

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

SCHOOL OF BUSINESS

**FACTORS INFLUENCING EMPLOYEE PERFORMANCE: A CASE OF SMALL
AND MEDIUM ENTERPRISES IN KUMASI METROPOLIS.**

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DECLARATION

We hereby declare that this research is our own work towards the award of a Bachelor Degree and that to the best of our knowledge it contains no material previously published by another person or material which has been accepted for the award of any other degree in any university except where due acknowledgement has been made in the text.

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DEDICATION

This Research is dedicated to our friends and family who never gave up on us and pushed us to attain this height. We will be forever highly indebted to them.

ABSTRACT

This study was carried out to ascertain factors influencing employee performance in small and medium enterprises in Kumasi Metropolis. Three variables were identified, namely: firm-related, employee-related, and job-related factors as the factors that influence employee performance. The study used a descriptive and correlational research design to study the phenomenon. Data was collected by the use of a questionnaire. Two hundred and eighty questionnaires were distributed to respondents. However, the researchers were able to retrieve 150 completed questionnaires. The response rate was considered to be adequate and representative to allow generalizations of the findings. The data collected and analysed indicates that a large proportion of the employees agree that employers support them in the performance of their work. With that, it influences the organisation positively to improve the work performance of the organisation. Supervisors also have a direct hand in the performance of employees at the workplace according to the findings. The decision taken by supervisors will affect the performance of the employees and the organisation as a whole. Under the indicators, it is clear that skills on the job lead to a high level of job performance, and also job environment satisfies social needs according to correspondents. Based on the study and findings, employers need to listen and consider the views of the employees when it comes to influencing the work performance of the employees which in long run will improve the achievement of the organisation.

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CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Organisational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986). One of the elements that is assessable is the employees' performance through the level of their productivity. This performance relates to the firm or individual level which sees the human resource becoming the most determining factor to achieve the organisation's objectives.

1.1 Background of the study

Employee performance has widely been recognized as an essential contributor to organizational success with many authors observing a direct relationship between the level of employee performance and organizational success. The staff of any industry is the key resource to that industry's success. Indeed, a variety of resources, such as infrastructures or physical facilities, are rendered useless without the help of qualified human resources, which can immediately impact business operations. Human asset in the 21st century is considered the most important asset of any company (Hafiza, Shah, Jamsheed & Zaman, 2011). Employee performance is the outcomes achieved and the accomplishments made (Anitha 2014), as well as behaviours put up at work (Aguinis 2009). Employee performance refers to how well a person performs in their job, completes essential tasks, and behaves in the workplace. The quality, quantity, and efficiency of work are all factors in determining performance. When leaders keep track of employee performance, they can get a sense of how the company is doing. Within the professional context, effective employee performance

reflects the ability to contribute via their work, resulting in behavioral achievement that is in line with the company's goals.

Because of the rapidly changing business environment and fierce competition, businesses must meet certain standards by improving their performance to meet such high demands; otherwise, a slew of difficulties would arise, including the possibility of having to shut down the business. Highlighting employee performance does not just benefit the business. It helps employees to reach their full potential, while also improving overall performance which can have positive effects on morale and the quality of work produced.

1.2 Statement of the problem

The Introduction to a research manuscript articulates a problem statement. This essential element conveys the issues and context that gave rise to the study. These statements help readers anticipate the goals of each study. (Fraenkel JR, Wallen NE. How to Design and Evaluate Research in Education. 4th edition. New York: McGraw-Hill, 2000). Over the years, academic interest in the subject of employee performance has grown as a result of the desire to boost productivity and efficiency in the workplace or any organization. Scholars have been particularly interested in determining what variables motivate people to labor. As a result, both academics and practitioners of human management are concerned about successful employee performance. From productivity and profitability to recruiting and retention, hardworking and happy employees lead to harmony and organizational triumph (Ryan, 2012). In recent years, there has been a lot of research into organizational performance and employee motivation. Employees are encouraged to realize the company's objective and vision, which is of utmost importance. Employees in both the public and commercial sectors are becoming more aware of how their performance at the workplace

boosts productivity. But the questions that arise are; how do we examine the actual factors that will increase their performance at the workplace? What is used to measure the performance of the employees in small and medium enterprises? How can the causes of the low performance of employees at the workplace be identified? What are the solutions to improve employees' performance at the workplace?

This study tried to address these from the perspective of the small and medium scale enterprise in Kumasi Metropolis.

1.3 Objectives of the study

The main aim of the study is to assess the factors that influence employee performance in small and medium enterprises in Kumasi.

The study specifically seeks to

- a. To examine the influence of firm-related factors on employee performance among SMEs in Kumasi.
- b. To access the impact of job-related factors on employee performance among the SMEs in Kumasi.
- c. To investigate the impact of employee-related factors on employee performance among the SMEs in Kumasi.

1.4 Research questions

The research question focused on questions concerning the observed study, which is the factors influencing employee's performance.

This research seeks to answer the following major questions:

1. What is the influence of firm-related factors on employee performance among SMEs in Kumasi?
2. What impact do job-related factors have on employee performance among the SMEs in Kumasi?
3. What is the impact of employee-related factors on employee performance among the SMEs in Kumasi?

1.5 Significance of the study

The study will be vital in so many ways. The findings from this study will benefit not only the workers of the small and medium enterprises but also the businesses as a whole. That is, this study is useful at three levels namely, the individual level that is the workers of various businesses under the small and medium scale enterprises in the Kumasi Metropolis. Also, at the institutional level, it helped the businesses review their employee performance policies and strategies which increased staff productivity and enhanced growth and productivity.

Finally, at the national level, it will help in the contribution of high workforce productivity which will go a long way to increase the country's productivity. At the end of this study, our aim as researchers is to bring to bear the plight of the employees at small and medium enterprises. To make recommendations that will aid policy makers in the decision. The result of the study is also added to the existing body of knowledge on the issue of employee performance and productivity in small and medium enterprises.

1.6 scope of the Study

The scope of this study is limited to the Kumasi Metropolitan Assembly (KMA) inside Ashanti Region. This place is seen as one of the major places for businesses where several

businesses small, medium, and multinational companies exist. Several business activities are undertaken including businesses of various industries and trading activities located in this metropolis. This makes it satisfactory to choose such an area for this study.

1.7 Limitations of the Study

According to Prof. Dr. Francisco Tigre Moura, clarifying the limitations of a study allows the reader to better understand under which conditions the results should be interpreted. It also shows that the researcher has a holistic understanding of his/her study and this is something very positive. This research comes with the following limitations.

The first limitation of this study is the year limit of some of the literature, though most of the literature is up to date, others are outdated which becomes a limitation to this study in terms of its relevance to current situations.

Secondly, money is another form of limitation of this study. Sometimes we need it to purchase the necessary equipment for a study, to hire people for data collection, to purchase specific statistical software, or simply reward participants with products or giveaways for having participated in the study. When financial resources are scarce, all of these possibilities are compromised. Consequently, such limitations might be reflected in the results of the study.

Lastly, most of the employees in the small and medium enterprises do not want to give their data and views even when you make it known to them that the study is for academic purposes, they have their thoughts that is for taxation purposes and would not want to give you a good reception when you engage them for such study.

1.8 Definition of terms

Performance: how well a person does a piece of work or activity. That is how effective someone is at doing a good job.

Employee performance: employee performance is how a member of staff fulfils the duties of their role, completes required tasks, and behaves in the workplace

Small and Medium Scale Enterprises: Small and mid-size enterprises (SMEs) are businesses that have a number of employees below one hundred.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

For all research disciplines and projects, prior, relevant literature must be taken into account. When reading an article, the author begins by discussing past research to map and analyze the research area, inspire the study's goal, and justify the research question and hypotheses, regardless of discipline. The "literature review," "theoretical framework," or "research backdrop" are all terms used to describe this phase. However, in order for a literature review to become a proper research methodology, the same steps must be followed and action taken as with any other research to ensure the review is accurate, precise, and trustworthy. As with all research, the value of an academic review depends on what was done, what was found, and the clarity of reporting (Moher et al., 2009).

