

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**ASSESSING THE IMPORTANCE OF BENCHMARKING AS A USEFUL  
TOOL IN PERFORMANCE MANAGEMENT AT THE LOCAL  
ADMINISTRATION LEVEL. A CASE STUDY OF OLD TAFO MUNICIPAL  
ASSEMBLY**

**BY**

**DESMOND DWOMOH**

**(16000972)**

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## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature ..... Date .....

Name: Desmond Dwomoh

### 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 the Christian Service University College.

Supervisor's Signature ..... Date .....

Name: Bernard Adjei Poku (PhD)

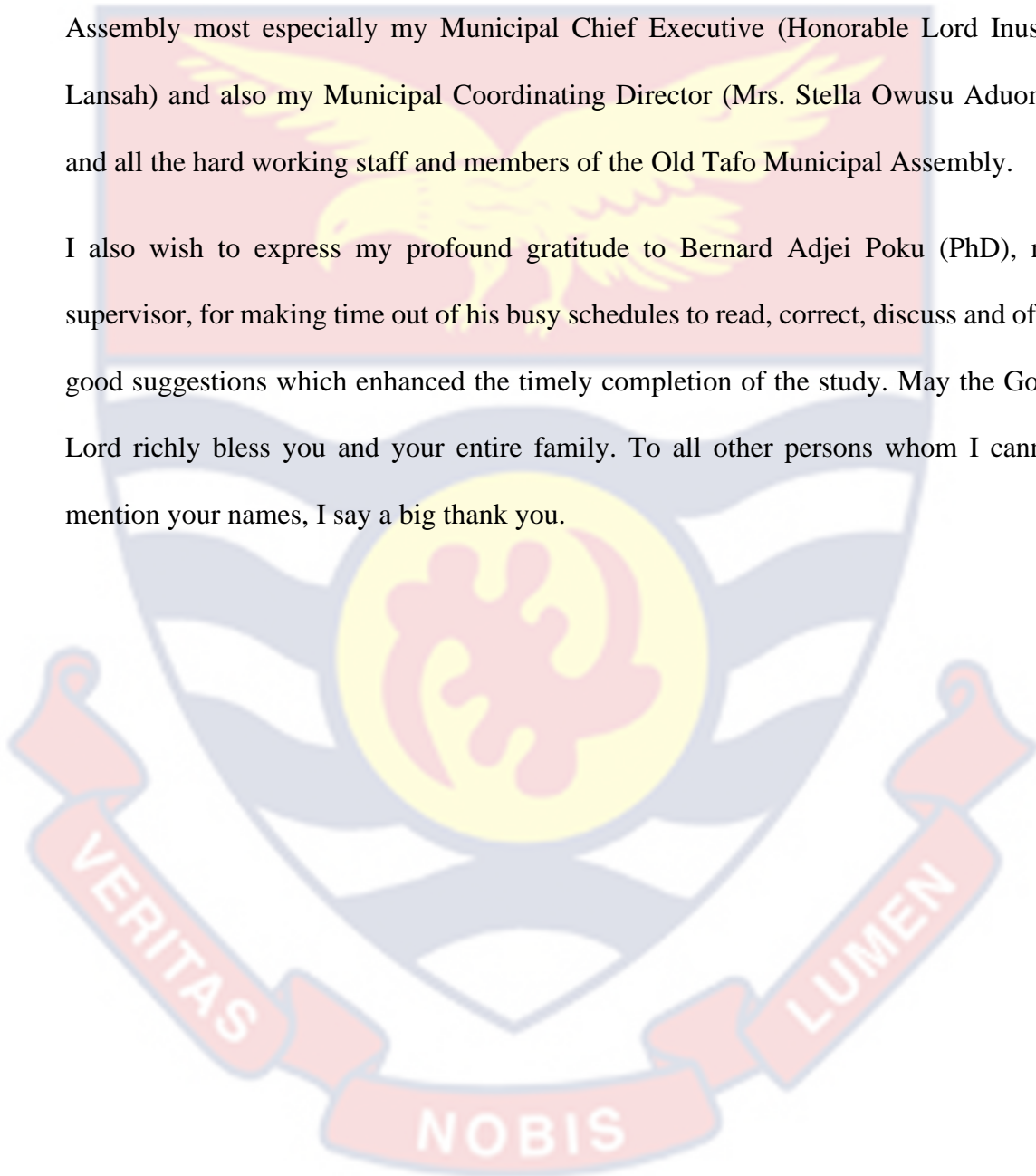
## ABSTRACT

Benchmarking is indicated of having the potential to assist a corporation in understanding performance. This study sought to assess the impact of benchmarking on the performance management of the local administrative level in Ghana using the Tafo Municipal Assembly as case. Both open-ended and closed-ended questions were included in the survey. Structural Equation Modelling (SEM) was used in testing the hypothesis arising from the theoretical model. The study observed and accepted that there is a significant positive relationship between benchmarking intensity and local administrative performance and also observed and accepted that there is a significant positive relationship between benchmarking diversity and local administrative performance. The study recommends utilization of benchmarking as it supports a cycle of opportunity recognition and strategic mobilization of resources to act on opportunities to transform them into new or enhanced goods, processes, and services that result in performance improvements. Future research should include a multi-district, multi-metropolitan, multi municipal and multi-regional survey across Ghana. This would lead to a better knowledge and pattern in multi-group or regional analyses of how benchmarking intensity and benchmarking diversity interact to influence local administrative performance in Ghana.

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## DEDICATION

This dissertation is dedicated to my dear wife Portia Osei (Mrs.), my children (Daphne, Desmond and Darrel) and all who supported me in coming out with this report especially Bernard Adjei-Poku (PhD) my assiduous supervisor.



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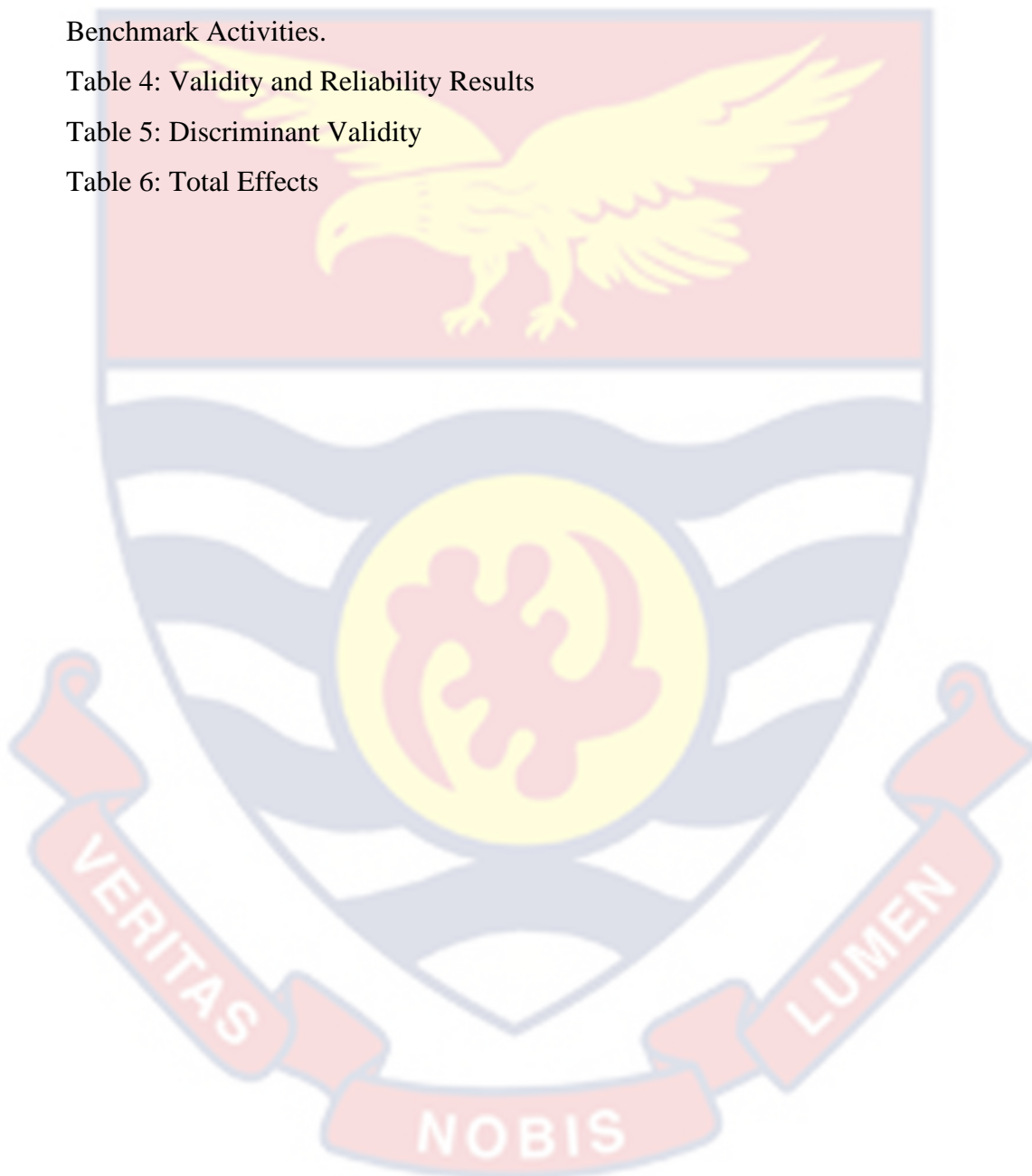
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## CHAPTER ONE

### INTRODUCTION

#### Background of the Study

Reports made for the public sector must take into account more factors than those for the private sector. There is an overriding imperative that parties work for the "collective public good" notwithstanding the fact that the public sector is not the only one with limited resources and competing consumer groups (Kearney, 2018). As a result, specified sets of goals are complicated. Profitability is a significant indicator of success for private sector organizations, which primarily answer to boards of directors and a small number of shareholders. Success in organizations in the public sector, supported by taxpayers, is measured by the accomplishment of social goals and enhancements to "the public good". Any performance evaluation must include both financial management and broader societal expectations (Valotti et al., 2017). For many years, commercial terminology from the private sector has been used extensively in reporting on the public sector. Often utilized concepts include outputs, client satisfaction, assets and liabilities, financial responsibility, and budgets. However, this nomenclature does not adequately describe many aspects of performance in the public sector, and it has long been a challenge to create universally applicable performance measures (Manes-Rossi & Orelli, 2020). Typically, there are two justifications given. First off, by definition, a public sector organization's main objective is not to be profitable. The financial priority is staying inside the budget rather than turning a profit. And second, organizations in the public sector are susceptible to a variety of social and public pressures (Jung, 2018). The research being conducted will investigate the issue of public sector reporting, specifically how benchmarking might assist in giving funders, service providers, service receivers, and other interested parties useful and

pertinent information. In the last 20 years, benchmarking has drawn a lot of attention as a method to aid in the assessment of organizational performance (Ouma et al., 2018).

Globally, there is a higher demand for transparency, better disclosure, and high-quality accounting standards in response to the increased internationalization of capital markets. As capital becomes a global "commodity," nations, particularly emerging economies, must improve the institutions and rev up the reporting standards that control their accounting and disclosure processes in order to compete for this commodity (Luoma-Aho & Canel, 2020). For domestic and international capital sources to offer funding for firms to continue and flourish, the climate must be favorable. Generally speaking, emerging nations experience a lack of investments as a result of poor accountability brought on by ignorance of how management have spent their resources (Azevedo et al., 2019). For both local and foreign capital providers to offer funding for organizations to continue and flourish, there must be a favorable climate. Due to a lack of responsibility brought on by ignorance of how managers have spent their resources, emerging countries generally experience a shortage of investments (Vishnu, 2022). To generalize this to all growing nations, however, would be oversimplified because every one of them has distinct surroundings that require comprehension. Despite the fact that researchers and practitioners in the field of accounting have concentrated on comprehending reporting settings in many developing countries (Hopper, 2018). Performance evaluation is multifaceted and responds to more widely defined and complex accountability linkages; in order to fulfill accountability duties, various stakeholders will need to be pleased with the reports provided. Improved financial reporting standards as a result of the improved environment have increased confidence among domestic and foreign investors (Weygandt & Kimmel, 2022). In terms of social accountability, whether or not a public sector organization is offering high-quality

services will depend in part on how well those services "fit" or align with what customers anticipate. From a different angle, funding organizations will want to know if the organization adhered to its spending limits. Additionally, there are obligations that cannot be quantified in terms of financial performance ethical obligations to service recipients (Alberti et al., 2014). Additionally, there are obligations to service receivers under ethical standards that cannot be quantified in terms of financial performance. The difficulties of identifying one set of performance indicators for the assessment of numerous aspects of performance as well as the "technical problem" of describing abstract notions in operational terms combine to create this situation (Mayne, 2017). Organizations that properly employ management control systems reap immense rewards. When its operations are adequately supported, management control systems can be crucial in aiding organizations and stakeholders in achieving their individual goals. Its ethical procedures place a strong emphasis on ensuring neutrality and independence in order to continue to be useful in addressing current concerns (Szutowski, 2021). Audit committees and management bodies must create favorable conditions for internal audit activities in order to guarantee the efficacy of operations. Therefore, favorable conditions encourage management control systems to reduce operational irregularities, but unfavorable conditions let operational irregularities to continue (Setiyo et al., 2021).

