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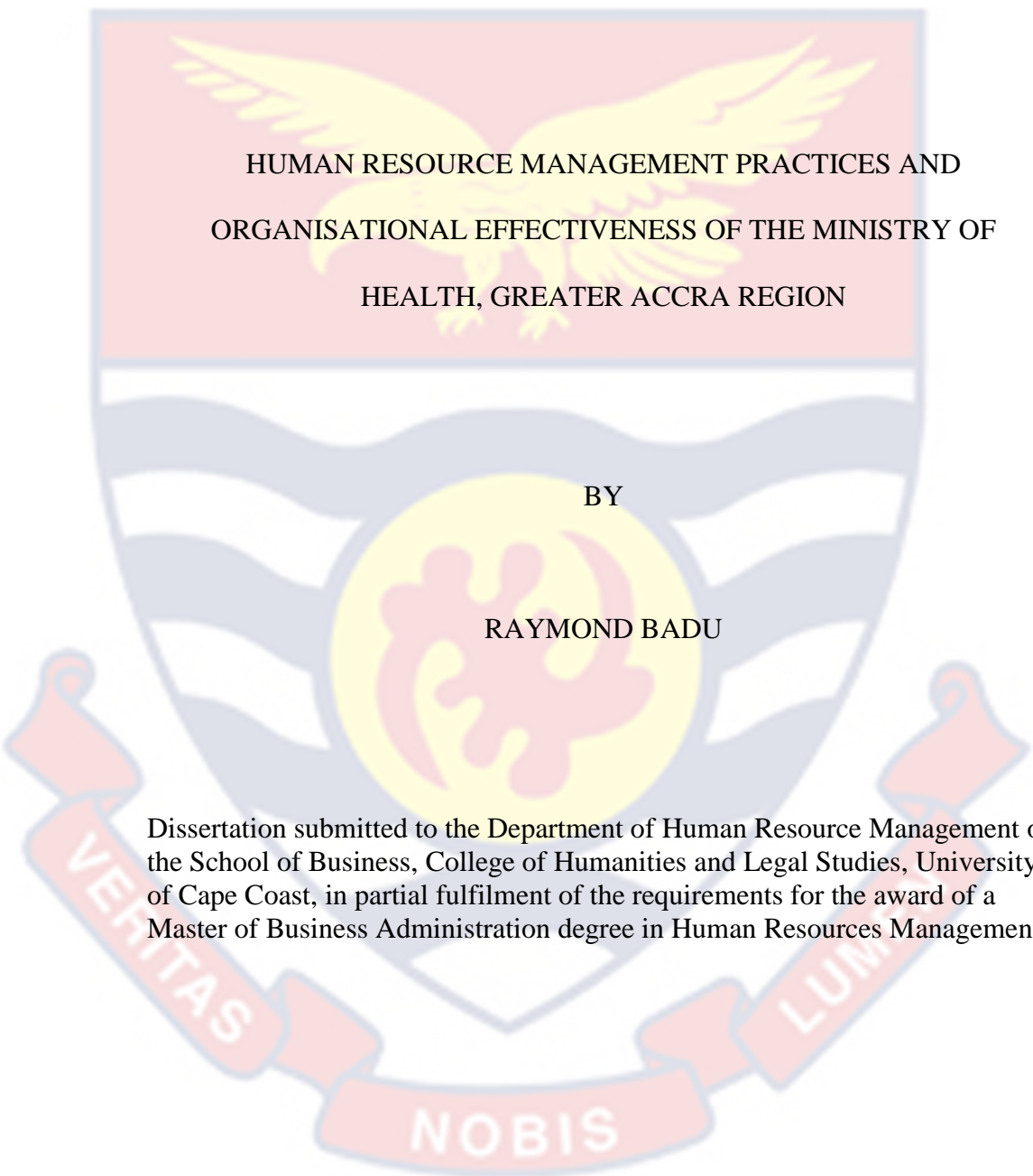


HUMAN RESOURCE MANAGEMENT PRACTICES AND
ORGANISATIONAL EFFECTIVENESS OF THE MINISTRY OF
HEALTH, GREATER ACCRA REGION

RAYMOND BADU

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UNIVERSITY OF CAPE COAST



HUMAN RESOURCE MANAGEMENT PRACTICES AND
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HEALTH, GREATER ACCRA REGION

BY

RAYMOND BADU

Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of a Master of Business Administration degree in Human Resources Management.