2.2 Theoretical Framework

Performance is the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. However, performance seems to be conceptualised, operationalised and measured in different ways (Srinivasan et al., 1994), thus making cross-comparison difficult. Among the most frequently used operationalisations are survival, growth in employees, and profitability (Lerner, Brush, & Hisrich, 1997).

The performance of a business founder is measured by the performance of the organisation (Schein, 1987), which is in turn influenced by the environment in which the organisation emerges (Covin & Slevin, 1989; Hofer & Sandberg, 1987; Tsai et al. 1991). Based on Rosa et al. (1996) study, they outlined four different measures of comparative performance of business by gender, that is, primary performance measures (number of

employees, growth in employees, sales turnover, value of capital assets); proxy performance measures (geographical range of markets; VAT registration); subjective measures (including the ability of the business to meet business and domestic needs); and entrepreneurial performance measures (the desire for growth, the ownership of multiple businesses). Amongst the most frequently used measures of performance are annual sales, number of employees, return on sales, growth in sales, and growth in employee numbers (Brush & Vanderwerf, 1992).

In 2000, only 10.4% of the 3.23 million Malaysian working females were employers while more than a third of them were paid employees in all economic sectors (MWFD, 2003). Based on United Nations Economic and Social Commission for Asia and the Pacific's (UNESCAP, n.d.) discussion paper, women in business generally fall into small, micro and medium enterprises (SMMEs), either as managers or as owners from an employer's angle. The performance of women entrepreneurs in their businesses has become an important area of recent policy and academic debate. Comparatively little rigorous and in-depth research, however, has been undertaken on the issues of gender and business performance, especially in Malaysia.

According to Box et al. (1995), there are four factors that have a favorable link with Thai entrepreneurs' business performance: past experience as a member of an entrepreneurial management team, number of previous beginnings, age, and scanning intensity. Hisrich et al. (1997), on the other hand, advise assessing the performance of men and women entrepreneurs using human capital (degree of education, years of experience, and business competence), personal goals, and strategy.

Lerner and Hisrich (1997) conducted a study on Israeli women entrepreneurs and categorised the factors that affect their performance into five perspectives, that is, motivations and goals ;

social learning theory (entrepreneurial socialization) ; network affiliation (contacts and membership in organizations); human capital (level of education, business skills) ; and environmental influences (location, sectoral participation, and sociopolitical variables).

J. Stacy Adams formulated the equity approach as an appropriate way to effective supervision. The equity approach is another important means of ensuring motivation of workers. Workers tend to believe in it if the organizational reward system is fair. This theory assumes that people want to be treated fairly and they tend to compare contributions and rewards to those received by others. The equity theory states that people need to perceive equal outcomes for perceived equal circumstances (Ott, 1989). The principles for this theory are that if workers discover that the company does not properly reward them, they will feel dissatisfied and their morale will be lower. The outcome is that they will not work hard anymore or they may choose to depart from the current company. If the workers believe that they are adequately rewarded for what they do, they will maintain the same level of output and performance. On the other hand, if workers perceive the rewards as more than they consider fair, then they will most likely work even harder in the organisation. The core of equity theory says that individuals judge the fairness of their treatment based on how others like them are treated. Employees make social comparisons to others who are similarly situated in the organisation.

2.2 Small and Medium enterprises

The OECD estimates that small and medium enterprises account for 90% of firms and employ 63% of the workforce in the world (Munro: 2013). Small and medium enterprises account for that amount of businesses that it is senseless the arbitrariness with which they are defined. Language mainly used for definition is numbers, but it is difficult to find two

institutions, statistical agencies or countries who speak the same language in terms of small and medium enterprises. Although SMEs can easily be distinguished from large corporations based on qualitative criteria, quantitative criteria are mostly employed for dimensional classification. This study takes a critical look at how small and medium businesses are defined, as well as variations in criteria and different proposed techniques to achieving universal approval.

The European Commission, the EU's executive body, defined the definition of micro, small, and medium firms in a May 2003 recommendation (European Commission: 2003). This concept has been extended outside the geographical limit of the EU's jurisdiction. The European Commission suggested in 1992, at the request of the Council of Industry, that the definition of small and medium companies be limited. Pobobsky (1992) cites a study of the International Labour Organization, which identifies over 50 definitions in 75 countries with considerable ambiguity in the terminology used. Because adjectives suggesting size are used to name small and medium businesses, economists choose to split them into classes based on quantitative measurable variables. The number of employees is the most prevalent metric used to distinguish between large and small firms (Hatten: 2011). The Bolton Report, published in 1971, was one of the first attempts to define SMEs (Carter and Jones-Evans: 2006). This paper proposes two methods for defining it: a quantitative method and a qualitative method. In defining SMEs, academics, politicians, international institutions, and statistics agencies mostly use quantitative criteria.

Despite being the most prevalent requirement in the definition, the number of employees varies widely among SME statistical reporting sources. The majority of publications describe SMEs as having between 0 and 250 employees (Ayyagari et al., 2003). The European Union's definition of a small business is the most widely used in SME research. It is, however, still a long way from being adopted by state governments and politicians. Despite the EU's

recommendation, that definition is only required for organizations and firms requesting EU funds (Carter and Jones-Evans, 2006). According to a World Bank report published as MSMB Country Indicators, SMEs are defined as enterprises with fewer than 250 employees in 46 of the 132 countries studied (Kushnir et al.: 2010).

2.3 Small and Medium Enterprises in Sub Sahara Africa

Those in need of a living discover methods to survive since adversity is the mother of ingenuity. In a more theoretical sense, this leads us to believe that sustainability should be at the heart of every SME activities. It's a reaction to the urge to keep people, families, communities, and countries alive. In this sense, sustainability issues extend far beyond the sustainability jargon used by some of the world's largest firms. Building a sustainable business model should be considered an essential element of any SME activity in Africa, rather than an afterthought that should be imposed to limit 'business as usual.

Fafchamps (1999) argues that market exchange (i.e. trade) is the most prominent form of resource allocation in Africa. However, small transaction sizes and the fact that legal enforcement of contracts is unlikely mean that businesses have to find ways of sourcing trusted business partners to enter into such exchange relationships. This is mostly done through long-term trade relationships and business networks where information of other trusted business partners is shared. Instead of contract based reciprocity, African markets involve individuals who form relationships and networks to deal with transaction costs. Fafchamps quotes Granoveter who says: ‘... markets are embedded in webs of social relationships that help shape them.’⁶ Referral systems play an important role in this system. It is not necessary to know a person to do business with them, as information is typically shared by a common acquaintance who provides a recommendation. Socialisation at weddings,

funerals, sports events, religious activities and business conferences are also indicated as an integral part of business (Fafchamps, 1999:7). Networks are central and because of this, the more connected entrepreneurs are more likely to succeed and promote their own network of associates. Welter and Kautonen (2005) argue that networks build on personal trust, as is described by Fafchamps, have their limitations. While personal networks play a large role during the start-up of a business, it could inhibit growth if the required resources or skills are not available within the network. To overcome this constraint, the presence of collective and institutional trust is necessary. Collective trust (trusting people whom you do not know through your network) might partially be provided through referrals in the expanded business network. Institutional trust, which is strongly linked to trust in legal and regulatory environment in a region or country, would mean that one could more easily engage in business dealings with people who are unknown and un-referred. Fafchamps argues that because institutional trust is low in Africa, SMEs are more reliant on networks of personal trust. The downside is, however, that such networks often go hand in hand with cronyism and tribalism. Small groups of business owners tend to capitalise on this advantage instead of creating broad-based opportunity. Fafchamps (1999:9) however warns against stigmatising this form of networking and highlights the advantages, such as better exchange of information within the group, easier monitoring of compliance with obligations, extra sanctions for deviant behaviour etc.

2.4 Small and Medium Enterprises in Ghana

In Ghana, available data from the Registrar General indicates that 90% of companies registered are micro, small and medium enterprises. This target group has been identified as the catalyst for the economic growth of the country as they are a major source of income and employment. Data on this group is however not readily available. The Ministry of Trade and Industry (MOTI), in 1998 estimated that the Ghanaian private sector consists of approximately 80,000 registered limited companies and 220,000 registered partnerships from which they came out with the following definitions: micro enterprises-those employing up to 5 employees with fixed assets not exceeding the value of \$10,000; small enterprises-employ between 6 and 29 employees with fixed assets of \$100,000; and medium enterprises-employ between 30 and 99 employees with fixed assets of up to \$1million. (Mensah, 2004).