The lowest tier of government is known as local government, and it is responsible for tax collection, providing goods and services, and representing and involving individuals in identifying local public needs and how to best meet them (Wraith, 2023). Metropolitan, Municipal, and District Assemblies (MMDAs) are the three different types of local governments used in Ghana. The Ashanti Region, one of Ghana's 16 regions, had 43 MMDAs at the time of the study in 2023. Additionally, Tafo



Municipal Assembly was made up of 25 electoral areas. The vast array of tasks that MMDAs are expected to complete shows how important it is to promote good governance, ensure sustainable development, build infrastructure, and foster an environment that is conducive to productive endeavors. Objective assurance is needed to monitor and follow the MMDAs' operations with relation to the established policies, laws, rules, and regulations in order to ensure that they satisfy the necessary expectations (Musah-Surugu et al., 2018). The extensive list of duties given to MMDAs shows the importance of supporting good governance, guaranteeing sustainable development, building infrastructure, and fostering an atmosphere that is conducive to productive activity. An objective assurance must be used to monitor and track the MMDAs' operations in relation to the established policies, laws, rules, and regulations in order to ensure that they satisfy the necessary expectations (Chambers, 2018).

### **Problem Statement**

Benchmarking is "the ongoing process of evaluating [products, services, and] practices against the most challenging rivals or those organizations recognized as industry leaders, (that is), the search for industry best practices that will result in superior performance." (Akinshin, 2019). The definition of benchmarking given by Grupp and Maital (2022) is "the continuous process of measuring products, services, and practices against the toughest competitors or those companies recognized as industry leaders, (that is) the search for industry best practices that will lead to superior performance." The goal is to create competitive goals that highlight the benchmarking organization's weaknesses and establish improvement strategies. In other words, the fundamental purpose of benchmarking is to determine how others achieve success rather than "by how much others are doing better" (Cpim et al., 2021). Only relative or local optimums are discovered as benchmarks because there may never be an industry



best practice for a certain good, service, or procedure due to high transaction costs. But "ideal-type" benchmarking definitions need to be adjusted for the real world. Therefore, benchmarking is a constant, systematic process of evaluating goods, services, and procedures against companies that are thought to be superior in order to close any performance "gaps" (Meng et al., 2021). Different benchmarking techniques can be distinguished based on the organization being compared, the item being evaluated, and the targets that need to be raised. Comparatively to "reverse" product engineering, which solely focuses on the analysis of particular features and functionalities of rivals' products, benchmarking is a more thorough activity (La Fata et al., 2017). The shift from comparing products to analyzing methods and processes suggests that comparisons with businesses from different industries that "excel" in their procedures or processes might be made. As methods and procedures are compared, new goals, such as timeliness, quality, and customer satisfaction, become clear (Dousa et al., 2016).

Benchmarking against rivals may also reveal behaviors that should not be imitated. Competitive benchmarking may assist a corporation in understanding a competitor's performance, but it is unlikely to uncover the necessary procedures to outperform that competitor (Morris, 2017). Choosing the right indications to utilize in the benchmarking process is a significant problem. Public sector organizations seldom ever use financial indicators. The most challenging aspect of the benchmarking exercise is finding the "best in class," as well. Since secondary information sources are typically the only ones accessible, systematic searches are expensive, and thorough searches may not always produce results that are comparable (Pastor et al., 2022). The "best of the class" experience is challenging for organizations in the public sector to recognize on their own. It is exceedingly difficult to determine whether a firm can be called "successful" and be used as a benchmark because basic financial metrics like revenue

per employee and inventory returns are missing (Kearney, 2018b). As far as the researcher is aware, there hasn't been any research on the assessing the importance of the benchmarking as a useful tool in performance management at the local administration level in Ghana, As a result, there is a knowledge gap about the impact of benchmarking on the performance management of the local administrative level in Ghana that has to be filled. By assessing the importance of the benchmarking as a useful tool in performance management at the local administration level in Ghana, the study aims to close this knowledge gap.

### **Research Objectives**

The general objective of the study was to assess the importance of benchmarking as a useful tool in performance management at the local administration level.

### **Specific Objectives of the Study**

- i. To determine the relationship between benchmarking intensity and performance management of local administration.
- ii. To assess the relationship benchmarking diversity and performance management of local administration.
- iii. To assess the benchmarking performance practices of the old Tafo Municipal Assembly.
- iv. To identify the challenges the assembly faces in the old Tafo Municipal Assembly.

### **Research Questions**

- i. What is the relationship between benchmarking intensity and the performance management of local administration in Ghana?

- ii. What is the relationship between benchmarking diversity and the performance management of local administration in Ghana?

### **Scope of the Study**

This study would be limited to District administration with Old Tafo Municipal Assembly as a case study. It tries to look at the current benchmarking measures being established within the Old Tafo Municipal Assembly as against what ought to be done. It also tries to bring to bear the general conditions of the LGS and how it affects work productivity in relation to meeting benchmarks at the District Assembly level and what government can do to improve the situation.

### **Justification of the Study**

As it provides insight into the various effects of benchmarking on their organizational practices and, ultimately, on local administration performance, the study is priceless to local administration level management. The study may also be helpful to the government in formulating policies relating to taxation and other legal obligations in the nation.

All stakeholders must effectively participate if the financial industry is to play a significant role in the formulation of government policy documents. The decision-maker may be able to determine how best to include the sector and how to guarantee its complete involvement.

### **Limitation of the Study**

This main limitation of the study is limited time for students to produce the final work as well as financial constraints in relation to data gathering and receiving of prompt responses from interviewees.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The information from other researchers who conducted their research in the same benchmarking study is compiled in this chapter. The concept of benchmarking, benchmarking models, benchmarking as used in public organizations, benchmarking as a performance management tool, success factors for benchmarking, performance measurement, benchmarking and company performance, barriers to successful benchmarking, empirical review, and conclusion are the specific topics covered here.

#### Concept of Benchmarking

The term "benchmarking" is widely used nowadays and refers to a variety of human endeavors. When a current state of affairs is thought to be temporary until it is replaced by a more desirable state of affairs, it is increasingly discovered to be a crucial contributor to any serious organizational improvement process based on some evidence or expectation that such a state is attainable, either in full or in part. The point of comparison is between the situation as it is and what might be better. It supports the transformational processes that result in these advancements (Oecd, 2018). Benchmarking is defined as a procedure that aims to align different points of reference in a positive way in addition to identifying them. This benchmarking study will be undertaken in the setting of an organization (Holzwanger et al., 2020). Benchmarking, to put it more succinctly, is an ongoing, systematic procedure for comparing the work processes of two organizations by placing an external focus on internal activities, functions, or operations (John et al, 2018). The purpose of benchmarking is to give key employees who are in charge of processes an external benchmark for evaluating the value and cost of internal activities, as well as to help pinpoint potential areas for



improvement. Benchmarking has been regarded as a way to teach an institution how to do better and is comparable to the way people learn (Román & Hitpass, 2020). According to Bernbach et al. (2017), the benchmarking notion should be seen as an organizational adaptation process rather than adoption. It is not just a matter of mimicking others; rather, it is about learning how to better through exchanging ideas. Benchmarking, according to Simon et al (1997), is more than merely a method or a tool. Instead, it is a potent idea that can affect behavior change and the creation of fresh approaches to business management.

According to Zheng et al. (2015), benchmarking is the ongoing pursuit and implementation of methods that provide superior competitive performance. To accomplish continuous improvement, internal activities, functions, or operations must be the primary focus. It may also be described as the process of continuously recognizing, comprehending, and adapting exceptional practices and procedures found both inside and outside the organization and putting the results into practice.

Benchmarking is a continual process for comparing goods, services, and business processes to those of the most challenging rivals or the leading organizations in the sector definitions (Van Nuland & Duffy, 2020).

The focus of benchmarking literature today is on issues related to improving the benchmarking process, i.e., it concentrates on an in-depth examination of benchmarking to find the gaps. This was confirmed by Kuhlmann and Bogumil (2018), who stated that "considering the range of publications, it can be said that the benchmarking technique has seen a steady growth and appears to be heading towards maturity level." In a similar vein, Ungan (2004) noted that while many businesses engage in benchmarking, best practice adoption is not as widespread as may be

anticipated. He has therefore researched the elements that influence the decision to adopt best practices for the public sector. According to Heras-Saizarbitoria et al. (2020), benchmarking often takes place at the more downstream output stage of an organization and is based on the measurement of lag benchmarks of organizational performance.

### **Models of Benchmarking**

Benchmarking is now a "continuous process of identification, learning, and implementation of best practices in order to obtain competitive advantages, whether internal, external, or generic," as opposed to a "continuous and systematic process of evaluation of the products, services." (Ertek, 2018). According to Koenders et al. (2022), the benchmarking process should offer the fundamental foundation for action with the flexibility to be modified to fit specific demands. The organization should select a simple, straightforward model that emphasizes logical planning and organization and establishes a framework for behavior and results. The benchmarking process models provide to outline the procedures that must be taken while conducting benchmarking. Despite the fact that the fundamentals of all benchmarking methodologies are identical, the majority of the writers have modified their methodology or models in light of their personal experiences and routines.

While developing a new model, the benchmarking wheel, Kiela et al. (2021) discovered 60 different existing models that had been created and put forth by various academics, researchers, consultants, and industry specialists. While it would be impractical to include all the models that are available in this essay, the models that are offered here serve as representative samples of the most prevalent, pertinent, and generally discussed models in literature. After reviewing some benchmarking frameworks, Billah (2021) divided them into academic/research-based models and



consultant/expert-based models. Industry-based models have been added as an additional kind to the same categorization method.

### **Economic Benchmarking Theory**

Given the existence of market forces, it follows that consumers can first evaluate the characteristics (such as quality and price) of the goods offered by several suppliers before selecting the one who best meets their needs. This approach encourages underperforming suppliers to operate more effectively and efficiently since the survival of suppliers with low demand is jeopardized (Amirteimoori et al., 2021). Additionally, other suppliers that are now performing well have a motivation to increase their effectiveness and efficiency because a slower rate of improvement compared to their rivals may jeopardize their long-term survival. Therefore, economic theory assumes that all organizations will function better when they are exposed to competition. As a result, due to the influence of market forces, average sector performance increases. Poorly performing firms, however, will have a stronger motivation to improve because they face a greater threat to their own existence (Markovic et al., 2023).

Moreover, businesses that compete in highly competitive environments must modify the characteristics of their products to suit consumer demands. However, businesses have some room to stand out from the crowd when there is less intense competition. However, regardless of how fierce the competition, businesses constantly pay close attention to what their rivals do and don't do. In other words, economic theory assumes some degree of conformist behavior on the part of organizations. This kind of behavior probably lessens performance gaps between firms (Perles et al., 2023).