NOVEMBER, 2023

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 at this university or elsewhere.

Candidate's Signature.....  Date

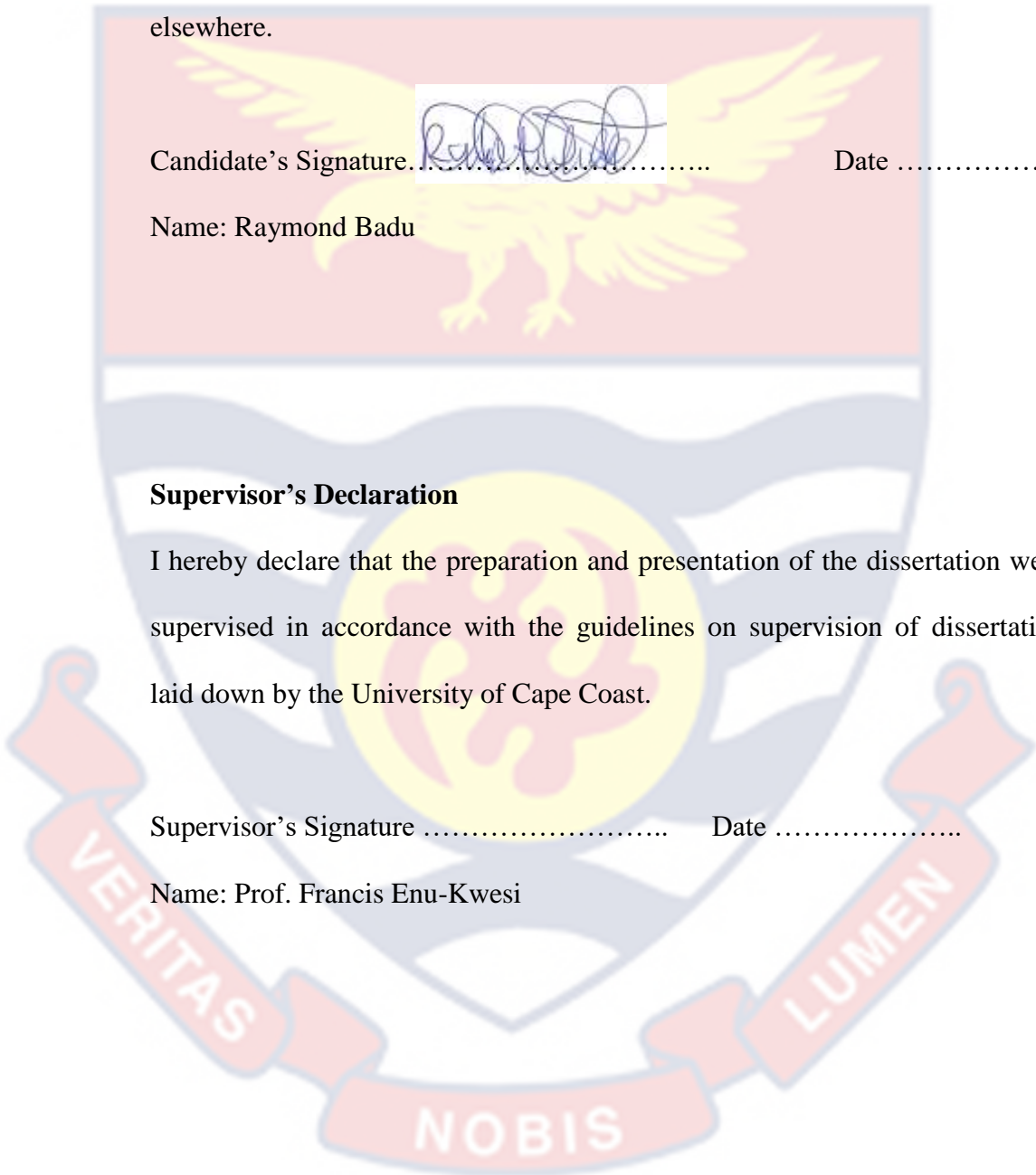
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Supervisor's Declaration

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 University of Cape Coast.