Abor, J. and Biekpe, N. (2009), "How do we explain the capital structure of SMEs in sub-Saharan Africa? Evidence from Ghana", conducted a study for the purpose of examining the determinants of capital structure decisions of small and medium enterprises (SMEs) in Ghana. Such is very relevant considering that SMEs have been noted as important contributors to the growth of the Ghanaian economy. Regression model was used to estimate the relationship between the firm level characteristics and capital structure measured by long-term debt and short-term debt ratios. The results of the study suggested that variables such as firm's age, size, asset structure, profitability, and growth affect the capital structure of Ghanaian SMEs. Short-term debt is found to represent an important financing source for SMEs in Ghana.

The survival of SMEs has been the focus of a number of recent reports in Ghana, which call for new strategic directions if SMEs wish to sustain their competitiveness and financial success in the future (Ohene-Konadu, 2008).

2.5 Contribution of Small and Medium Enterprises

The importance of the SME sector is well recognized worldwide due to its significant contribution to gratifying various socio-economic objectives, such as higher growth of employment, output, promotion of exports and fostering entrepreneurship. Recent empirical studies show that SME's contribute to over 55% of GDP and over 65% of total employment in high-income countries. SME's and informal enterprises, account for over 60% of GDP and over 70% of total employment in low-income countries, while they contribute over 95% of total employment and about 70% of GDP in middle-income countries. In the European Union countries, for example, there are some 25 million small businesses, constituting 99% of all businesses; they employ almost 95 million people, providing 55% of total jobs in the private sector. Important contribution is also on exports and on productivity growth (OECD, 2004)

There has been increasing recognition of the importance of the SME sector in recent years; indeed, the contribution made by SMEs to overall economic development has become widely recognized in many of the newly industrialized economies. The issue of whether small businesses can be considered to be beneficial to economic growth must be examined from several different perspectives. As the theory of scale economies emphasizes, large-scale firms enjoy advantages derived from their economies of scale in production and also from having crossed the threshold of innovative activities, thereby predicting that the resultant increase in the share of large-scale firms will drive economic progress.

A study made by Normah Mohd. Aris on the topic "SMEs: Building Blocks for Economic Growth" stated that employment generated by SMEs was approximately 3.0 million workers (65.1 percent) of the total employment of 4.6 million engaged in the three (3) main sectors. The services sector employed the largest number, 2.2 million, followed by the manufacturing sector, 740,438 and agriculture sector, 131,130. Full-time employees totalled 2.3 million

workers (76.5 percent) while self-employed workers made up 16.7 percent and part-time workers, the remainder (6.8 percent). This is a study of the economy of Malaysia.

SMEs are seen as the main actors of both national and regional development in many countries. There are a lot of researches about the importance of SMEs in the country's economy. Many countries are implemented support for SMEs in the various programs and policies. In this context, the changes were made about definition of SMEs in EU. Many programs have been implemented to improve the innovation and entrepreneurship of SMEs. Therefore, support for SMEs is one of the European Commission's priorities for economic growth, job creation and economic and social cohesion. SMEs play an important role in the EU economy. In addition EU is seen SMEs as an important tool in achieving the Lisbon Strategy.

Small and medium size enterprises have become popular in the world especially since 1960s. Schumacher (1973) denotes the superiorities of SMEs as such: - SMEs have a competitive structure. - SMEs are more efficient. - SMEs keep up with the new demands and new technology easier. - SMEs' working styles are not monotonous or boring. - SMEs are more enduring to the economic crisis. - SMEs have a more successful role in increasing employment and arranging income. SMEs have been leading enterprises in the industrialization of Western Countries since 1960 (Çarıkçı, 2001). SMEs, observing the market closely, understanding the requirements of customers better and having intimate relations with its employee, have more elasticity than the large ones in terms of manufacturing, marketing and service. As this elasticity enables harmony with the changes in outside in time and on-site, SMEs pass over many troubles lightly with less damage. Right along with these, SMEs may obtain some advantages in some surroundings. SMEs' advantages are (Yılmaz, 2004): - SMEs provide the strength of element of —balancell income spectrum. This balance gains importance in terms of both social and economic sides. These

enterprises are the sources of new ideas and discoveries. They contribute to the industries for providing required elasticity. - SMEs have the opportunity to make a decision more quickly. Because they work with less expense of management and general operating, they have faster and cheaper production. - SMEs play an important role in creating private initiatives. Also they enjoy large shares in employment and training. These enterprises are the first establishments in which many qualified workers receive technical training. - SMEs constitute an effective way to expand the manufacturing and industrialization to the whole country. - SMEs are of the situation to be the manufacturer of intermediate goods and inputs of large industrial enterprises. - SMEs may be effective in increasing quality of life providing some opportunities for small investments to use labor force, raw material and financial sources that cannot be used because of social and political reasons. - SMEs possess a significant role to fulfill the function to reflect small savings and family savings directly to the investments. In this regard the small firm is too important, too dominant and too much about creating the future business generation for marketing practitioners (Day, 2000:1034). According to the report of European Community, the contribution of SMEs to the economic system are summarized as the following; —these enterprises constitute a required part of commercial and industrial structure because of their numbers and studies about different cases; effects over all sectors having a field of manufacturing, trade and service; contributions to employment and level of welfare (EC, 2003).

2.6 Employees of Small and Medium Enterprises

Small businesses employ slightly more than half of the private-sector workforce; in many ways, such as education, race, origin, age, and part-time status, the small-business workforce differs from the large-business workforce. According to small business statistics from SBA,

small businesses make 99.9% of US businesses and employ 47.1% of US employees. Karl P, Alan C and Nigel G (2019) conducted a study that explores direct and indirect relationships between involvement in formal training and development events, employee attitudes and withdrawal responses including turnover intentions and neglectful behavior for those employed in small and medium-sized enterprises (SMEs). Questionnaire data were obtained from 185 staff employed in a diverse range of SMEs. The results suggest that employees that participate in more training and development events are less likely to be considering leaving their employer and less likely to engage in neglectful behavior. However, the analysis revealed that the effects of participation in formal training and development are fully mediated by perceptions of organizational support and job satisfaction. In contrast to results from studies in large organizations, affective commitment was not found to be an influential determinant of employee exit intentions or neglect.

A study conducted by Dominika V. and Ladislav M (2017) to reveal the effect of motivational tools on employee satisfaction in small and medium enterprises showed that motivation is very individual and managers have a hard task by motivating their employees. Employees are more motivated by intrinsic factors rather than extrinsic, but none of the two can be overlooked by the managers.

2.7 The Concept of Employee Performance

Performance, like most concepts, has been explained differently by different authors. Some explain it as an outcome of an activity while others see it as behaviour; others too, define it as both behaviour and outcomes. According to Armstrong (2006, p. 498), performance is the “accomplishment, execution, carrying out, working out of anything ordered or undertaken”. It is the activity that transforms raw materials into the goods and services that are produced by

the organisation (Aguinis 2009). Awadh and Ismail (2012) also explained performance to involve the conversion of efforts of employees into productivities in order to achieve organisational goals. Thus, performance from the perspective of these authors is an output (result) and not the input (behaviour).