## **Benchmarking Theory**

Benchmarks are divided into three categories by Vallentin (2022): task samples, motivating comparisons, and performance assessments. The theory also lists seven criteria that a benchmark must satisfy to be effective. Accessibility: Both the task sample and the reported experimental findings from the benchmark must be made available to the general public on the internet. The benchmark must also be simple to apply and comprehend by parties with various degrees of empirical study competence (Baker et al., 2023). Cost-effectiveness - The cost of employing the benchmark, including the cost of labor and the hardware and software required to gather the measurements, must be reasonable given the expected benefits. Clarity - The benchmark's specification must be succinct and explicit; it must not leave room for misunderstanding or ambiguity-based abuse (Vallentin, 2022b).

Relevance: The benchmark task sample should be general in breadth and representative of the area of interest. Solvability: The ability to finish the task sample and carry out the necessary performance measurements when a tool or technique is applied to the benchmark. Portability - The benchmark must be fair, favoring no particular tool or method over another. It must be abstract enough to adapt to various tools and procedures, or else it must be applied multiple times to express various goals. Scalability: The task sample must fluctuate so that it may be used with tools and methodologies at various stages of maturity (Forsyth et al., 2023).

## **Neo-institutional Benchmarking Theory**

According to neo-institutional theory, an organization must change in order to survive and remain competitive due to challenges from its environment. Neo-institutional reasoning was chosen because it emphasizes efficacy and efficiency, which are integral to the benchmarking goal of performance improvement. Because public

sector organizations are typically deeply ingrained in rules, beliefs, and traditions, institutional reasoning is applied (Christensen et al., 2023). Benchmarking is viewed as a tool for achieving economic legitimacy both in terms of economic and institutional rationale. However, the latter also considers how it affects the social legitimacy of organizations. There is also another significant difference between the two theoretical perspectives (Purinton & Skaggs, 2022). Institutional reasoning also addresses the causes and mechanisms that underlie benchmarking, in contrast to economic reasoning, which only addresses the final results of benchmarking in terms of improvements in performance. This relates to, for example, an organization's readiness to engage in a benchmarking project and to implement performance improvement measures based on the results of the project. A thorough and well-rounded public sector benchmarking theory will emerge from the two theoretical perspectives, which will present comparable as well as complementary reasons for benchmarking in the public sector (Farazmand, 2023).

### **Benchmarking as Used in Local Administration Level**

Organizations have been urged to examine, and in many cases adopt or apply, a wide array of creative management philosophies, tactics, and techniques in today's highly competitive market and rapidly changing global economy. In order to manage the transformation of local administration level into quality public-sector organizations, benchmarking is a potent tool for quality improvement. The way that businesses are organized, managed, and run in Africa has been completely transformed through benchmarking. This is quite clear when one considers the volume of conferences being held, the establishment of clubs and groups, and the publication of periodicals and magazines specifically focused on benchmarking (Pittaway et al, 2020). Some authorities have joined together to develop important benchmarking arrangements

which have enabled authorities to learn from each other, and improve their performance. The Government has no intention of discouraging these arrangements. They represent initiatives which best value will be designed to foster (Sosu et al, 2019).

The public sector had been considered to be less effective than the private sector, however by using quality improvement methods, public spending could be raised without lowering service standards. Inefficiency, waste, and distance from those they serve have come to be seen as the main criticisms of public services, and quality management has come to be seen as the solution to these issues (Baafi et al, 2021).

For society and people as a whole, the introduction of a quality agenda in the public sector is important. Local government is the best example of this in particular. Since local government affects the lives of many people at some point, whether directly or indirectly, and provides a wide range of services (protection, welfare, and convenience), it is well-established and well-known. This highlights the need for a quality improvement plan and suitable strategies to deliver the highest quality services (Khan, 2022). Benchmarking is a potent tool for quality enhancement and a paradigm for successfully managing the conversion of subpar schools into quality schools. Understanding benchmarking procedures and the change process is crucial for principals and other school administrators who seek to replicate the outcomes of the quality principles in the educational context (Işık et al., 2023).

### **Benchmarking as a Performance Management Tool**

Public officials can accomplish two objectives by contrasting their own performance goals and outcomes with reliable performance benchmarks, performance norms, or the goals or outcomes attained by esteemed competitors. They can first evaluate the performance of their organization in the context of an external benchmark



to determine its general suitability (Harrington & Benraouane, 2022). By looking at what other businesses have been able to accomplish, they can secondly validate that their performance expectations are fair.

Projects that fall under this third type frequently have the advantage of breadth of coverage because they frequently concentrate on an entire department or even many departments, but unlike corporate-style benchmarking, they frequently give little in the way of in-depth analysis (Elkington et al., 2023). These benchmarking projects frequently compile program statistics and measures of quality or success for multiple functions rather than focusing only on one key process, but they typically leave the process details that might reveal the keys to that success for later investigation. Such benchmarking initiatives are diagnostic in this regard. Only when they are combined with further analytical steps, which are frequently conducted when major performance gaps are found, do they become prescriptive (Hoque, 2021).

Numerous local governments have made an effort to compare specific performance metrics with those of other counties or cities. Even those in charge of such efforts are forced to admit that these investigations tend to be of the "quick and dirty" sort, even though such efforts are occasionally systematic and rigorous. Instead, they are more frequently ad hoc and carried out under the stress of extremely tight deadlines. Such studies frequently make compromises in the sake of expediency and frequently fall short of achieving uniformity in cost-accounting procedures or consistency in service (Teles, 2023).

An individual city or county may focus on a single service and gather comparative performance measures for that service while conducting an ad hoc study. When local governments work together on a project, they nearly always decide to

address a broad range of services, frequently putting the quantity, volume, and quality of those services first. Although they might also take into account service efficiency, unit costs often rely on budget estimates or gross spending and infrequently take into account significant cost accounting variations across the participants (Farazmand, 2023b).

### **Benchmarking Procedures**

There is no specific benchmarking method that has been widely used. There are now many different benchmarking approaches due to benchmarking's widespread appeal and adoption. Boxwell's *Benchmarking for Competitive Advantage* is the fundamental text on benchmarking. It stands the test of time and is still worthwhile to read (Taran et al., 2021). The first level of the 12-stage technique was "Select subject ahead." 2. Describe the procedure 3. Find possible partners 4. Recognize the data sources 5. Gather information and choose partners 6. Establish the gap 7. Identify process variations 8. Predict future success 9. Communicate 10. Modify the objective 11. Implement 12. Review and reevaluate (Nambiar & Poess, 2022).

In search for best practices in the industry that result in improved performance. Press for Productivity. Planning the study, carrying out the research, assessing the data, and applying the results to the home institution that is conducting the study are the four processes that can be used to summarize benchmarking operations. The first phase entails choosing and specifying the administrative or instructional process to be examined, as well as designating which comparable institutions will serve as a benchmark for comparison (Sharma et al., 2023). Second, information on the colleges, local administration, or other organizations under study is gathered through primary and/or secondary research for the benchmarking process. The third step involves reviewing the data collected in order to determine the research findings and create



suggestions. The performance gaps or discrepancies across the institutions being benchmarked at this point assist in identifying the process enablers that support the leaders' high performance. The project's main objective is to adapt these enablers for improvement, which is the fourth step in the first iteration of a benchmarking cycle (Kütz, 2021).

### **Types of Benchmarking**

Benchmarking is primarily used to evaluate competitive insight and collect data based on performance during the development of a product or company. With the aid of this benchmarking method, we can assess and pinpoint the steps to take in order to remove obstacles that further improve and enhance our performance (Fischer & Wermers, 2020). Internal, competitive, functional/industry, and generic or best-in-class benchmarking are the four main categories. Large, decentralized entities with numerous divisions or units that carry out comparable procedures can do internal benchmarking. The more popular competitive benchmarking compares processes to those of peer organizations that compete in comparable marketplaces (Holzer & Ballard, 2021). Comparable to competitive benchmarking, functional or industrial benchmarking has a bigger and more broadly defined group of competitors. Identifying the finest operating techniques accessible, generic, or best-in-class leverages the broadest application of data collecting from many industries. The choice of the benchmarking type depends on the process being examined, the data's accessibility, and the institution's competence (Jaafari, 2023).

Internal benchmarking, competitive benchmarking, functional or industry benchmarking, and process or generic benchmarking were the four forms of benchmarking that Du Preez (2022) distinguished. It was clear that various benchmarking methodologies had been developed. Delers (2023) stated that, in order

to achieve desired outcomes, the benchmarking technique and the type of benchmarking should be carefully chosen and applied. In a similar spirit, Nol et al. (2023) claimed that while internal strategy comparisons were pointless, competition comparisons offered numerous opportunities for development. According to Kohl et al. (2023), organizations should employ integrated benchmarking because it was not required to use just one tool but to combine a number of approaches because they frequently helped to target various sets or sub-areas for improvement. As a result, benchmarking classifications were based on the type of partner, according to the typology of benchmarking classifications presented by Gainaru et al. in 2023: Internal comparisons. an evaluation of comparable operations within one's own company. This is a good place for enterprises to start since before they can be compared to other businesses, they must first understand their own goods, services, or operations. Operating standards are established within firms through internal benchmarking activity (C. Zheng & Zhan, 2019).

Comparing the best of the most direct competitors is known as competitive benchmarking. Since internal data must first be acquired and examined before it can be compared to external data, this activity comes after an internal benchmarking activity (Shou et al., 2022). Comparing one's approaches to those of businesses outside one's industry that have similar processes in the same function is known as functional benchmarking Renk (2018). Comparing your work processes to those of others who have creative, excellent work processes is known as generic benchmarking. This exercise can be applied in a variety of companies. It is regarded as being incredibly powerful and challenging to put into practice. It calls for an expansive view of the entire process and a thorough comprehension of each phase (St-Hilaire, 2022).

### **Employee Participation**

To capture the full scope of participation, employee participation has thus included concepts as diverse as industrial democracy, co-operatives, employee share plans, employee involvement, human resource management (HRM) and high-commitment work practices, collective bargaining, employee empowerment, team working, and partnership (Spannring et al., 2023). Additionally, allowing employees to choose the performance criteria that drive and steer their own continuous improvement initiatives enabled significant improvements in morale and productivity. Achievable employee satisfaction, quality improvement, and efficiency increase in local administration could all result from good employee involvement strategies (Bakhshandeh et al., 2023).

### **Benchmarking Limitation**

Benchmarking undoubtedly offers benefits. When you compare your own efficiencies—and ultimately, competitiveness—to those of peer organizations, you can learn a lot about how much faster or more expensive a standard process is for you. But benchmarking has its limitations as well. Such straight-across cost or numerical comparisons lose all relevance when the differentiated output that internal support or shared services groups give is disregarded. The modern support unit that succeeds does so by earning the trust of the business units it supports. It is therefore useless to compare its outcomes to those of a benchmarking survey. Businesses should save benchmarking studies for commodities like products or services (Macedo et al., 2023).

When the process being benchmarked is essentially the same at all of the participating units (internal or external), benchmarking is successful. Comparing the costs of making the same widget, accepting the same kind of customer order, or processing the same kind of salary or benefit claim across many businesses, for

instance, is helpful. However, benchmarking is useless when used to contrast fundamentally dissimilar processes or goods (Nash & Bruzzone, 2021).

### **Performance Management**

The future direction, key competencies, and values of the institution are developed, communicated, and enabled through the integrated and continuous process of performance management, which also contributes to the development of an understanding horizon. Executives, managers, and supervisors use this method to match employee performance with the objectives of the institution (Hoque, 2023). Performance management is a methodical approach to enhancing performance through a continuous process of identifying desired results, establishing performance criteria, and then gathering, evaluating, and reporting on streams of data to enhance both individual and group performance (Review, 2023). Performance management is a continual process for enhancing the performance of individuals, teams, and organizations. It has been the center of all organizations since it provides strategic guidance on how resources will be allocated in order to attain predetermined goals and objectives (Helmold, 2022).

The idea is likewise based on the idea that management should be done by contract or agreement rather than by direct order. It places a focus on the creation and launch of plans for self-managed learning processes as well as the fusion of personal and business goals. The process is ongoing and adaptable, involving both managers and their direct reports within a framework that outlines how they should collaborate to produce the desired results. Instead of a retrospective performance review, it focuses on future performance planning and improvement. It serves as the foundation for frequent and ongoing discussions about performance and development needs between managers and teams of employees (Armstrong, 2022).