Supervisor's Signature Date

Name: Prof. Francis Enu-Kwesi



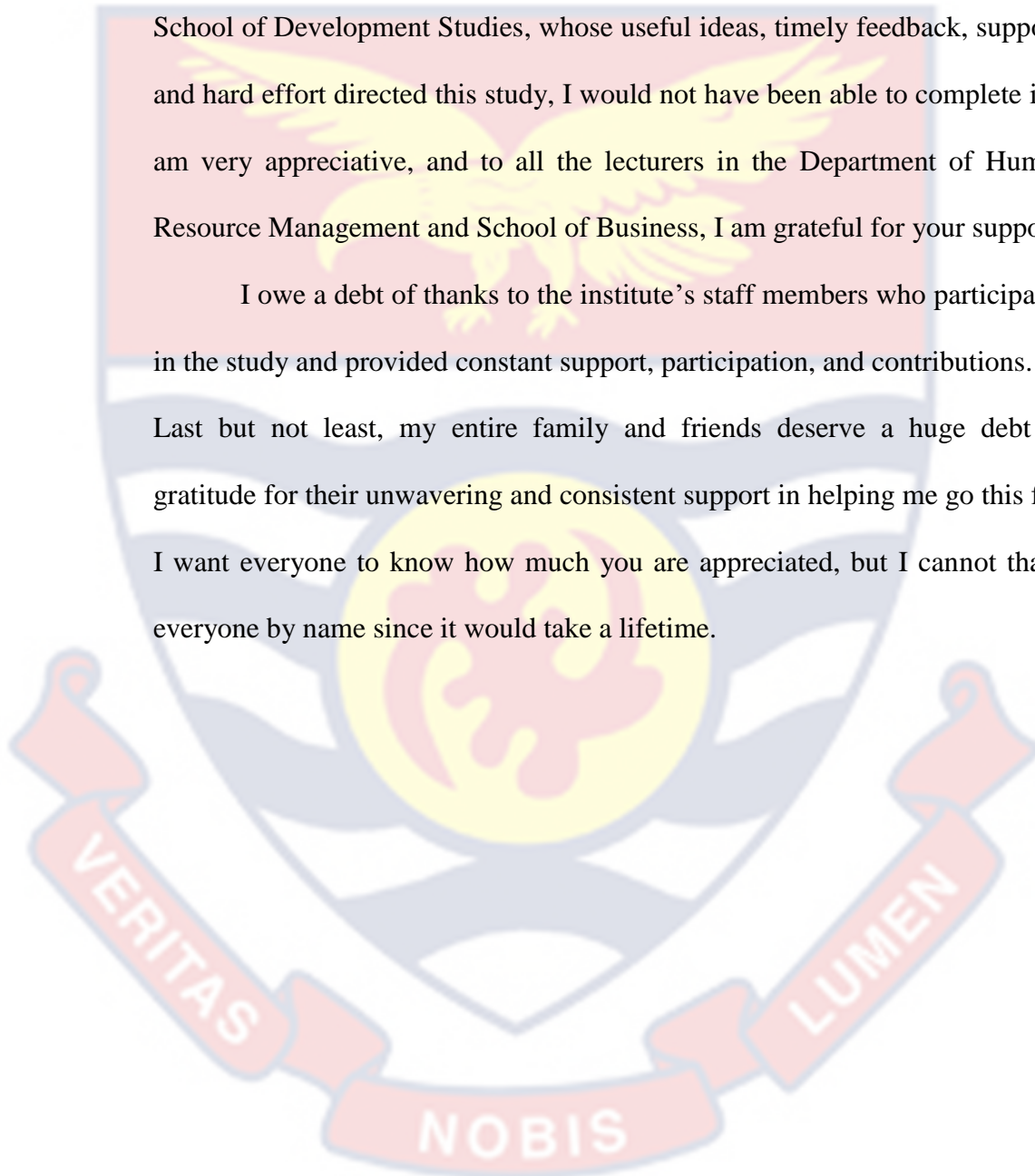
ABSTRACT

While human resources management practices can either fail or enhance health system performance, there is a dearth of studies at the Ministry of Health, Greater Accra Region. The study examined human resources management practices and the organisational effectiveness of the Ministry of Health, Greater Accra. A mixed-method approach with a descriptive survey design was used. A self-constructed questionnaire and interview guide were the instruments for data collection. Two hundred and seventeen administrative and health workers were randomly selected. Descriptive (means, percentages and standard deviation) and inferential (Linear regression) statistics were used for the quantitative analysis, while the qualitative aspect was quoted verbatim. The findings revealed that management does not bring personnel into the ministry whose services are not needed; also, management engages in performance appraisal practices to influence human resources management practices. It was also indicated that the Ministry focuses on its employees to meet clients' expectations and has a positive working relationship with other staff members. It was therefore recommended that the Human Resources of the Ministry of Health, Greater Accra Region, should implement Human Resources Management practices to eliminate foreseeable issues regarding planning and recruitment.

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I owe a debt of thanks to the institute's staff members who participated in the study and provided constant support, participation, and contributions. Last but not least, my entire family and friends deserve a huge debt of gratitude for their unwavering and consistent support in helping me go this far. I want everyone to know how much you are appreciated, but I cannot thank everyone by name since it would take a lifetime.