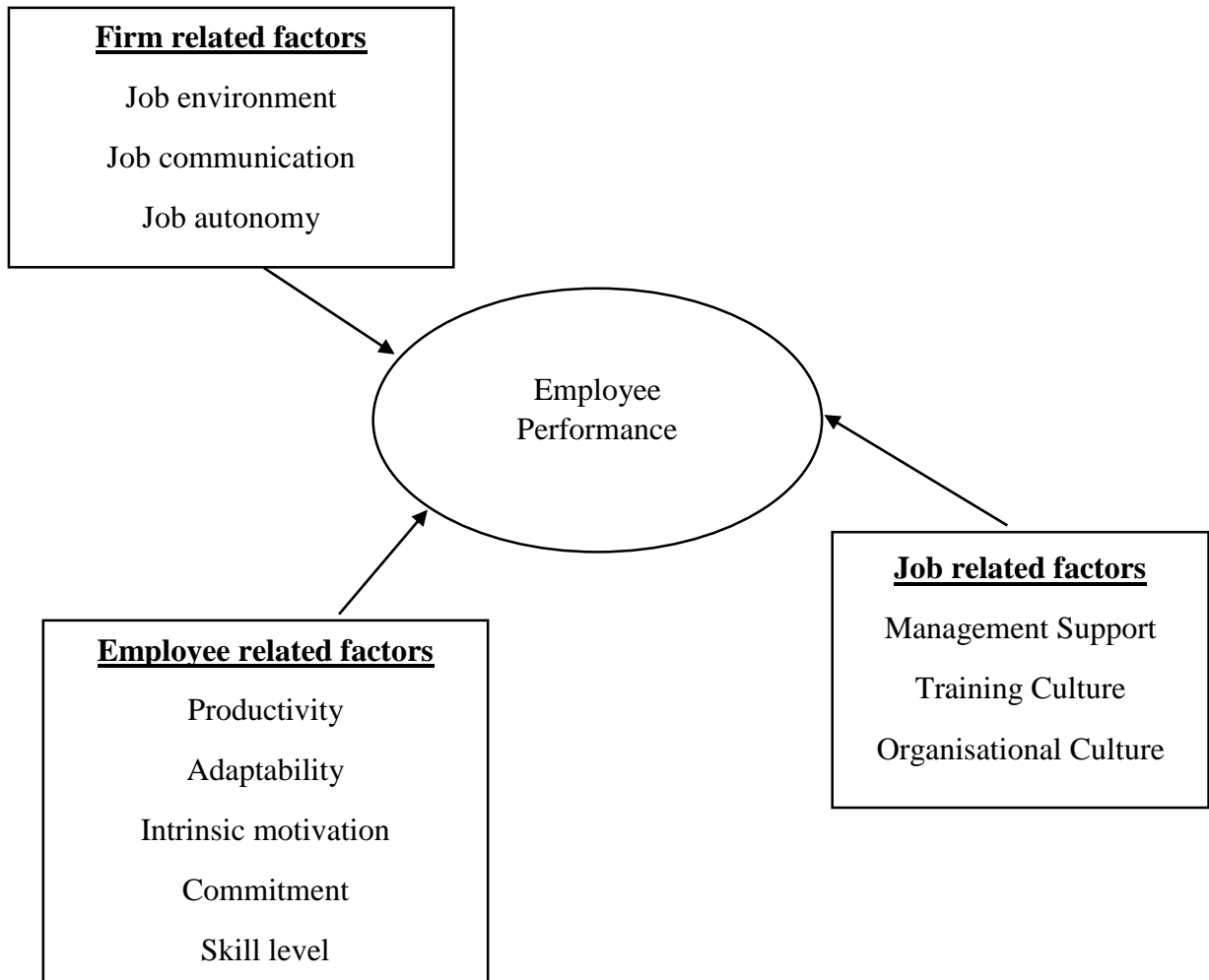
Employee performance is defined as the outcomes and accomplishments obtained by an employee, as well as the behaviors displayed at work (Anitha 2014). (Aguinis 2009). Focusing on staff development is a key strategy to improve employee performance. The organization achieves its objectives. Customers have become a significant aspect in determining staff performance in service environments (Bowen & Waldman, 1999). Intangibility, simultaneous production and consumption, and customer "coproduction," according to Bowen and Schneider (1988), all of which imply that "the consumer experience is as significant as, if not more important than, the consumer good" (Bowen & Waldman, 1999: 164– 165). Furthermore, the quality of the employee-customer contact is crucial in influencing customer happiness. As a result, the employee's behavior has a significant impact on the customer's opinion of service quality.

There are three main factors to attentively look at when dealing with employee performance. These are firm related factors, employee related factors and job related factors. Organizational climate affects employees' attitudes and behaviors, and thus their performance levels, according to Lepak et al. (2006), while Chatman et al. (2014) report a link between organizational climate and adaptability, and Erkutlu (2012) claims that it also affects employees' proactivity level. Finally, Boxall et al. (2007) believe that the culture of an organization influences employee behavior, but Roos and Van Eeden (2008) claim that it is linked to employee motivation. Employing employees with a diverse set of abilities is an useful asset for a company since it allows for the creation of different options for current and future employment requirements. Employee skill flexibility is defined by Wright and Snell

(1998, pp. 764-765) as "the amount of conceivable alternative methods in which employees can apply their skills in their employment" and "how employees with varied skills can be relocated to the suitable positions in a timely manner."

According to Bhattacharya et al. (2005), several practices, such as job rotation and cross-functional teams, can help a company increase its employees' skill flexibility. Although many firm related factors, such as leadership, organizational trust, human capital investments, and so on, have been studied in the literature for their impact on EP (Bapna et al., 2013), this study focuses on management support, training culture, organizational climate, and environmental dynamism. Management support, training culture, organizational climate, and environmental dynamism, according to Mathis and Jackson (2011) and Armstrong (2012), are related to: job-related factors, such as communication, autonomy, and environment; employee-related factors, such as intrinsic motivation, proactivity, adaptability, skill flexibility, commitment, and skill level; and employee performance. Job-related factors refer to practices used by the employer to assist the employee understand the job or work roles (Beukhoif et al., 1998). These practices broadly increase the clarity of the job by providing structure, formality and feedback to employees (Steers 1997; McClurg, 1999).

The figure below shows the three main factors under employee performance.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the procedure as well as the methods used to gather, analyze, and interpret the study's findings. It contains a description of the study area, research strategy, study population, sample size and procedure, data collection instrument, and data analysis methodologies.

Our methodology will outline the population from which the sample was drawn and the sampling processes utilized to determine the sample size. It also goes through the research design and data collection procedure, which is mostly an in-depth interview. For data collecting, we used questionnaires, interviews, and recordings of people who witnessed an occurrence, as well as direct observations.

3.2 Research Design

Zikmund (2003) explains descriptive research as the process of transforming raw data into understandable information so that it is easier to interpret. Exploratory research is conducted into an issue where there are a few studies to refer to (Marshall & Rossman, 1995). The researcher therefore explores the relationships and differences about employee motivation within the various gold mining companies to provide significant insight into the study.

The study employed a descriptive and exploratory research design in a comparative analysis of factors that influence employee performance.

3.3 Population of the study

A research population is a large group of people or items that are the subject of a scientific investigation. Research is carried out for the benefit of the general public (Explorable, 2009). In this study, the population of the study is 1000 small and medium enterprises in Kumasi Metropolis. This was selected based on the researcher's accessibility to these enterprises in question and the fact that these businesses have been there for a long time and having their employees as respondents enabled us successfully distribute our questionnaires.

3.4 Sampling Technique

Non-probability sampling method was adopted. The non-probability sampling method was convenient sampling. According to Mohammad, Habib, and Zakaria (2010), the use of convenience sampling in selecting study participants was a better alternative since it allows for the theoretical generalisations of the findings. A convenience sample was used, as it was conveniently accessible through the permission granted by the employers of the small and medium enterprises and not specifically designed or structured for the study.

3.5 Sample Size

The sample size was determined by using the Slovin's formula at a 0.05 level of significance i.e. 95% confidence level. A sample size of 150 respondents was obtained.

Using the Slovin's formula

$$n = \frac{N}{1 + Ne^2}$$

where,

n= Number of samples

N= Total Population

e = Error tolerance

$$n = 1000 / (1 + 1000 \times 0.05^2)$$

n= 286

3.6 Measurement and Instruments

The study used a standardized questionnaire with close-ended questions for the data collection. A structured questionnaire with both open and close-ended questions was administered directly to employees for them to fill in data. The open-ended questionnaires were used in the area where there was a need for detailed information, while a close-ended questionnaire was employed in the area where there was a need for selection among given answers.