Performance management, according to Moussa et al. (2022), can also be considered as a strategic and integrated strategy for bringing long-term success to firms by enhancing employee performance and building the skills of teams and individual contributors. Performance management is a broad range of operations with the goal of raising employee performance. To ensure that employee performance and growth are both improved, the process entails coordinating human resource management techniques with organizational goals. Through a process of continuous improvement, which involves performing performance assessments that concentrate on the future rather than the past, the objective is to maximize organizational performance (Bourne & Bourne, 2023).

Performance management focuses on meeting end-user needs in order to improve the quality of public service delivery. It is a tactic for enhancing worker efficacy, productivity, and performance. It places a focus on the coordination of organizational goals with personal objectives, continuous performance evaluation, and training and development. It is clear from the aforementioned definitions that performance management is a continual process, not an event that is interwoven with other management activities (Hinson et al., 2022).

Generally speaking, operational effectiveness refers to a variety of methods in a broad sense that enable an organization to more effectively use its resources. Operational effectiveness is what performance management attempts to achieve. Every organization strives for efficiency, effectiveness, and quality, which has led to the development of many management strategies and tools like comprehensive quality management, benchmarking, re-engineering, and change management (Hoque, 2023c).



The management of public sector enterprises has seen numerous changes over the past ten years, including a shift towards output controls from action controls (rules and procedures) to management control. Because the outputs of the public sector are also intangible, it is typically challenging to gauge performance improvement and productivity. For instance, it is difficult to quantify the overall welfare of the community, the effectiveness and efficiency of the services given, and the general contentment of society with those services (Berman & Hijal-Moghrabi, 2022).

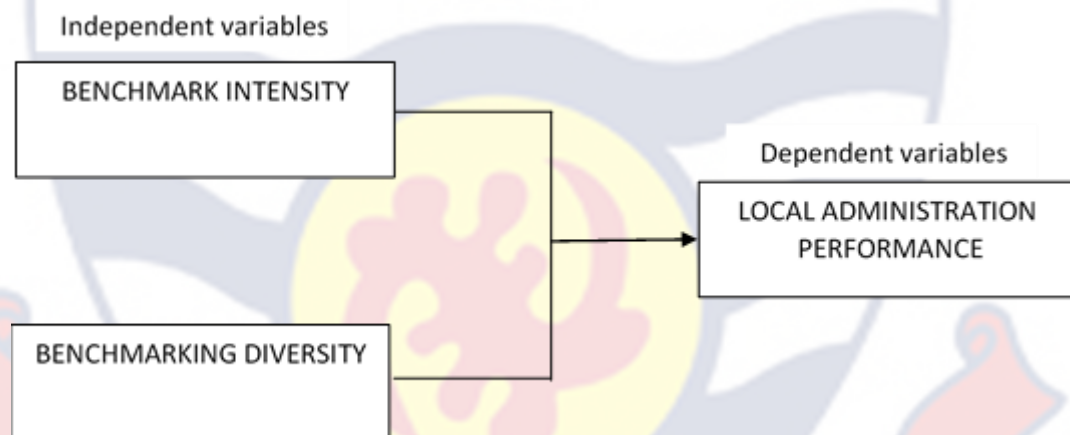
Schedler's (2022) claim that, all things being equal, an organization's success rests on how people are perceived and treated, and how they in turn view the organization and behave toward it, echoes the significance of performance management in public service. Thus, performance management is crucial to the public sector.

According to common consensus, performance management maximizes employees' contributions to the service while also attending to their unique demands. Clear work goals and responsibilities, increased commitment and motivation of staff at all levels, a reliable method of measuring performance, a focus on results, the elimination of unnecessary activity, improved staff retention and attraction, improved communications, increased managerial motivation through goal setting, more effective development of people, and the ability to be linked with a variety of human outcomes are just a few of the advantages of performance management to the public service (Farazmand, 2023c). The basic premise of performance management, which claims to be able to focus institution members' attention on a single goal and motivate them to achieve it, undoubtedly has an impact on the emphasis placed on performance management for the delivery of results (Caruana et al., 2023).

## Benchmarking and Local Administration Performance

The purpose of benchmarking, according to Teles (2023b), is to give key employees in control of processes an external standard for evaluating the value and cost of internal activities and to assist in locating potential areas for improvement. Organizations can increase process efficiency and external environment emphasis by using benchmarking. Therefore, benchmarking is a useful, practical method for changing processes in a planned way to attain higher performance (Ticha et al., 2023).

The theoretical framework below shows how benchmarking and business performance are related.



**Figure 1: Theoretical Framework Linking Benchmarking and Performance**

Source: Author (2023)

By examining whether benchmarking diversity (the number of primary benchmarking types adopted) and benchmarking intensity (the degree to which benchmarking practices are implemented), the current study advances our understanding of the relationship between benchmarking and performance. Benchmarking had previously been thought of as a univariate concept, however the current work splits it into two parts.

Data from an empirical survey and data envelopment analysis are used by Afonso et al. (2023) to illustrate how management can find businesses to benchmark on quality instruments where they might already be inefficient. Benchmarking can result in significant growth in one's ability for change and strategic thinking. Through alignment and linkage, benchmarks help turn plans into tactics and ultimately into action (Christopher & Thor, 2023). According to respondents in a research by Baker et al. (2023b), the primary benefit of benchmarking is to determine how the company is performing in relation to other businesses of a similar size. This suggests that climbing the league table is a worthwhile goal in and of itself.

The current study's fundamental premise is that the motivating factors or driving forces play a significant role in determining whether a benchmarking exercise is successful or not. The strong competition that results in a quest for perfection, especially among rival companies, in order to establish or maintain market competitiveness, is one of the fundamental drivers behind benchmarking. Benchmarking frequently begins as an expansion of an already-running quality management program. Benchmarking and comparisons with the competition are unavoidable results of the pursuit of continual development (Auriol et al., 2021).

Kütz (2021b) continued on to say that benchmarking was a process that aided in learning about the company and how it operated. It made it possible for businesses to pinpoint the major procedures that need change and to look for workable answers from industry leaders. There will be little comprehension of what is necessary to improve the maintenance process without accurate and timely data and knowledge of how the data is utilized to produce the benchmark statistics. And this is true regardless of the benchmarking process.

It's crucial to have an example of an internal best practice to share with businesses that are thought to be the greatest in a particular area of a skill when working with them. Benchmarking calls for a genuine cooperation with shared advantages. What is the benefit to the partners if you merely observe and query during benchmarking visits—with no sharing? Utilizing the insights gathered to modify the competency benchmarked is the last step to guaranteeing benchmarking advantages. The knowledge acquired ought to be thorough enough to enable the creation of a cost-benefit analysis for each suggested changes (Opačić, 2022).

The aforementioned research led to the conclusion that benchmarking was viewed as a unidimensional construct by previous authors. However, their research suggests that benchmarking may be divided into two basic categories, namely intensity and diversity. Previous research has outlined the requirements for benchmarking procedures and, to a lesser extent, has sought to connect benchmarking to performance. However, benchmarking hasn't been examined as a multivariate construct in any of the investigations. By analyzing the relationship between benchmarking (as a two-dimensional construct) and firm performance using ROI, the current study will thereby advance the efforts of earlier authors (Kreinces, 2022).

### **Barriers to Successful Benchmarking**

Benchmarking is a subset of performance measurement, and as such, it shares some of its hindrances with it. However, there are several hurdles in the literature that are thought to be more benchmarking-specific, including incrementalism (Pepper et al., 2021). Benchmarking is hampered by a variety of factors, including political opposition, mistrust from recalcitrant administrators, and a limited pool of potential partners. With the use of survey research, other hurdles have been discovered (Nambiar & Poess, 2023). Structured required performance regimes are connected with a number



of benchmarking obstacles. The lack of widespread adoption of benchmarking at the state and municipal levels has been attributed to issues with overcoming accounting variations across different jurisdictions (Adjei & Adu-Gyamfi, 2022).

Administrators frequently assert that their organizations are different from other organizations, making comparisons pointless, as Schedler (2022b) noted. Addressing some local administrators' resistance to using external benchmarking methods. Managers might deliberately restrict themselves to internal benchmarking for defensive reasons, according to Gainaru et al. (2023b). It is important to compare one's performance to that of prior times, and it is strange for a participant in a project that was created primarily for that goal to be reluctant to welcome external comparison.

Such hesitation may indicate a deep-seated mistrust of performance assessment, concern over the figures generated and what they will imply about relative standing, or a lack of faith in the organization's capacity to raise performance (Hague, 2023). Another justification for limiting the use of benchmarking data is more psychological in character and does not presuppose manager squabbling for territory. Simply put, people are more familiar with and at ease with the traits of their organization than those of another. Additionally, internal qualities need less mental effort to remember and understand. For these reasons, internal reference points are more likely to be utilized when analyzing complicated or challenging characteristics (Forsyth et al., 2023b).

In this study, we investigate how strongly these errors relate to the results of benchmarking.

### **Empirical Review**

Although gathering information about rivals is not a recent occurrence, its formal and extensive use as a managerial tool is. In their study of benchmarking health,



safety, and environmental performance management methods in the local government in Ghana, Mulley and Nelson (2020) discovered that benchmarking was a useful tool for establishing the objectives required to stay competitive and for picking up new concepts. Benchmarking and performance were reviewed at the local government level by Holzer and Ballard (2021b).

According to the study, benchmarking acted as a tactical instrument for performance evaluation and continual performance development. Benchmarking also boosted learning and growth potential, as well as productivity and individual design. Another study by Abane et al. (2021) on benchmarking techniques at the local level of Ghanaian government revealed that benchmarking was used to raise service quality, lower operational costs, and accelerate delivery or response times.

In a study on benchmarking the order delivery process for continuous improvement, Sosu et al. (2019) looked at the case of the Ghana local administration level and found that the strategy gives an organization the ability to set meaningful and realistic targets, improves productivity, aids in learning new things, provides an early warning of competitive disadvantage, and inspires employees by demonstrating what is possible. Benchmarking can result in significant increases in strategic thinking and the capacity for change, according to a research by Otoo et al. (2021) on changes through benchmarking in the Ghanaian public sector.

In a different study, Lalwani et al. (2018) investigated the use of benchmarking as a performance improvement technique in the context of the cocoa sector and discovered that benchmarking encourages firms to pay attention to their external environments and boosts process effectiveness.

According to John et al. (2018), benchmarking offers a company the following: a performance assessment tool that lets them know how they stack up against competitors; an improved performance tool. Benchmarking is a growth potential tool that also enables businesses to learn about novel and creative ideas. Because benchmarking is expanding and changing so quickly, benchmarkers have banded together and formed networks to share strategies, successes, and failures with one another. Benchmarking can lead to a necessary change in a company's culture that involves looking internally for growth.

Rahlfs et al. (2019), Kashyap, and R. (2021), and others further noted that the advantages of benchmarking include improved cycle time, improved supplier management, and increased understanding of other firms' work methods. Cobbe et al. (2020) emphasized that organizations frequently improve organizational performance and productivity through the efficient application of benchmarking. According to Dietrich et al. (2022), successful benchmarking helps businesses define consumer requirements, set effective goals and objectives, produce accurate productivity measures, and increase their competitiveness.

In Ghana's public sector, Kukah et al. (2022) looked into the advantages of benchmarking implementation. They discovered that process improvement, internal standard establishment, and quality improvement were the three most significant advantages. As was previously noted, the key advantage of benchmarking is to achieve and maintain performance supremacy. This would entail modifications and enhancements to the goods, services, and procedures.

## Conclusion

The benchmarking approach is used to enhance administrative procedures as well as instructional models. It is significant philosophically and practically. To put it more succinctly, benchmarking is an ongoing, systematic procedure for assessing and contrasting the work processes of two organizations by giving internal activities, functions, or operations an external focus (Akinshin, 2019b). The focus of benchmarking literature today is on topics related to improving the benchmarking process, i.e., it concentrates on in-depth research of benchmarking to find the gaps.