DEDICATION

To my Wife Millicent Agyeiwaah Badu for the love and encouragement

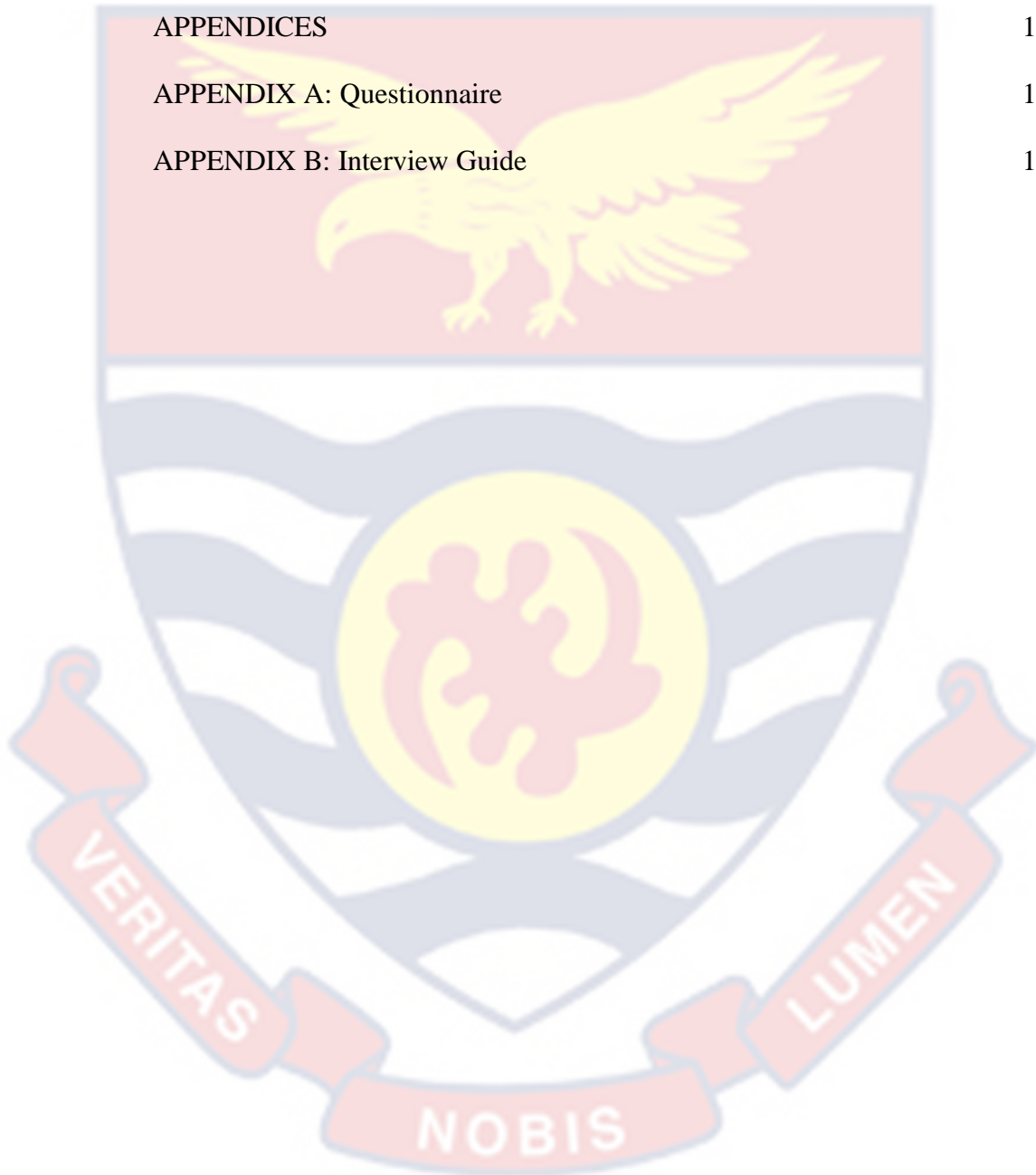