Section A of the questionnaire consisted of items measuring the Factors of employee performance in SMEs. The Factors include firm-related factors, employee-related factors, and job-related factors. Firm-related factors were measured with seven (7) items; employee-related factors were measured with seven (7) items and job-related factors with five (5) items. So, in all, 19 items were used to measure the factors of the employee performance of SMEs. All the nineteen (19) items were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly disagree.

The highest possible score for Firm related factors was 35 and the least possible score was 5. The highest possible score for job-related factors was 25 and the lowest possible score was 5. The highest possible score for employee-related factors was 35 and the least possible score

was 7. Higher scores indicate a high level of the factors, and lower scores indicate low levels of the factors in a particular domain.

Section B of the questionnaire consisted of seven (7) items measuring employee performance in SMEs. The highest possible score for employee performance was 35 and the least possible score was 7. Higher scores indicate a high level of employee performance, and lower scores indicate low levels of employee performance. All the seven (7) items were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly disagree.

Finally, the last part was the demographic characteristics of the employees. The instruments were put together to make one complete questionnaire and were pilot tested. The pilot study conducted showed that the adapted scales have high internal consistency as shown in Table 3.6.

Table 3.5: Internal Consistency of The Scales

Scales	No. Of items	Total Cronbach alpha
Firm Related Factors	7	0.752
Employee Related Factors	7	0.799
Job Related Factors	5	0.812
Employee Performance	7	0.898

The acceptable level of internal consistency of a test or measurement instrument ranges from 0.75 – 0.90 (Tavakol & Dennik, 2011). Table 3.5. shows that the scales have high internal consistency ranging from 0. 752 – 0.898. The scales, therefore, are qualified to be used for the main study.

3.7. Source of data

The study dwells on the primary source of data because it provides empirical information for the study. Structured questionnaires were conducted to gather information from participants. The questions which were contained in the questionnaire were closed-ended. The questionnaire was divided into various sections – A, B, and C. The nature of the study was explained to respondents so that confidentiality of respondents will be assured.

The justification behind the clear instructions and assuring confidentiality of information was based on the fact that this significantly reduces the likelihood of obtaining biased responses (Sekaran, 2003). The administration of the questionnaire was personally done by the researchers, giving assurance of the confidentiality and anonymity of respondents.

3.8. Data Analysis Technique

Following the receipt of completed questionnaires, all statistical analyses were conducted using the Statistical Package for Social Sciences (SPSS) version 22. Cronbach alpha, regression analysis, descriptive statistics, frequency, Anova, and coefficients will all be used in the analysis.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This chapter presents an analysis and findings obtained through the study. There were 150 completed questionnaires representing 100% response of the targeted population. The response was considered to be adequate and representative to allow generalizations of the findings. The chapter is structured along the research questions of the study and is a representation of the data collected.

4.2. Demography information of respondents

This study was about the factors influencing employee performance in small and medium enterprises in Kumasi, thus respondents' highest qualification, their position in the workplace, and their years of experience prefer are considered important demographic characteristics in our findings and are presented in 4.2.3, 4.2.4, and 4.2.5. This section of the questionnaire covered the respondents' gender and age. Though not central to the study, the personal data helped contextualize the findings and the recommendations to improve employee performance.

4.2.1. Age

The age division of the total sample is more or less expected. The youngest to answer were from the ages of 20 to 30 years and the oldest were above 60 years. Respondents 20-30 years

were 34%, 31-40 years were 31.3%, 41-50 years were 24%, 51- 60 years were 7.3% and above 60 years were 2.0%. This result indicates that majority of the respondents were the youngest employees in Kumasi. This is shown on Table 4.1.

Table 4.1: Age of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30yearS	51	34.0	34.0	34.0
31-40	47	31.3	31.3	65.3
41-50	36	24.0	24.0	89.3
51-60	11	7.3	7.3	96.7
Above 60years	5	3.3	3.3	100.0
Total	150	100.0	100.0	

4.2.2. Gender

Table 4.2. shows that respondents who responded to our questionnaires. Out of the 150 responded, males at 54.7% which indicates (82) while females were at 45.3% which indicates (67) of the respondents. This analysis implies that the majority of male under the study responded to the questionnaire than the female employees. This implies that male employees are many as compared to female. Therefore, making males the majority of the respondents.

Table 4.2.: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	82	54.7	54.7	54.7
Female	68	45.3	45.3	100.0
Total	150	100.0	100.0	

4.2.3. Highest qualification

This shows the responses that was received from employees with their highest qualification, from SHS/Technical/Vocational Certificate to Ph.D. Holder. The SHS certificate constitutes 29.3% of the respondents which is 44, Diploma constitutes 21.3% of the respondents which is 32, Higher National Diploma which is also 16.7% which is 25 of the respondents, Bachelor's Degree is 18.0% which is also 27 of the respondents, Master being 10% which is 15 of the respondents and Ph.D. Holder also being 4.7 which is 7 of the respondents.

Table 4.3: Educational Qualification of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SHS/Technical/vocational certificate	44	29.3	29.3	29.3
Diploma	32	21.3	21.3	50.7
Higher National Diploma	25	16.7	16.7	67.3
Bachelor Degree	27	18.0	18.0	85.3
Master	15	10.0	10.0	95.3
PhD Holder	7	4.7	4.7	100.0
Total	150	100.0	100.0	

4.2.4. Position at the workplace

Table 4.4. shows the response that was received from employees from the various positions, thus from owner to the staff. The data received shows that owners were 18.7% which constitute 28 of the respondents, managers were 24.0% which constitute 36 of the respondents and staffs were 57.3% which constitute 86 of the respondents. Therefore, this shows that, majority of the respondents are staffs.

Table 4.4: Positions of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Owner	28	18.7	18.7	18.7
Manager	36	24.0	24.0	42.7
Staff	86	57.3	57.3	100.0
Total	150	100.0	100.0	

4.2.5. Years of experience

Table 4.5. indicates the number of years of working experience employees have in terms of their work, thus, less than a year-5 years to over 15 years. Less than a year-5 years constitute 35.3% which is 53 of the respondents, 6-10years were 26.7% which is 40 of the respondents, 11-15 years were 22.7% which constitute 34 of the respondents and over 15 years were 15.3% which constitute 23 of the respondents. This shows that, majority of the respondents have a low working experience.

Table 4.5: Experience Of The Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than a year-5	53	35.3	35.3	35.3
6-10years	40	26.7	26.7	62.0
11-15years	34	22.7	22.7	84.7
over 15years	23	15.3	15.3	100.0
Total	150	100.0	100.0	

4.3.1. My employers support me in performance of my work

The survey result show that a large proportion of the employees agree that their employers supports them in the performance of their work which results to 44.0% thus, 66 of the respondents. Whiles 30.7% strongly agree that employers support them in their work,15.3% of the respondents are neutral about the supports from their employers, 4.0% of the respondents disagree to the fact that their employers supports them in their work, whiles 6.0% of them strongly disagree to it.

My employers support me in performance of my work

Table 4.7: Response to my Employers support me in performance of my work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	6.0	6.0	6.0
Disagree	6	4.0	4.0	10.0
Neutral	23	15.3	15.3	25.3
Agree	66	44.0	44.0	69.3
Strongly agree	46	30.7	30.7	100.0
Total	150	100.0	100.0	

4.3.2. My employer considers training as a factor that positively affects employee .

The survey results show that majority of the respondents agree to the fact that employers considers training as a factor that positively affects employee performance, which is 48.0% of the respondents, 31.3% of the respondents strongly agree to it. Whiles 14.0% of the respondents are neutral that their employers considers training as a factor that positively affects employee performance, 4.7% of the respondents disagree to it and 2.0% strongly disagree to the fact.

My employer considers training as a factor that positively affects employee performance

Table 4.8: Response to my employer considers training as a factor that affects employee performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	2.0	2.0	2.0
Disagree	7	4.7	4.7	6.7
Neutral	21	14.0	14.0	20.7
Agree	72	48.0	48.0	68.7
Strongly agree	47	31.3	31.3	100.0
Total	150	100.0	100.0	

4.3.3. I have a quality relationship between myself and my supervisors.

This survey results show that majority of the respondents which is 43.3% agree that they have quality relationship between their self and their supervisors, 28.0% of the respondents strongly agree to it. Whiles, 20.0% of the respondents are neutral to it, 6.0% of the respondents strongly disagree that they have quality relationship with their supervisors and 2.7% of them also disagree to it.