There isn't a single benchmarking method that is widely used. Different benchmarking approaches have emerged as a result of benchmarking's widespread popularity and adoption. The four main types of benchmarking are internal, competitive, functional/industry, and generic or best-in-class, according to a survey of the benchmarking literature. The purpose of benchmarking is to give key employees in charge of processes an outside benchmark for evaluating the value and cost of internal activities, as well as to help pinpoint potential areas for improvement. Benchmarking aids businesses in focusing on the outside world and enhancing operational effectiveness (Nash & Bruzzone, 2021b).

The most frequently mentioned hazards are inadequate preparation, incorrect performance measures, hiring the wrong people for the benchmarking team, shallow benchmarking studies, and improper or erroneous data collection techniques. The majority of these studies have concentrated on comparing local government in Ghana to corporations in wealthy countries, whose financial standing and strategic approach are distinct. Therefore, there is a paucity of research on how benchmarking affects organizations' performance in Ghana. By examining the impact of benchmarking as a

tool for performance management at the local level in Ghana, this study aims to close this research gap.



## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### Introduction

This chapter outlines the numerous steps and procedures taken to complete the study. It includes a plan for data gathering, measurement, and analysis. This part served as an overall framework, strategy, or structure designed to help the researcher respond to the posed research issue. Most decisions on the conduct of the study, how respondents were approached, when, where, and how the research was performed were made at this point. Therefore, the research described the methods and processes that were employed in the data collecting, processing, and analysis in this section. In particular, the subsections on research design, target population, data collection tools, data collection techniques, and data analysis were included.

#### Research Design

The researcher used a descriptive research design to carry out this investigation. Determining the frequency with which something occurs or the relationship between variables was the focus of a descriptive study (Leavy, 2022). As a result, this strategy was ideal for this study because it allows the researcher to identify variables and fictitious constructs while also gathering thorough information through descriptions. Creswell & Creswell (2022) contend that it is crucial and reasonable to use data from observations of persons in unaltered, natural settings. Because the primary goal is to investigate the relationship and explain how benchmarking affects performance, the approach was deemed adequate.

#### Population

At the Tafo Municipal Assembly, the target population consists of 273 members of the Government of Ghana (GOG). Interviews with two Directors who work for the



Municipal now will be required. This group of persons was chosen because they are directly involved in the Municipality's daily operations and are therefore aware of the impact of performance benchmarking variables. In order to generalize the study's findings to a larger group, according to Dubey and Kothari (2022), the target population must possess a few visible traits.

### **Data Collection**

According to Bavdaz et al. (2022), primary data is information that is directly obtained from respondents, and in this study, the researcher employed questionnaires. Collecting and analyzing secondary data includes gathering information from other published sources, such as yearly reports, and published data. Consequently, the researcher used a survey questionnaire to collect data for this study.

### **Research Instruments**

Each person in the sample population received a survey questionnaire from the researcher. Both open-ended and closed-ended questions were included in the survey. The answers to the closed-ended questions were more well-structured, allowing for more specific recommendations.

In order to get more diversified answers, fewer related responses were provided in response to the closed-ended questions that tested how various traits were rated. According to Dörnyei and Dewaele (2022), a semi-structured interview refers to the use of pre-written questions throughout the research. Additional information that may not have been included in the close-ended question was given by the open-ended questions.

For this study, secondary data was also gathered. This material was helpful in creating new information for the study from reports or previously documented data.

According to Kumar et al. (2023), secondary data is a practical quantitative technique for assessing past or present private or public records, reports, government documents, and opinions.

### **Data Collection Method**

Questionnaires are the data gathering instruments for the investigation of the research. Malhotra and Birks (2007) define a questionnaire as a systematic series of questions for gathering information from respondents. This helps the researcher create a final analysis of the study based on the research subject. A questionnaire is a research tool that consists of a sequence of questions and alternative prompts designed to collect data from respondents (Dillman, Smyth and Christian, 2014). The questions are closed ended and the questionnaires are prepared according to the study's objectives. The questionnaire can be broken into sections, with the first section gathering demographic data from respondents and the other sections separated into each objective. The researcher gives the questionnaires to the responders in person. The use of questionnaires simplifies the process of acquiring data. Closed-ended questions, on the other hand, are those in which the response format prevents respondents from responding in their own words. Based on the study questions, a questionnaire can be created.

### **The Pilot Study**

A pilot study was conducted by the researchers to pretest and validate the questionnaire. In particular, the researcher's supervisor and lecturers from the Department of Planning and development were consulted in order to establish the validity of the research instrument. This made it easier to revise and modify the study instrument as needed, improving validity. In order to verify the validity of the study instrument and make any necessary revisions and modifications, the researcher chose a

pilot group of 273 people from the intended audience. To check the validity of the study instrument, the researcher chose a pilot sample of 273 people from the intended audience.

The actual study did not use the pilot data. The research instrument might have been pre-tested thanks to the pilot study. To improve the instrument's validity and reliability, the clarity of the instrument items for the respondents was established. The pilot study gave the researcher the opportunity to become familiar with research, its administration process, and to pinpoint areas that need to be modified. The outcome assisted the researcher in resolving instrument discrepancies, ensuring that the instruments measured what was intended.

### **Data Analysis and Presentation**

Coded, analysed, and interpreted field data were done. After the questionnaire had been revised and validated, the analysis will be conducted using the Structural Equation Model (SEM) PLS Programme. To obtain precise figures and response percentages, manual methods were also employed. On bar charts, the data were displayed as percentages. Given that the responses will be elicited using a Likert Scale, it should be possible to perform statistical analysis on the responses that are received (Ramadani et al., 2023). To verify the accuracy of the data and the validity of the questionnaire, the data will be edited to look for errors and consistency of responses. Descriptive statistics, such as statistical distribution tables, charts, and graphs, are used to recognize results from the field (O'Neil and Schutt, 2014). The Statistical package for social science will be use to analyze the demographic variables of the research and the Smart- PLS will be use to analyze the structural equation modeling of the research.

### **Profile of Old Tafo Municipal Assembly (OTMA)**

The Old Tafo Municipality is one of the forty-three (43) districts in the Ashanti region. It shares boundaries with the following districts; Kwabre East to the north, south and east by the Kumasi Metropolis and west by Suame. It is located between Latitude 6.42oN and 6.45oN and Longitude 1.35oW and 1.37oW and elevated 250 to 300 meters above sea level. It has a total land area of approximately 31.13 square kilometres. The population density per square kilometre is 3,673.88 with a male to female ratio of 92.9 males per 100 females. The Municipality has all the three main religious groups (Christianity, Tradition and Islam). Over a third (34.3%) of the population in the Municipality are migrants. The Municipality has about 30 settlements with approximately 55,000 housing stock.

The Old Tafo Municipal Assembly was established on November 16, 2017 by Legislative Instrument (L.I) 2293 and inaugurated in March 15, 2018. Old Tafo is the Administrative capital. The Municipality has sixteen (16) electoral areas constituting the Tafo Pankrono constituency. These electoral areas are Ahenbronom, Pankrono, Adompom, Pankrono Estate, Boawene, Baba Chipsah, Santan, Pankrono East, Adabraka, Bediako, Asuo Afram, Kwame Senti, Dabanka, Tafo Nhyieso, Moro Market and Ahenbronom North. It has a General Assembly membership of twenty-six (26) consisting of sixteen (16) elected members, eight (8) Government appointees, the Chief Executive and Member of Parliament. It has four (4) zonal councils namely Ahenbronom, Pankrono, Adompom and Estate.

The Assembly has twelve statutory departments represented in the day-to-day administration of the Municipality. The Municipal Co-ordinating Director consolidates periodic reports of all departments which the Municipal Chief Executive presents to the General Assembly for thorough deliberations by Hon. Assembly Members. The

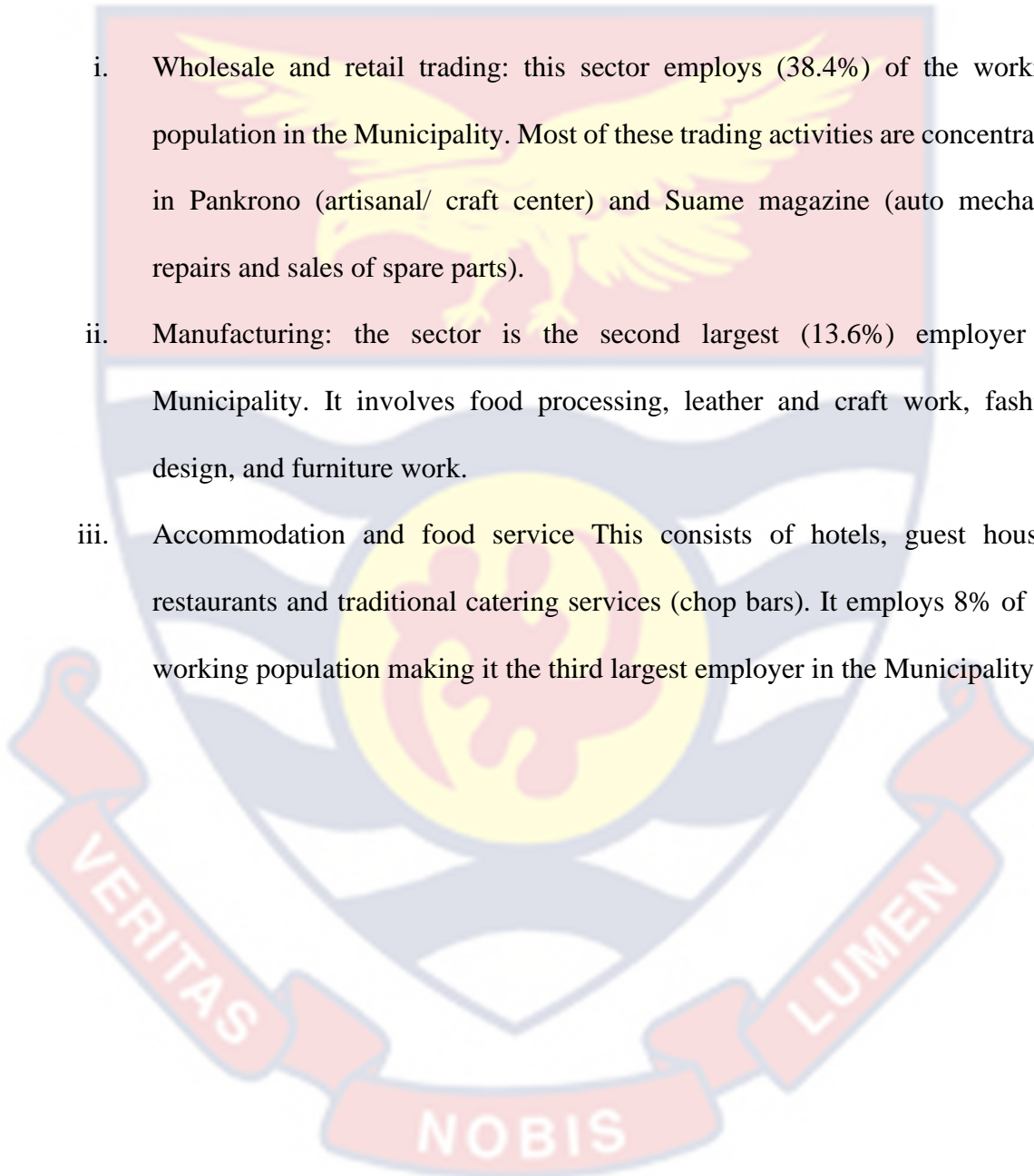


Municipality has a Government of Ghana (GOG) staff strength of 273 (i.e. 273 civil servants).

The labour force of the Municipality constitutes 63.3% of the total population.

Major economic activities include the followings:

- i. Wholesale and retail trading: this sector employs (38.4%) of the working population in the Municipality. Most of these trading activities are concentrated in Pankrono (artisanal/ craft center) and Suame magazine (auto mechanic repairs and sales of spare parts).
- ii. Manufacturing: the sector is the second largest (13.6%) employer in Municipality. It involves food processing, leather and craft work, fashion design, and furniture work.
- iii. Accommodation and food service This consists of hotels, guest houses, restaurants and traditional catering services (chop bars). It employs 8% of the working population making it the third largest employer in the Municipality.