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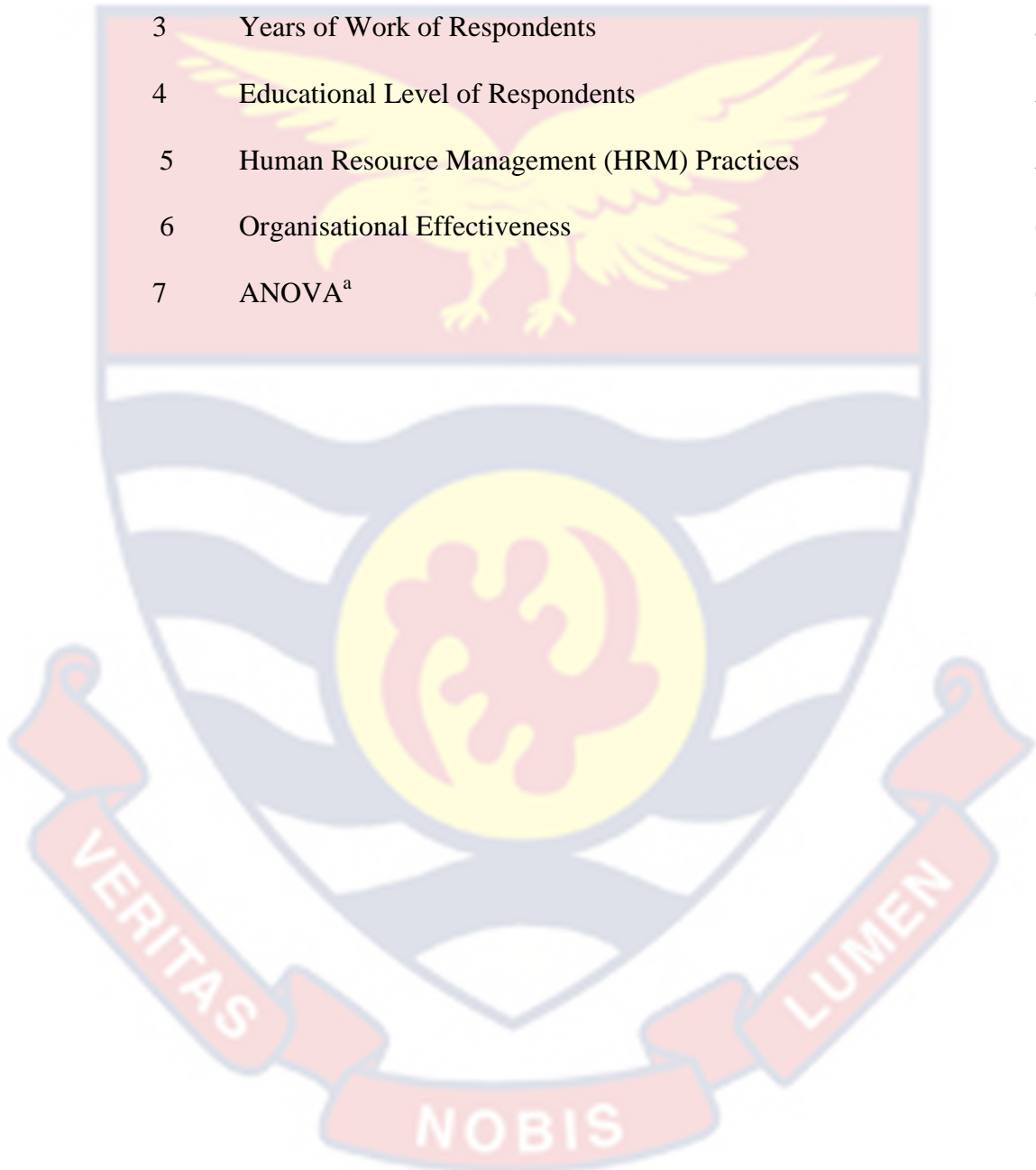
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CHAPTER ONE