I have a quality relationship between myself and my supervisors

Table 4.9: Response to I have a quality relationship between myself and my supervisors

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	6.0	6.0	6.0
Disagree	4	2.7	2.7	8.7
Neutral	30	20.0	20.0	28.7
Agree	65	43.3	43.3	72.0
Strongly agree	42	28.0	28.0	100.0
Total	150	100.0	100.0	

4.3.4. I am being given training to improve on my work performance

This survey results show that majority of the respondents which is 46.7% agree that they are being given training to improve on their work performance, 20.0% of the respondents strongly agree to it. Whiles, 16.7% of the respondents are neutral to it, 10.7% of the respondents disagree that they are being given training to improve on my work performance and 6.0% of them also strongly disagree to it.

I am being given training to improve on my work performance

Table 4.10: Response to I am being given training to improve on my work performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	6.0	6.0	6.0
Disagree	16	10.7	10.7	16.7
Neutral	25	16.7	16.7	33.3
Agree	70	46.7	46.7	80.0
Strongly agree	30	20.0	20.0	100.0
Total	150	100.0	100.0	

4.3.5. There is stability at the environment in which my business operates.

This survey results show that majority of the respondents which is 38.7% agree that there is stability at the environment in which their business operates, 26.0% of the respondents strongly agree to it. Whiles, 23.3% of the respondents are neutral to it, 7.3% of the respondents disagree that there is stability at the environment in which their business operates and 4.7% of them also strongly disagree to it.

There is stability at the environment in which my business operates

Table 4.11: Response to stability at the environment in which my business operate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	7	4.7	4.7	4.7
Disagree	11	7.3	7.3	12.0
Neutral	35	23.3	23.3	35.3
Agree	58	38.7	38.7	74.0
Strongly Agree	39	26.0	26.0	100.0
Total	150	100.0	100.0	

4.4.6. Good relationship between myself and my supervisors motivates me to work hard in achieving organizational goals.

This survey results show that majority of the respondents which is 39.3% agree that the good relationship between them and their supervisors motivates one to work hard in achieving organizational goals, 34.7% of the respondents strongly agree to it. Whiles, 21.3% of the respondents are neutral to it, 3.3% of the respondents strongly disagree that that the good relationship between them and their supervisors motivates one to work hard in achieving organizational goals and 1.3% of them also disagree to it.

Good relationship between myself and my supervisors motivates me to work hard in achieving organizational goals.

Table 4.12: Response to good relationship between myself and my supervisors motivates me to work hard in achieving organizational goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	5	3.3	3.3	3.3
Disagree	2	1.3	1.3	4.7
Neutral	32	21.3	21.3	26.0
Agree	59	39.3	39.3	65.3
Strongly agree	52	34.7	34.7	100.0
Total	150	100.0	100.0	

4.3.7. My supervisors have a direct hand in my performance in the organization.

This survey results show that majority of the respondents which is 36.7% agree that their supervisors have a direct hand in their performance in the organization, 26.0% of the respondents strongly agree to it. Whiles, 24.0% of the respondents are neutral to it, 8.0% of the respondents disagree that that their supervisors have a direct hand in their performance in the organization and 5.3% of them also strongly disagree to it.

My supervisors have a direct hand in my performance in the organization

Table 4.13: Response to my supervisors have a direct hand in my performance in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	8	5.3	5.3	5.3
Disagree	12	8.0	8.0	13.3
Neutral	36	24.0	24.0	37.3
Agree	55	36.7	36.7	74.0
Strongly agree	39	26.0	26.0	100.0
Total	150	100.0	100.0	

4.5.1. I am self-directed and take anticipatory action to prevent reoccurrences of work problems.

This survey shows the results of the respondents. With strongly disagree constituting 6.0%, disagree constituting 1.3% of the respondents, neutral constituting to 30.0% of the respondents, while agree being 41.3% and strongly agree being 21.3%. This indicates that, most of the respondents agree that they are self-directed and take anticipatory action to prevent reoccurrences of work problems.

I am self-directed and take anticipatory action to prevent reoccurrences of work problems

Table 4.15: Response to I am self-directed and take anticipatory action to prevent reoccurrences of work problems

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	6.0	6.0	6.0
Disagree	2	1.3	1.3	7.3
Neutral	45	30.0	30.0	37.3
Agree	62	41.3	41.3	78.7
Strongly agree	32	21.3	21.3	100.0
Total	150	100.0	100.0	

4.5.2. The diagram below shows the results of the respondents. Thus, strongly disagree being 2.7% out of the respondents, disagree being 4.7%, neutral constituting 22.7%, while 50.0% of the respondents agree to it and 20% of the respondents who strongly agree to it. This indicates that majority of the respondents agree that they make sure that their employers are aware of work issues.

I make sure my employers are aware of work issues

Table 4.16: Response to I make sure my employers are aware of work issues

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	2.7	2.7	2.7
Disagree	7	4.7	4.7	7.3
Neutral	34	22.7	22.7	30.0
Agree	75	50.0	50.0	80.0
Strongly agree	30	20.0	20.0	100.0
Total	150	100.0	100.0	

4.5.3. I ask for feedback from my supervisors on my work performance.

This diagram shows the results of the respondents. Thus, strongly disagree constituting to 7.3% of the respondents, disagree constituting to 8.7%, neutral being 20%, whiles, 38.0% of the respondents agree to the fact and 26.0% of the respondents constituting to strongly agree that they ask for feedback from their supervisors on their work performance.

I ask for feedback from my supervisors on my work performance

Table 4.17: Response to I ask for feedback from my supervisors on my work performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	11	7.3	7.3	7.3
Disagree	13	8.7	8.7	16.0
Neutral	30	20.0	20.0	36.0
Agree	57	38.0	38.0	74.0
Strongly agree	39	26.0	26.0	100.0
Total	150	100.0	100.0	

4.5.4. I can cope with higher demanding workload.

This survey shows the results of respondents from the small and medium scale enterprises in Kumasi. Thus, strongly disagree constituting to 1.3% of the respondents, disagree being 8.0%, neutral being 34.0% whiles, agree constitutes to 33.3 % of the respondents and 23.3% of the respondents strongly agree to the fact that they can cope with higher demanding workload. Therefore, this shows that, majority of the respondents are neutral about the fact that they can cope with higher demanding workload.

I can cope with higher demanding workload

Table 4.18: Response to I can cope with higher demanding workload

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	1.3	1.3	1.3
Disagree	12	8.0	8.0	9.3
Neutral	51	34.0	34.0	43.3
Agree	50	33.3	33.3	76.7
Strongly agree	35	23.3	23.3	100.0
Total	150	100.0	100.0	

4.5.5. I develop creative solutions for unusual job related issues for best organization performance.

This survey shows the result of the respondents. Thus, strongly disagree being 6.7% of the respondents, disagree constituting to 7.3% of the respondents, neutral being 22.0% of the respondents, while agree constitutes to 49.3 of the respondents and strongly agree being 14.7%. This indicates that, majority of the respondents agree to the fact that they develop solutions for unusual job related issues for best organization performance.

I develop creative solutions for unusual job related issues for best organization performance

Table 4.19: Response to I develop creative solutions for unusual job related issues for best organization performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	10	6.7	6.7	6.7
Disagree	11	7.3	7.3	14.0
Neutral	33	22.0	22.0	36.0
Agree	74	49.3	49.3	85.3
Strongly agree	22	14.7	14.7	100.0
Total	150	100.0	100.0	

4.5.6. I am quick and proficient to learning new method on how to perform to satisfaction.

This survey shows the result of the respondents. Thus, strongly disagree being 4.0% of the respondents, disagree constituting to 4.7% of the respondents, neutral being 14.0% of the respondents, while agree constitutes to 49.3 of the respondents and strongly agree being 28.0%. This indicates that, majority of the respondents agree to that fact that they are quick and proficient to learning new method on how to perform to satisfaction.