## CHAPTER FOUR

### DATA INTERPRETATION, ANALYSIS AND DISCUSSION OF RESULTS

#### Introduction

This chapter focuses on turning raw data into actionable results. This was performed by analyzing the data received from respondents using statistical tools regarding “assessing the importance of benchmarking as a useful tool in performance management at the local administration level”. The chapter is divided into sections. The demographic features of the respondents are the focus of the first phase. The following phase evaluates the study's major variables and their existing relationships in light of the study's goal.

#### Demographic Profile of Respondents

Table 1 shows the demographic profile of the respondents who were needed for the study. Gender, age, marital status, position in the business, type of business, years in business, and employee strength of the business have all been used to profile respondents.

**Table 1 Demographic Characteristics of Respondents.**

Variables	Categories	Frequency	Percent
<b>Gender</b>	Male	172	63
	Female	101	37
	Total	273	100.0
<b>Marital Status</b>	Single	88	32
	Married	156	57
	Divorced	29	11
	Total	273	100.0
<b>Age</b>	Up to 30yrs	28	10
	31 to 40yrs	87	32
	41 to 50yrs	101	37
	51 and Above	57	21
	Total	273	100.0
<b>Position in the business</b>	Director	4	
	General Manager	54	20
	Head of Operations	34	14
	Others Specify	108	65
	Total	273	100.0
<b>Years of experience in business</b>	Less than 5yr	104	38
	6 to 10yrs	109	40
	11 to 15yrs	40	15
	More than 15yrs	20	7
	Total	273	100.0

The above table contains the demographic profile of respondents that were engaged for the study. The results showed that out of 273 (100%) respondents, 172(63%) were males and 101 (37%) were females. This shows that majority of the respondents were males, as compared to females. Again, the results showed that 88 (32%) of the respondents were not married (single), 156 (57%) of the respondents were married and 29 (11%) of the respondents were divorced. Furthermore, the results

showed that 28 (10%) of the respondents were up to 30 years, 87 (32%) of the respondents were between 31 to 40years, 101 (37%) of the respondents were between 41 to 50 years and 57 (21%) of the respondents were 51 and above. Thus, majority of the respondents were between 41 to 50years, while the least were respondents who were up to 30 years. Additionally, the results showed that 4 (1%) of the respondents were the directors of the firm, 54 (20%) of the respondents were the managers of the firm, 37 (14%) of the respondents were the head of operations of the firm and 178 (65%) were specified as others in the firm. This shows that majority of the respondents were the others specified in the firm. Moreover, 104 (38%) of the respondents indicated that they have been with the business for less than 5 years, 109 (40%) of the respondents indicated that they have been with the business for 6 to 10 years, 40 (15%) of the respondents indicated that they have been with the business for 11 to 15 years and 20 (7%) of the respondents indicated that they have been with the business for over 15 years.

### **To Assess the Benchmarking Performance Practices of old Tafo Municipal Assembly**

Table 2: To what extent do the following factors enhance benchmarking performance or success at the Municipal.

Using a rating scale from the lowest point of 1 to the highest point of 5, please circle the number that indicates your level of agreement or disagreement with the following statement.

VGE = Very great extent | GE = Great extent | ME = Moderate extent | LE = Little extent | N E = No extent.

**Table 2 To what Extent do the following Factors Enhance Benchmarking Performance or Success at the Municipal.**

Statement	Very great extent	Great extent	Moderate extent	Little extent	No extent	273 (100%)
Management commitment	94 (34%)	96 (35%)	16 (6%)	27 (10%)	40 (15%)	100%
Internet assessment	90 (33%)	72 (26%)	40 (15%)	26 (10%)	45 (16%)	100%
Employee participation	76 (28%)	88 (32%)	38 (14%)	49 (18%)	22 (8%)	100%
Benchmarking limitation	84 (31%)	78 (29%)	36 (13%)	47 (17%)	28 (10%)	100%
Role of quality department	84 (31%)	86 (32%)	30 (11%)	37 (14%)	36 (12%)	100%

The above table contains results from respondents on benchmarking performance practices of old Tafo Municipal Assembly. The results showed that out of 273 (100%) respondents, 94 (34%) agreed to the very great extent of management commitment which leads to benchmarking performance, 96 (34%) agreed to the great extent of management commitment which leads to benchmarking performance, 16 (6%) were moderate extent of management commitment which leads to benchmarking performance, 27 (10%) agree to the little extent that management commitment leads to benchmarking performance and 40 (15%) agreed to no extent that management commitment leads to benchmarking performance. This shows that majority of the respondents agreed to the great extent that management commitment leads to benchmarking performance. Again, the results showed that 90 (33%) of the respondents agreed to the very great extent of internet assessment which leads to benchmarking performance, 72 (26%) of the respondent agreed to the great extent of internet



assessment which leads to benchmarking performance, 40 (15%) of the respondents agreed to moderately extent that internet assessment which leads to benchmarking performance, 26 (10%) of the respondents agreed to the little extent of internet assessment which leads to benchmarking performance and 45 (16%) of the respondents agreed to no extent at all of internet assessment which leads to benchmarking performance. Thus, majority of the respondents have very great extent of internet assessment which leads to benchmarking performance. Additionally, the results showed that 76 (28%) of the respondents agree to the very great extent that employee participation leads to benchmarking performance, 88 (32%) of the respondents agree to the great extent that employee participation leads to benchmarking performance, 38 (14%) of the respondents agree to the moderate extent that employee participation leads to benchmarking performance, 49 (18%) of the respondents agree to the little extent that employee participation leads to benchmarking performance and 22 (8%) of the respondents agreed to the no extent that employee participation leads to benchmarking performance. This indicate that majority of the respondents agreed to the great extent that employee participation leads to benchmarking performance. Again, the results showed that 84 (31%) of the respondents agreed to the very great extent that benchmarking limitation leads to benchmarking performance, 78 (29%) of the respondents agreed to the great extent that benchmarking limitation leads to benchmarking performance, 36 (13%) of the respondents agreed to moderate extent that benchmarking limitation leads to benchmarking performance, 47 (17%) of the respondents agreed to the little extent that benchmarking limitation leads to benchmarking performance and 28 (10%) of the respondents have no extent at all that benchmarking limitation leads to benchmarking performance. This shows that majority of the respondents agreed to the very great extent that benchmarking limitation leads to

benchmarking performance. Lastly, according to the findings, 84 (31%) of the respondent agreed to the very great extent that a director is not aware of the need for and the potential benefits of benchmarking which leads to benchmarking performance, 86 (32%) of the respondent agreed to the great extent that a director is not aware of the need for and the potential benefits of benchmarking which leads to benchmarking performance, 30 (11%) of the respondent agreed to the moderate extent that a director is not aware of the need for and the potential benefits of benchmarking which leads to benchmarking performance, 37 (14%) of the respondent agreed to the little extent that a director is not aware of the need for and the potential benefits of benchmarking which leads to benchmarking performance and 36 (12%) of the respondent agreed to the no extent that a director is not aware of the need for and the potential benefits of benchmarking which leads to benchmarking performance.

**To Identify the Challenges or Struggles the Assembly Faces in the Implementation of Benchmarking Performance Management in the Old Tafo municipal Assembly.**

Table .3 To what extent does your municipal experience these obstacles in a bid to benchmark activities.

Using a rating scale from the lowest point of 1 to the highest point of 5, please circle the number that indicates your level of agreement or disagreement with the following statement.

VGE = Very great extent | GE = Great extent | ME = Moderate extent | LE = Little extent | N E = No extent.

**Table 3 To What Extent does your Municipal Experience these Obstacles in a Bid to Benchmark Activities.**

Statement	Very great extent	Great extent	Moderate extent	Little extent	No extent	273 (100%)
Lack of management commitment	90 (33%)	102 (37%)	14 (5%)	29 (11%)	38 (14%)	100%
Focus on metrics rather than process	90 (33%)	68 (25%)	44 (16%)	30 (11%)	41 (15%)	100%
Lack of follow-up to the benchmarking process	72 (26%)	92 (34%)	36 (13%)	51 (17%)	22 (8%)	100%
Insufficient financial resources to allocate to benchmarking	90 (33%)	72 (26%)	33 (12%)	50 (18%)	28 (11%)	100%
Insufficient human resources to allocate to benchmarking	84 (31%)	86 (32%)	27 (10%)	40 (14%)	36 (13%)	100%
Directors' refusal to divulge strategic information	82 (30%)	88 (32%)	22 (8%)	47 (17%)	34 (12%)	100%
A director is not aware of the need for and the potential benefit of benchmarking	78 (29%)	92 (35%)	25 (9%)	44 (15%)	34 (12%)	100%
Lack of time or resources allocated to the exercise.	88 (32%)	82 (30%)	33 (12%)	23 (9%)	47 (17%)	100%
Greater environmental uncertainty in the municipal.	87 (32%)	83 (31%)	36 (13%)	22 (8%)	45 (16%)	100%

The above table contains results from respondents on challenges or struggles of benchmarking performance practices of old Tafo Municipal Assembly. The results showed that out of 273 (100%) respondents, 90 (33%) agreed to the very great extent of lack of management commitment as a challenge within the municipal assembly, 102 (37%) agreed to the great extent of lack of management commitment as a challenge within the municipal assembly, 14 (5%) respondents agreed to the moderate extent of

lack of management commitment as a challenge within the municipal assembly, 29 (11%) agree to the little extent that of lack of management commitment as a challenge within the municipal assembly and 38 (14%) agreed to no extent that lack of management commitment result as a challenge within the municipal assembly. This shows that majority of the respondents agreed to the great extent that lack of management commitment is a challenge within the municipal assembly. Again, the results showed that 90 (33%) of the respondents agreed to the very great extent that focus on metrics rather than process serves as a challenge to the municipal assembly, 68 (25%) of the respondent agreed to the great extent that focus on metrics rather than process serves as a challenge to the municipal assembly, 44 (16%) of the respondents agreed to moderately extent that focus on metrics rather than process serves as a challenge to the municipal assembly, 30 (11%) of the respondents agreed to the little extent that focus on metrics rather than process serves as a challenge to the municipal assembly and 41 (15%) of the respondents agreed to no extent at all that focus on metrics rather than process serves as a challenge to the municipal assembly. Thus, majority of the respondents have very great extent that focus on metrics rather than process serves as a challenge to the municipal assembly. Additionally, the results showed that 72 (26%) of the respondents agreed to the very great extent that lack of follow-up to the benchmarking process is a challenge to the municipal assembly, 92 (34%) of the respondents agree to the great extent that lack of follow-up to the benchmarking process is a challenge to the municipal assembly, 36 (13%) of the respondents agreed to the moderate extent that lack of follow-up to the benchmarking process is a challenge to the municipal assembly, 51 (17%) of the respondents agree to the little extent that lack of follow-up to the benchmarking process is a challenge to the municipal assembly and 22 (8%) of the respondents agreed to the no extent that lack of



follow-up to the benchmarking process is a challenge to the municipal assembly. This indicate that majority of the respondents agreed to the great extent that lack of follow-up to the benchmarking process is a challenge to the municipal assembly. Again, the results showed that 90 (33%) of the respondents agreed to the very great extent that Insufficient financial resources to allocate to benchmarking is a challenge to the municipal assembly, 72 (26%) of the respondents agreed to the great extent that Insufficient financial resources to allocate to benchmarking is a challenge to the municipal assembly, 33 (12%) of the respondents agreed to moderate extent that insufficient financial resources to allocate to benchmarking is a challenge to the municipal assembly, 50 (18%) of the respondents agreed to the little extent that insufficient financial resources to allocate to benchmarking is a challenge to the municipal assembly and 28 (11%) of the respondents have no extent at all great extent that insufficient financial resources to allocate to benchmarking is a challenge to the municipal assembly. This shows that majority of the respondents agreed to the very great extent that insufficient financial resources to allocate to benchmarking is a challenge to the municipal assembly. Moreover, according to the findings, 84 (31%) of the respondent agreed to the very great extent that insufficient human resources to allocate to benchmarking is a challenge to the municipal assembly, 86 (32%) of the respondent agreed to the great extent that insufficient human resources to allocate to benchmarking is a challenge to the municipal assembly, 27 (10%) of the respondent agreed to the moderate extent that insufficient human resources to allocate to benchmarking is a challenge to the municipal assembly, 40 (14%) of the respondent agreed to the little extent that insufficient human resources to allocate to benchmarking is a challenge to the municipal assembly and 36 (13%) of the respondent agreed to the no extent that insufficient human resources to allocate to benchmarking is a challenge

