Assembly meeting for local government staff with management in a participatory manner to shop for ideas and feedback and also gather more information that could be incorporated into mid year development plan.
- Finally, As Legge (1998) divert from the optimistic view formerly stated by Guest (1997) and Storey (1992) arguing that HRM policies are adapted mainly

to drive managements interest, the well being of employees is only factored in, as a means to an end (achieving organizational goals and targets). It will be prudent that, when policies are going to be changed by Management, employees must not be kept in the dark. If employees are well informed on strategic management decisions, it helps them to adjust and work toward goals and achieve set targets.

- Employee's satisfaction on the HRM practices will then translates into effective and efficient performance in the attainment of organizational goals and objectives of the Assembly. Since the end results of HRM practices is to achieve good governance of the state.

5.5 Suggestions for Further Research

This research is limited to only Sekyere Central District Assembly in the Ashanti region. Further research conducted into the HR practices of all MMDA's in the Ashanti region of Ghana can enable better generalisation of findings. Research can also be conducted into the effects of HR policies planning and monitoring and evaluation systems to enable sustainability in public and civil service institutions in Ghana.

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APPENDIX A

QUESTIONNAIRE

Section A: Personal Data

1. Sex: a. Male ☐ a. Female ☐
2. Age: a. 20-24 years ☐ b. 25-35 years ☐ c. 36-45 years ☐ d. 46+ years ☐
3. How long have you been working at the Local Government?
a. less than 1 year ☐ b. 1 – 6 years ☐ c. 7 – 12 years ☐ d. 13 – 18 years ☐ e. 19+ years ☐
3. Which of the qualifications below do you possess?
a. HND ☐ b. 1st Degree ☐ c. 2nd Degree ☐ d. Others
.....
4. What position do you hold in the organisation?
a. Administration ☐ b. Technical ☐ c. Supervisory ☐ d. Middle management ☐ e.
Senior Management ☐

Section B: Recruitment and Selection

5. Are you aware of any formal policy for the recruitment and selection of employees?
a. Yes ☐ b. No ☐
6. If yes to question 5, how effective are the recruitment and selection practices of Local Government?
a. Very Effective ☐ b. Good ☐ c. Not Effective ☐ d. Indifferent ☐ e. Bad ☐
7. What medium was used during the recruitment and selection practice before you were employed into the Local Government Service?

a. Radio advert [] b. TV advert [] c. Newspaper advert [] d. Professional association(s) []

e. Employment agencies [] f. Employee referrals [] g. Other (s) specify

8. What is your impression about the recruitment and selection practices at Local Government?

.....
.....

9. How have the recruitment and selection practices of Local Government affected your performance?

.....

10. How can recruitment and selection practices at Local Government be improved?

.....

Section C: Training and Development

11. What mode of training and development do you go through in your organisation?

a. on the job learning [] b. Seminar [] c. Workshops [] d. Lecturing [] e. Simulation Exercises

12. How frequent does your department organizes training programs within a year?

a. 3 times [] b. 4 times [] c. 5 times [] d. 6 times []

13. What benefits do you get from training exercises?

a. Closer relationship [] b. Team work building [] c. Transfer of knowledge and skills []

d. Evaluate performance of workers []

14. Who has been your mentor in the department?

a. Previous head of department [] b. Regional Director [] c. Training Officer [] d. HRMD [] e. Others (Specify).....

15. How would you evaluate the effects of learning activities in your department?

a. Good ☐ b. Very good ☐ c. Excellent ☐ d. Bad ☐

16. What had been the responds of staff towards training activities?

a. Encouraging ☐ b. Bad ☐ c. Very good ☐ d. Casual ☐

Section D: Performance Appraisal and Reward Systems

17. Why do you think it is important to have performance appraisal? (Can choose more than one)

a. To evaluate staff performance for promotion, bonus or annual salary increase ☐ b. To improve staff performance ☐ c. To develop staff skills and knowledge ☐ d. To achieve team goals ☐
e. To punish poor performer ☐ f. Not important ☐ g. No idea ☐

18. When conducting a performance appraisal, what do you think is important in the process?

.....

20. In your opinion, what are important to be evaluated?

a. achieves goal setting ☐ b. behavior i.e. hard working, respectful, attendance record, etc[]

c. competencies, i.e. English skill, computer skill, negotiation skill, leadership skill, etc ☐

d.Others.....

How often do you think is suitable to conduct performance appraisal?

a. Quarterly ☐ b. Three times in a year ☐ c. Twice a year ☐ d. Once a year ☐

21. Which parts do you like in the performance appraisal process in the organization?
(Can choose more than one)

- a. Staff self appraisal []
- b. Employees' comments towards the supervisor's evaluation []
- c. Co-worker/peer appraisal []
- d. Evaluation of achieving goals setting []
- e. Rating System []
- f. Training needs analysis towards the appraisal []
- g. Reviewer or Management Review Panel []
- h. Other parts, please indicate.....

22. Which of the following factors do you think would motivate you to deliver a high level of performance? (Can choose more than one)

- a. year-end bonus [] b. promotion []
- c. recognition i.e. best staff announcement, present/gift, etc greater annual salary increase[]
- d. opportunity for progressive training and development []
- e. opportunity to participate in more important roles []
- f. others:.....

23. What is your view on the overall HR practice in your organisation?

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