I am quick and proficient to learning new method on how to perform to satisfaction

Table 4.20: Response to I am quick and proficient to learning new method on how to perform to satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	4.0	4.0	4.0
Disagree	7	4.7	4.7	8.7
Neutral	21	14.0	14.0	22.7
Agree	74	49.3	49.3	72.0
Strongly agree	42	28.0	28.0	100.0
Total	150	100.0	100.0	

4.5.7. Listening and considering other viewpoint on my work improves my performance.

This survey shows the result of the respondents. Thus, strongly disagree being 3.3% of the respondents, disagree constituting to 2.0% of the respondents, neutral being 20.7% of the respondents, while agree constitutes to 41.3% of the respondents and strongly agree being 32.7%. This indicates that, majority of the respondents agree to the fact that listening and considering other view point on my work improves my performance.

Listening and considering other viewpoint on my work improves my performance

Table 4.21 Response to listening and considering other viewpoint on my work improves my performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	5	3.3	3.3	3.3
Disagree	3	2.0	2.0	5.3
Neutral	31	20.7	20.7	26.0
Agree	62	41.3	41.3	67.3
Strongly agree	49	32.7	32.7	100.0
Total	150	100.0	100.0	

4.6.1. My skills on the job leads to high level of job performance in my workplace.

This survey shows the results of the respondents. Thus, strongly disagree constituting to 5.3% of the respondents, disagree being 2.7%, neutral being 16.0%, whiles, agree constitutes to 47.3% of the respondents and strongly agree also constitutes to 28.7%. This indicates that, majority of the respondents agree that their skills on the job leads to high level of job performance in their workplace.

My skills on the job leads to high level of job performance in my workplace

Table 4.23 Response to my skills on the leads to high level of job performance in my workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	8	5.3	5.3	5.3
Disagree	4	2.7	2.7	8.0
Neutral	24	16.0	16.0	24.0
Agree	71	47.3	47.3	71.3
Strongly agree	43	28.7	28.7	100.0
Total	150	100.0	100.0	

4.6.2. The job environment satisfies my social needs.

This survey shows the results of the respondents. Thus, strongly disagree constituting to 8.7% of the respondents, disagree being 12.0%, neutral being 18.7%, whiles, agree constitutes to 40.7% of the respondents and strongly agree also constitutes to 20.0%. This indicates that, majority of the respondents agree that the job environment satisfies their social needs.

The job environment satisfies my social needs

Table 4.24: Response to the job environment satisfies my social needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	8.7	8.7	8.7
Disagree	18	12.0	12.0	20.7
Neutral	28	18.7	18.7	39.3
Agree	61	40.7	40.7	80.0
Strongly agree	30	20.0	20.0	100.0
Total	150	100.0	100.0	

4.6.3. I realize from my supervisors that i am a valuable asset for the firm.

This survey shows the result of the respondents. Thus, strongly disagree being 6.7% of the respondents, disagree constituting to 4.7% of the respondents, neutral being 24.0% of the respondents, while agree constitutes to 34.0% of the respondents and strongly agree being 30.7%. This indicates that, majority of the respondents agree that they realize from their supervisors that they are a valuable asset for the firm.

I realize from my supervisors that I am a valuable asset for the firm

Table 4.25: Response to I realize from my supervisors that I am a valuable asset for the firm

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	10	6.7	6.7	6.7
Disagree	7	4.7	4.7	11.3
Neutral	36	24.0	24.0	35.3
Agree	51	34.0	34.0	69.3
Strongly agree	46	30.7	30.7	100.0
Total	150	100.0	100.0	

4.6.4. My positive and unique contribution to the company leads to the success of the organization as a whole.

This survey shows the result of the respondents. Thus, strongly disagree being 2.7% of the respondents, disagree constituting to 4.7% of the respondents, neutral being 18.7% of the respondents, while agree constitutes to 50.0% of the respondents and strongly agree being 24.0%. This indicates that, majority of the respondents agree that their positive and unique contribution to the company leads to the success of the organization as a whole.

My positive and unique contribution to the company leads to the success of the organization as a whole

Table 4.26: Response to my positive and unique contribution to the company leads to the success of the organization as a whole

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	2.7	2.7	2.7
Disagree	7	4.7	4.7	7.3
Neutral	28	18.7	18.7	26.0
Agree	75	50.0	50.0	76.0
Strongly agree	36	24.0	24.0	100.0
Total	150	100.0	100.0	

4.6.5. My supervisors are willing to listen and respond to my request and the workplace to improve my performance.

This survey shows the result of the respondents. Thus, strongly disagree being 8.7% of the respondents, disagree constituting to 3.3% of the respondents, neutral being 25.3% of the respondents, while agree constitutes to 38.7% of the respondents and strongly agree being 24.0%. This indicates that, majority of the respondents agree that their supervisors are willing to listen and respond to their request and the workplace to improve their performance.

My supervisors are willing to listen and respond to my request and the workplace to improve my performance

Table 4.27: Response to my supervisors are willing to listen and respond to my request and the workplace to improve my performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	8.7	8.7	8.7
Disagree	5	3.3	3.3	12.0
Neutral	38	25.3	25.3	37.3
Agree	58	38.7	38.7	76.0
Strongly agree	36	24.0	24.0	100.0
Total	150	100.0	100.0	

4.8. Regression analysis of Factors Predicting Employee Performance

Preliminary analyses are provided in this section to evaluate how the fitness of the data for any inferential statistical analyses. Specifically, the normality of the data was checked to guarantee that the data was normally distributed with no outliers. In presenting the preliminary analyses, the reliability levels of the scales that were used to gather the data are checked.

The researchers also checked the reliability of the scales. According to Bryman and Bell (2015), reliability levels of scales are examined to ensure that the scales can give consistent scores for the study so that the data can be trusted. A scale is found to be reliable and good for research if the Cronbach alpha value of the scale is 0.7 or more. The reliability levels of the scales used for the current study are provided in Table 4.27.

Table 4.27 Reliability Coefficients of the Scales

Scale	No. Of items	Cronbach Alpha (α)
Firm Related Factors	7	.780
Employee Related Factors	7	.841
Job Related Factors	5	.791
Employee performance	7	.830

Source: Field survey, Group Eight(2022)

Table 4.27 shows that the reliability coefficients of the scales are between .780 to .841. This means that all the Cronbach alpha values are above the threshold of .70, and the scales were appropriate to be used for the study.

After the reliability analyses, the normality of the data was also examined. The normality analysis was conducted to help identify how the scores are distributed on a normal curve. This is checked using the descriptive statistics which are presented in Table 28. According to Tabachnick and Fidell (2007), the normality of data is determined using skewness and kurtosis. When the values of skewness range between +1.00 and -1.00 and the values of kurtosis range between +2.00 and -2.00

Table 4.28: Descriptive Statistics of Scores

	Skewness	Kurtosis
Firm Related Factors	-.161	-1.792
Employee Related Factors	.317	-1.294
Job Related Factors	-.265	-.853
Employee Performance	-.387	-.921

Source: Field survey, Group Eight (2022)

The descriptive statistics shown in Table 4.28 demonstrates that all the values for skewness and kurtosis are within the acceptable limit which shows that the data is normally distributed and that there are no outliers.

Finally, Multiple regression was performed to investigate the ability of Job-related Factors, Employee-related Factors, and Firm-related Factors to predict Employee Performance. the preliminary analyses conducted were to ensure no violation of the assumptions of normality,

linearity, and homoscedasticity. Additionally, the correlations between the predictor variables included in the study were examined. All correlations were weak to moderate, ranging between $r = .19, p < .001$ and $r = .43, p < .001$. This indicates that multicollinearity was unlikely to be a problem (Tabachnick and Fidell, 2007). All predictor variables were statistically correlated with Employee Performance which indicates that the data was suitably correlated with the dependent variable for examination through multiple linear regression to be reliably undertaken.