to the municipal assembly. Again, 82 (30%) of the respondents agreed to the very great extent that directors' refusal to divulge strategic information is a challenge to the municipal assembly, 88 (32%) of the respondents agreed to the great extent that directors' refusal to divulge strategic information is a challenge to the municipal assembly, 22 (8%) of the respondents agreed to the moderate extent that directors' refusal to divulge strategic information is a challenge to the municipal assembly, 47 (17%) of the respondents agreed to the little extent that directors' refusal to divulge strategic information is a challenge to the municipal assembly and 34 (12%) of the respondents agreed to the no extent that directors' refusal to divulge strategic information is a challenge to the municipal assembly. Also, the study shows that, 78 (29%) of the respondents agreed to the very great extent that a director is not aware of the need for and the potential benefit of benchmarking, 92 (35%) of the respondents agreed to the great extent that a director is not aware of the need for and the potential benefit of benchmarking, 25 (9%) of the respondents agreed to the moderate extent that a director is not aware of the need for and the potential benefit of benchmarking, 44 (15%) of the respondents agreed to the little extent that a director is not aware of the need for and the potential benefit of benchmarking and 34 (12%) of the respondents agreed to no extent that a director is not aware of the need for and the potential benefit of benchmarking. Last but not one, the study indicates that, 88 (32%) of the respondents agreed to the very great extent that lack of time or resources allocated to the exercise is a challenge to the municipal assembly, 82 (30%) of the respondents agreed to the great extent that lack of time or resources allocated to the exercise is a challenge to the municipal assembly, 33 (12%) of the respondents agreed to the moderate extent that lack of time or resources allocated to the exercise is a challenge to the municipal assembly, 23 (9%) of the respondents agreed to the little extent that lack of time or

resources allocated to the exercise is a challenge to the municipal assembly and 47 (17%) of the respondents agreed to the no extent that lack of time or resources allocated to the exercise is a challenge to the municipal assembly. Lastly, the study shows that, 87 (32%) of the respondent agreed to the very great extent that greater environmental uncertainty in the municipal is a challenge to the municipal assembly, 83 (31%) of the respondent agreed to the great extent that greater environmental uncertainty in the municipal is a challenge to the municipal assembly, 36 (13%) of the respondent agreed to the moderate extent that greater environmental uncertainty in the municipal is a challenge to the municipal assembly, 22 (8%) of the respondent agreed to the little extent that greater environmental uncertainty in the municipal is a challenge to the municipal assembly and 45 (16%) of the respondent agreed to the no extent that greater environmental uncertainty in the municipal is a challenge to the municipal assembly.

### **Analysis and Results of Structural Equation Modelling**

Structural Equation Modelling (SEM) was used in testing the hypothesis arising from the theoretical model. The two-stage approach endorsed by Anderson & Gerbing (1988) was adopted in this study, given that the accurate representation of the reliability of each construct is best conducted in two stages to avoid any interaction between the measurement and structural models (Hair et al., 2010).

### **Validity and Reliability results**

Reliability test was conducted to ensure the level of consistency in measuring the intended latent construct. Cronbach's alpha was used to assess the reliability and the results exceeded the satisfactory level  $>.70$ , which shows a high reliability for the instruments adopted (Nunnally, 1978).

**Table 4: Validity and Reliability Results**

Research constructs	Cronbach's alpha	Rho_A	CR	AVE	Loadings
<b>Benchmark Intensity (BI)</b>	0.933	0.941	0.957	0.882	
<b>Benchmark Intensity 1</b>					0.955
<b>Benchmark Intensity 2</b>					0.943
<b>Benchmark Intensity 3</b>					0.919
<b>Benchmark Diversity (BD)</b>	0.881	0.896	0.926	0.808	
<b>Benchmark Diversity 1</b>					0.944
<b>Benchmark Diversity 2</b>					0.885
<b>Benchmark Diversity 3</b>					0.865
<b>Local Administrative Performance (LAP)</b>	0.961	0.961	0.975	0.928	
<b>Local Administrative Performance 1</b>					0.952
<b>Local Administrative Performance 2</b>					0.976
<b>Local Administrative Performance 3</b>					0.962

Source: Field data (2023)

The Composite Reliability (CR) values were also greater than 0.80, and the Average Variance Extracted > .50, demonstrating convergent validity where the multiple items measuring a single concept are in agreement, and indicating adequate internal consistency of the constructs (Fornell and Larcker, 1981; Hair et al., 2012; Babin and Zikmund, 2016). The table above shows the details of the reliability, factor loadings, and average variance extracted of the constructs.



**Table 5: Discriminant Validity**

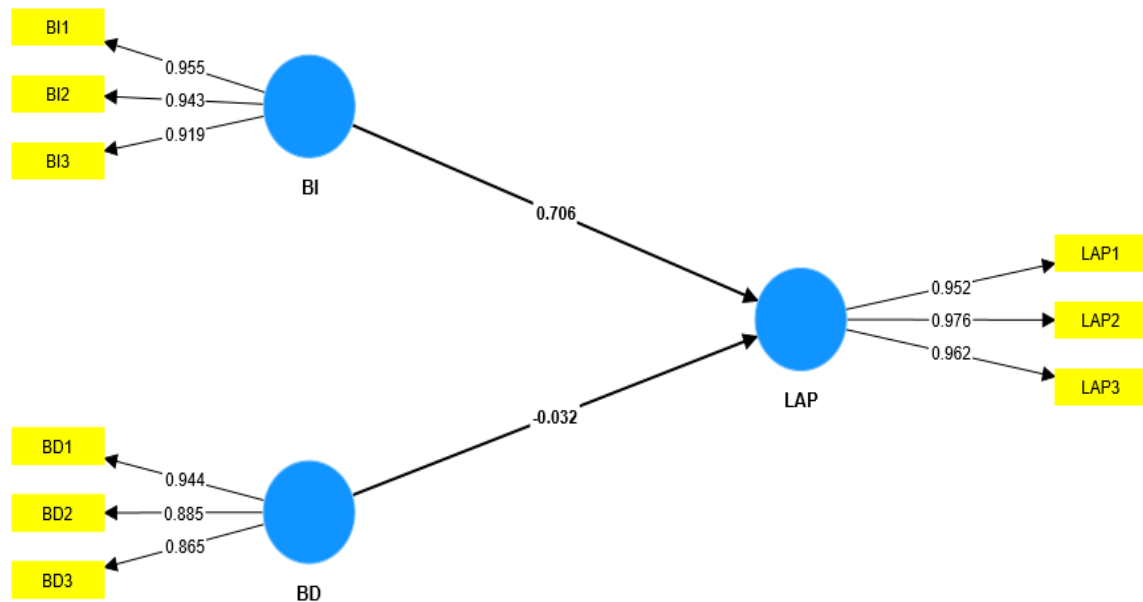
	<b>Benchmark Intensity</b>	<b>Benchmark Diversity</b>	<b>Local Administrative Performance</b>
<b>Benchmark Intensity</b>	0.939	0.807	
<b>Benchmark Diversity</b>		0.899	
<b>Local Administrative Performance</b>	0.680	0.537	0.963

Discriminant validity was also used to measure the extent to which the constructs differed and to ascertain the freedom of measurement model of a construct from redundant items. Specifically, if the items in a construct were more strongly associated with each other than with items measuring other constructs, the measure was regarded as having discriminant validity. In this light, a scale should not be highly correlated with the measure of a different construct (Babin and Zikmund, 2016). Scholars like Fornell and Lacker (1981) and Arslandere (2020) postulate that the square root of the AVE should be greater than the correlation between the construct and the other constructs and this study is in line with this argument because all the constructs met the discriminant validity with the AVE for each construct greater than the squared correlation with the other constructs as illustrated in the table above. This is the inter-construct correlation matrix.

**Table 6: Total Effects**

	<b>Benchmark Intensity</b>	<b>Benchmark Diversity</b>	<b>Local Administrative Performance</b>
<b>Benchmark Intensity</b>			0.706
<b>Benchmark Diversity</b>			-0.032
<b>Local Administrative Performance</b>			

The positive reading of all the variables confirm that the model fits the data perfectly.



**Figure 2: Structural Model of the Path Coefficient**

### Discussion of the Study

This study was occasioned by the neglect of the process perspective of assessing the importance of benchmarking as a useful tool in performance management at the local administration level in Ghana. Even though John et al. (2018) conceptualization of benchmark intensity and benchmark diversity suggests that there is a theoretical link between benchmark intensity on local administrative performance and benchmark diversity on local administrative performance.

It is established also that benchmark intensity and benchmark diversity are embedded on local administrative performance which has the tendency to constrain and/or enable benchmark intensity and benchmark diversity on ultimate local administrative performance outcomes (Chambers, 2018). However, a unified framework that explains the interactions of benchmark intensity and benchmark

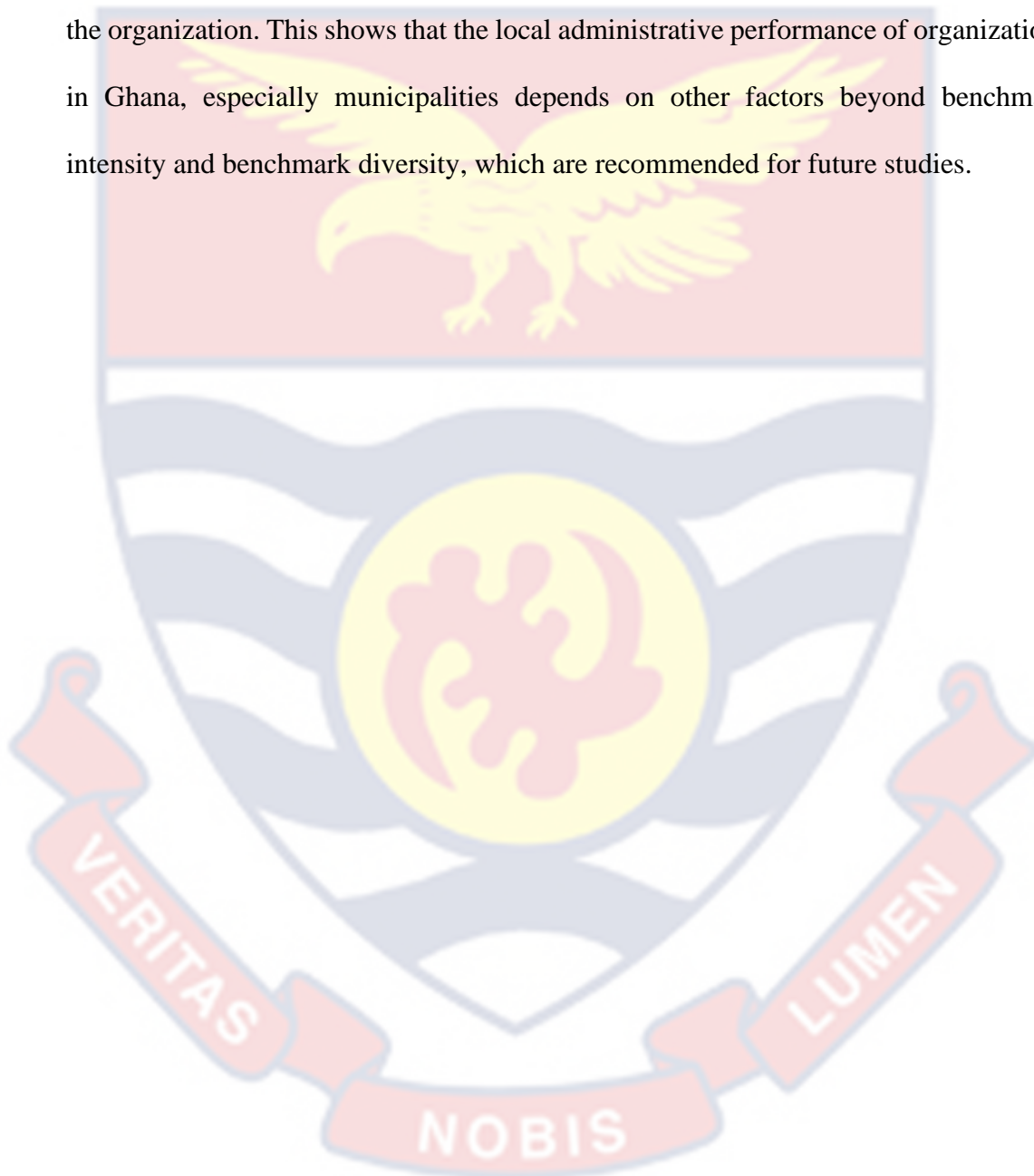
diversity and their resultant effect on local administrative performance outcomes is limited in extant literature. This study seeks to assess the importance of benchmarking such as benchmarking intensity and benchmarking diversity as a useful tool in performance management at the local administration level in Ghana, in a theory driven and process-oriented framework.