The researchers did not set any *a priori* hypotheses to determine the order of entry of the predictor variables, therefore, a direct method was used for the multiple linear regression analysis. From the regression output, the results show that the relationship between employee performance and job-related factors, employee-related factors, and firm-related factors was found to be significant [$F(3, 146) = 35.529, p < .001$], accounting for 42.2% variance ($R^2 = .422$) in the employee performance. As shown in the Coefficients Table, 2 out of the 3 variables of the factors (firm-level factors and employee-level factors) significantly predicted employee performance. Specifically, employee performance was significantly improved by Firm-level factor ($\beta = .331, t = 3.248, p < .05$), and employee level factors ($\beta = .239, t = 2.404, p < .05$). Table 29 presents the Factors Influencing Employee Performance.

Table 4.28: Factors Influencing Employee Performance.

Step	B	SE	β	T	P
(Constant)	1.303		.265	4.915	.000
Firm level factors	.319	.098	.331	3.248	.001
Employee level factors	.251	.105	.239	2.404	.017
Job level factors	.135	.084	.149	1.613	.109
$R^2 = .422 [F(3, 146) = 35.529, p < .001]$					

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes findings from the study and offers some recommendations on how the challenges can be mitigated to improve the performance of employees considering the factors. It ends with the conclusion of the study.

5.1 Summary of the findings

The data collected and analysed indicates that a large proportion of the employees agree that employers support them in the performance of their work. With that, it influences the organisation positively to improve the work performance of the organisation. Also, employees consider training as a factor that positively affects their performance at the workplace under the employee's related factors. There is also the belief according to the correspondents that there is a positive relationship between supervisors and their employees.

Furthermore, it is indicated that giving the needed training to employees has a positive relationship with their performance at the workplace. Also, motivation helps to achieve organizational goals in every workplace. The correspondents agreed that there is stability in the environment in which their business operates and this helps to improve their work performance.

Supervisors also have a direct hand in the performance of employees at the workplace according to the findings. Therefore the decision taken by supervisors will affect the performance of the employees and the organization as a whole.

The majority of workers according to the correspondents ask for feedback and they can also cope with demanding workloads. They develop solutions for unusual job-related issues for

organizational performance. Under the indicators, it is clear that skills on the job lead to a high level of job performance, and also job environment satisfies social needs according to correspondents.

The unique contributions to the company lead to the success of the organisation while supervisors are also willing to listen to the request of employees which improves the performance of the organisation.

Finally, the regression analysis shows that firm-level factors and employee-level factors significantly predicted employee performance.

5.2 Conclusion

In as much as every organization is influenced by employee-related factors, job-related factors, and firm-related factors, the researchers conclude that firm-level factors and employee-level factors have greater influence on employee performance. SMEs needs to pay much attention to both factors.

The researcher is fully convinced that when the part of employers and employees are played effectively, there will be a great achievement for organizational goals through these three factors influencing employee performances.

5.3 Recommendations

Based on the study and findings, the researchers have made the following recommendations which if adhered to will in long run positively influence the work performance of an organisation.

In the first place, employers need to listen and consider the views of the employees when it comes to influencing the work performance of the employees which in a long run will

improve the achievement of the organisation goals. It is also recommended that employers should consider training their employees, and build a positive relationship with their employees while building a stable system of the environment at the workplace where the business operates. This helps to improve work performances and organizational goals as a whole.

Supervisors must also let their employees know how much they are needed and how valuable they are in improving their activities of the business. This can be done through motivation, listening to the request of the employees, and giving good training to their workers that improves their skills and knowledge at the workplace.

In summary, the following will help to ensure a great influence on employee performance in an organization.

- (a) Employers should support employees at the workplace to achieve the organizational performance of workers.
- (b) Supervisors must also develop a positive relationship with their employees to help improve their work performance.
- (c) Workers should be self-directed and take anticipatory actions to prevent the reoccurrence of work problems
- (d) Employees need to ask for feedback since it helps them to know what to do which improves the performance of the organization in a long run.
- (e) There should be a unique contribution by workers to the company to lead to the success of the organization.

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Appendix
Questionnaires

We are final year students of Christian Service University College, Kumasi. We are
conducting research on a topic

**FACTORS INFLUENCING EMPLOYEE PERFORMANCE: A CASE STUDY OF
SMALL AND MEDIUM SCALE ENTERPRISES IN KUMASI).**

This is academic research and confidentiality is strictly emphasized, your name will not
appear anywhere in the findings or reports. Kindly respond by either selecting the response
among choices given that best represents your views/ticking or by filling the spaces provided.

SECTION A

Please rank agreement or disagreement to the following statement. 1 – strongly disagreed 2 –
disagreed, 3 – neutral, 4 – Agree, 5 – Strongly Agreed.

No.	FIRM RELATED FACTORS	1	2	3	4	5
1	My employer supports me in performance of my work					
2	My employer offer training and development activities to the employees					
3	I have a quality relationship between myself and my supervisors					
4	I am being given the training to improve my work.					
5	The environment is stable in which my business operates					
6	The good relationship between myself and my supervisors motivates me to work hard in achieving organizational goals					
7	My supervisors have a direct hand in my performance in the organisation					

	EMPLOYEE RELATED FACTORS	1	2	3	4	5
1	I am self-directed and take anticipatory action to prevent reoccurrence of work problems					
2	I make sure my employers are aware of work issues					
3	I ask for feedback from my supervisors on my work					
4	I can cope with higher demanding workload					
5	I develop creative solutions for unusual job related issues for best organisation performance					
6	I am quick and proficient to learning new method on how to perform to satisfaction					
7	Listening and considering other viewpoint on my work improves my performance					
No.	JOB RELATED FACTORS	1	2	3	4	5
1	My skill on the job leads to high level of job performance in my workplace					
2	The job environment satisfies my social needs					
3	Realize from my supervisors that I am a valuable asset for the firm					
4	My positive and unique contribution to the company leads to the success of the organisation as a whole					
5	My supervisors are willing to listen and respond to my request.					

SECTION B

EMPLOYEE PERFORMANCE

This part assesses your work performance, please, kindly put a checkmark on the appropriate space provided (/).

5 = Strongly Agreed

4 = Agreed

3 = Neither Agreed no Disagreed

2 = Disagreed

1 = Strongly Disagreed

Employee Performance						
1	I managed to plan my work so that I finished it on time	5	4	3	2	1
2	I kept in mind the work result I needed to achieve	5	4	3	2	1
3	I was able to set priorities	5	4	3	2	1
4	I was able to carry out my work efficiently	5	4	3	2	1
5	I managed my time well	5	4	3	2	1
6	On my initiative, I started new tasks when my old tasks were completed	5	4	3	2	1
7	I took on challenging tasks when they were available	5	4	3	2	1

SECTION C

DEMOGRAPHY PROFILE

1. Kindly indicate your age category
 - a. 20 – 30 years
 - b. 31 – 40 years
 - c. 41 – 50 years
 - d. 51 – 60 years
 - e. Above 60 years

2. Indicate your gender
 - a. Male
 - b. Female

3. What is your highest qualification
 - a. SHS Certificate
 - b. Diploma
 - c. Higher National Diploma
 - d. Bachelor Degree
 - e. Master
 - f. PhD Holder

4. What is your position at the workplace
 - a. Manager
 - b. Administrator
 - c. Customer Care Representative
 - d. Shop attendant
 - e. Others

5. Years of experience
 - a. 0 – 5 years
 - b. 6 – 10years
 - c. 11 – 15 years
 - d. Over 15 years

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.650 ^a	.422	.410	.50203	2.017

a. Predictors: (Constant), Job Level Factors, Employee Level Factors, Firm Level Factor

b. Dependent Variable: Employee Performance

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.863	3	8.954	35.529	.000 ^b
Residual	36.797	146	.252		
Total	63.660	149			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Level Factors, Employee Level Factors, Firm Level

Factor

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	Collinearity
	Coefficients		Coefficients			Statistics
	B	Std. Error	Beta			VIF
1 (Constant)	1.303	.265		4.915	.000	
Firm Level Factor	.319	.098	.331	3.248	.001	2.616
Employee Level Factors	.251	.105	.239	2.404	.017	2.494
Job Level Factors	.135	.084	.149	1.613	.109	2.160

a. Dependent Variable: Employee Performance