The results presented in the earlier chapter are discussed and elaborated in the subsequent sections vis-à-vis previous studies reported in the extant literature in the light of the research questions.

The findings of this study support suggestions in the related literature that benchmark diversity can provide new capabilities that enhance a local administrative performance and overcome resource limitations offering fundamental solutions for sophisticated problems (Jaafari, 2023). Managers and other head of operations of the organization should adopt strategic attitudes towards valuing benchmarking diversity by encouraging members to learn from each other to increase their knowledge which will in turn lead to improved local administrative Performance. In addition, this study provides empirical evidence supporting the arguments of Akinshin (2019) that benchmarking intensity enhances a firm's ability to explore more opportunities with genuine achievements. This finding contributes to the development of the literature by clarifying that organizations with benchmarking intensity have a greater ability to rejuvenate and create new resources, capitalize on more risky opportunities, and encourage fresh ideas.

The study contends that complementary outcomes of Benchmark intensity and Benchmark diversity yield Local administrative performance benefits. This empirical evidence supports earlier studies which suggest that the benchmark intensity and

benchmark diversity leads to local administrative performance (Akinshin, 2019). While the findings suggest that benchmark intensity and benchmark diversity lead local administrative performance, it also reveals that benchmark intensity and benchmark diversity accounts for only 24.3% of the local administrative performance attained by the organization. This shows that the local administrative performance of organizations in Ghana, especially municipalities depends on other factors beyond benchmark intensity and benchmark diversity, which are recommended for future studies.





## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter provides a conclusion in accordance with the study objectives, implication of the study to management and practice, contributions and implications of the research, the study limitations and further research directions.

#### Summary of Findings

According to the summary of the study, the first specific objective which is to determine the relationship between benchmarking intensity and performance management of the local administration proved to be observed and accepted that, there is a significant positive relationship between benchmarking intensity and local administrative performance with path coefficient of 0.706. Again, the second specific objective which is to assess the relationship benchmarking diversity and performance management of local administration proved to be observed and accepted that, there is a significant positive relationship between benchmarking diversity and local administrative performance with Path coefficient of -0.032.

#### Conclusion of the Study

The research aims to close the gap between benchmarking and local administrative performance. We looked into benchmarking intensity as antecedents to benchmarking diversity (Oecd, 2018). To achieve the performance advantage enabled by benchmarking intensity in organizations, such level of capabilities must be a role by organization-wide target according to the significant direct effects of benchmarking intensity and the significant of benchmarking diversity. Firms with appropriate benchmarking intensity can capitalize on perceived opportunities faster than their competitors (Urban and Ratsimanetrimanana, 2015). To improve firm performance,

organization managers are advised to focus on benchmarking intensity for quality work done and the success of the organization. Organizations managers, on the other hand, must be dexterous enough to face these practical problems, as prior research has demonstrated that benchmarking diversity is perfect a resource for improving business performance and enhancing competitive advantage (Fayolle et al., 2010; Lumpkin and Dess, 1996).

### **Implications for Management and Practice**

The findings reveal some significant insights that are applicable to management and practice in Ghana. As a result, benchmarking intensity supports a cycle of opportunity recognition and strategic mobilization of resources to act on opportunities to transform them into new or enhanced goods, processes, and services that result in performance improvements. Benchmarking intensity enable organizations to continuously seek opportunities and, as a result, act on such opportunities to generate value. This suggests that businesses should not only be able to identify or create new opportunities, but also be able to successfully deploy strategic resources such as financial capital, human resources, and technological know-how in order to start or expand their business. Firms are successful according to the study, when they can consistently innovate/exploit new chances that open new markets or change existing markets for managers. It suggests that organizations should not solely rely on opportunity in order to generate value. This is because focusing solely on potential may drive an organization to forego short-term revenue or gains in exchange for long-term opportunities for innovation. Overreliance on opportunity may produce rapid results, but the organization runs the danger of becoming outmoded and missing out on new opportunities. As a result, benchmarking intensity is a process-oriented concept that captures the dynamics of the organization process and explains how innovative

opportunities are identified or created, as well as how innovation-supporting behaviors underpin effective management activity and, as a result, superior organization local administrative performance. In conclusion, our findings show that management-level can be a valuable asset in certain strategic circumstances. Other contextual elements must be considered in addition to the strategic stance of benchmarking diversity that we discovered to influence the relationship. Future research that considers the complexities of the diversity-performance link, as well as its potential mediators, should help researchers get closer to a general theory of benchmarking intensity in the organization.

### **Limitations and Directions for Future Research**

The study looked into benchmarking intensity, benchmarking diversity, and local administrative performance. Although the findings are generalizable, they only provide insight into the nature of the phenomena as it relates to one municipal assembly in Ashanti region-Ghana. Future research should include a multi-district, multi-metropolitan, multi municipal and multi-regional survey across Ghana. This would lead to a better knowledge and pattern in multi-group or regional analyses of how benchmarking intensity and benchmarking diversity interact to influence local administrative performance in Ghana. Longitudinal study could help us grasp the constructs and their interactions better. Second, in order to relate benchmarking intensity and benchmarking diversity, we have exclusively employed financial performance measurements. Financial and non-financial/strategic measures could be used in future study. Third, we utilized Deshpande and Farley's (1999) and Morris and Paul's (1987) scales since they are simpler and include fewer components. Other recognized scales (such as the one produced by Cadogan and his colleagues) could be used to highlight the link between benchmarking and performance outcomes. Finally,

this research was done in a developing country's unique organization; hence, the generalizability of the findings to other nations and industries might be limited.





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## APPENDIX

## QUESTIONNAIRE

I am a final year Msc. Corporate Planning & Governance Student of Christian Service University College, Kumasi. I kindly request that you provide us with the necessary assistance or information toward this study: Assessing the Importance of Benchmarking as a useful tool in Performance Management at the Local Administration Level. This study is purely for academic purpose and any information provided would be treated as confidential.

Thanks.

**Part A: General information**

1. What is your designation in the Old Tafo Municipal Assembly?

- Director
- Departmental Director
- Head of Unit
- Others Specify

2. What is your length of service in local Government at OTMA?

- Less than 5 years
- Between 5 and 10 years
- More than 10 years

3. What is your highest level of education?

- Primary Level
- 'O' Level
- Certificate/Diploma
- Graduate
- Postgraduate

4. What is your profession/level of training?

.....

5. What is your gender? (Please tick)

- Male
- Female

**PART B: SPECIFIC INFORMATION**

**1. In what ways is Benchmarking used at the Municipal?**

For major changes of process re-engineering

As an incremental continuous improvement tool

**2. What are the reasons for initiating benchmarking?**

.....

.....

**3. To what extent do the following factors enhance benchmarking success at the Municipal?**

	Very great Extend	Great extent	Moderate extent	Little extent	No extent at all
Management Commitment					
Internal assessment					
Employee participation					
Benchmarking limitation					
Role of quality department					

**4. To what extent does the Municipal apply the following types of benchmarking?**

	Very great extent	Great extent	Moderate extent	Little extent	No extent at all
Internal					
Competitive					
Functional/industry					
Generic or best-in-class					

5. To what extent does your Municipal apply the following benchmarking practices?

Practices	Very great extent	Great extent	Moderate extent	Little extent	No extent at all
Analysis of results					
Development of recommendations					
Implementation of significantly better practices					
A thorough search to identify best-practice-organisations					
Careful study of own practices and performance					
Systematic site visits and interviews					

6. What is the extent to which the following benchmarking strategies are applied at your Municipal Assembly? Use a scale of 1-5 where 1 = to a very great extent and 5 = not at all.

Benchmarking strategy	1	2	3	4	5
Internal benchmarking (benchmarking against internal operations or standards)					
Industry (or competitive) benchmarking (benchmarking against other companies in the same industry)					
Process (or generic) benchmarking (benchmarking generic processes against best operations or leaders in any industry)					
Strategic benchmarking (Proactive analysis of emerging trends, options in processes, technology, and distribution that could affect strategic direction and deployment)					
Futures benchmarking (looks at technologies associated with business processes and uses forecasting techniques to determine what breakthroughs exist among these technologies)					
Product/Service benchmarking					
Financial benchmarking					
Operational benchmarking					



**7. To what extent do the following contribute to the successful implementation of benchmarking at the Municipal?**

	Very great extent	Great extent	Moderate extent	Little extent	No extent at all
Being tied to the Municipal Assembly overall strategic objectives					
Being composed of interested motivated people					
Focus on relevant work-group-level issues					
Set realistic timetables					
Picking the correct business partners and allies					
Following proper protocol					
Collecting manageable bodies of data					
Understanding the processes behind the data					
Identify targets in advance					

**8. What tools and metrics are used to support the effective benchmarking process at Municipal?**

.....  
 .....

**9. To what extent do the following benefits of benchmarking enhance the overall organizational performance realized by your Municipal?**

	Very great extent	Great extent	Moderate extent	Little extent	No extent at all
Team building					
Organizational development					
High payoff in terms of quality and client satisfaction					
Helps in the implementation of change					
Provides an insight into prevailing organizational performance					
Establishes pragmatic goals based on a concerted view of external conditions					
Determines authentic measures of productivity					

Helps to change internal paradigms and “see out of the box”					
Creates awareness of organisation’s good practices					
Supports the quest for a competitive position					

**10. To what extent does your Municipal experience these obstacles in a bid to benchmark its activities?**

Obstacles	Very great extent	Great extent	Moderate extent	Little extent	No extent at all
Lack of management commitment					
Focusing on metrics rather than process					
Lack of follow-up to the benchmarking process					
Insufficient financial resources to allocate to benchmarking					
Insufficient human resources to allocate to benchmarking					
Directors’ refusal to divulge strategic information					
A director is not aware of the need for and the potential benefits of benchmarking					
Lack of time or resources allocated to the exercise					
Greater environmental uncertainty in the Municipal					

**11. What is your level of agreement with the following statements that relate to the relationship between benchmarking and performance at the Municipal? Use a scale of 1-5 where 1= strongly agree while 5= strongly disagree**

Statement	1	2	3	4	5
Benchmarking activities developed for local government (Municipal) must be specific to the environment and constraints of these organisations if the implementation of the practices identified by such activities is to succeed and result in increased performance.					
Knowledge generated by researchers during benchmarking allows the local government (Municipal), with their limited resources, to better justify their decision to engage or not to engage in benchmarking activities.					
Benchmarking allows the Local government (Municipal) to achieve continuous improvement by quickly signaling deterioration in its competitiveness or identifying areas that need to be adjusted					
Benchmarking at the local government (Municipal) facilitates learning and understanding of the organisation and its processes.					
Benchmarking enables the Local Government (Municipal) to identify the key processes that need improvement, and to search for applicable solutions from the best in class					
Benchmarking alone is not sufficient - the Local government (Municipal) also needs vision, energy, and teamwork to increase its performance after a benchmarking activity					
Greater environmental uncertainty and limited resources are some of the aspects that would require the development of benchmarking practices that are specific to Local government (Municipal) if these practices are to be adopted effectively.					
Benchmarking answers the local government (Municipal) need to improve its quality, profitability, and competitiveness brought about by rapid and important changes in the organisation environment					

**THANK YOU FOR YOUR COOPERATION AND PARTICIPATION!!!!**