INTRODUCTION

Human resource management practices like planning, recruiting, selecting, training, and developing employees are crucial to enhancing employee motivation, health and safety, and commitment and hence need considerable focus. The resource-based view, ability, motivation, and opportunities theories supported the study. The resource-based view hypothesis, for instance, contends that organisations possess the means to achieve or forge a competitive edge and maintain that competitiveness. Yet, it is still unclear to what extent these practices contribute to the Ministry of Health's organisational performance. The study, therefore, addresses this research gap by analysing the role human resource management practices play in attaining organisational effectiveness at the Ministry of Health, Greater Accra Region.

Background to the Study

According to Haldorai, Kim, and Garcia (2022), HR is a valuable asset for businesses worldwide because it allows them to leverage various resources to pursue their missions. The effectiveness of an organisation's human resources (i.e., its workers) is vital because of the dynamic environment of rapid change and intense competition (El-Aidie, Alseiari, & Khalifa, 2021).

Every organisation, public or commercial, is thought to depend most heavily on its human resources. HRM has grown crucial since it promotes an organisation's effectiveness and competitiveness (Şendoğdu, Kocabacak, & Güven 2013). Without HRM, employees would be unable to reach their full potential, and the company's other resources would be wasted (Khan, Shams,

Khan, Akbar, & Niazi, 2022). According to Mahapatro (2022), HRM is required for all organisations, but it should only be regarded seriously if it affects the organisation. For this reason, it is important to establish a connection between HRM and organisational effectiveness.

According to Tomassini and Baggio (2022), organisational effectiveness can be described as the degree to which an organization achieves its intended goals. The degree to which it has achieved its efficiency goals, the degree to which its internal processes are aligned, and the degree to which it has acquired the resources necessary to build a competitive edge are examples of such objectives. As a result of globalisation, many organisations (both public and private) are adopting cutting-edge human resource practices to better compete in the marketplace. Antwi, Opoku, Seth, and Margaret (2016), put it succinctly, arguing that superior HRM practices benefit both employers and workers.

Upadhaya, Munir, and Blount (2014) state that workers apply their expertise to change inputs into final products. Therefore, the efficacy and competitiveness of an organisation are directly linked to the quality of its employees' output (i.e., performance). Accordingly, businesses must develop strategies and procedures to sustainably boost the performance of their talented employees. Human resource management (HRM) practice is a crucial strategy for companies to enhance the productivity of their workers (Maurya, & Chatterjee, 2018; Otoo, 2018; Zhang, Lin, Liu, Chen, & Liu, 2020). The Resource-Based Theory (Barney, 1996) and the Ability-Motivation-Choice Framework (AMC) both corroborate this claim (Appelbaum, Bailey, Berg, & Kalleberg, 2000).

Organisational resources that are unusual, valuable, difficult to mimic, and non-substitutable, according to the resource-based view theory (RBV), make the finest project institutions sustainable (Chadwick & Dabu, 2009; Delery & Gupta, 2016; Davis, 2017). The concept of RBV, as opined in the studies of Collins (2021) and Davis and Simpson (2017), establishes that competitive advantage through organisational effectiveness no more lies in natural resources, technology, or economies of scale since these are easy to be imitated by other organisation but rather a competitive advantage and organisational effectiveness is dependent on the valuable, rare and hard-to-imitate resources such as the workforce of an organisation.

Moideenkutty, Al-Lamki, and Sree Rama Murthy (2011) posited that the HRM practices within the ability, motivation and opportunity framework determine the type of workers to be employed, abilities required from them, opportunities, appraisal systems, the training systems to adopt and how the workers will be motivated. Armstrong (2011) also indicated that the management of the workforce of an organisation, through the application of relevant practices, is crucial in guaranteeing sufficient staff levels with the right skills, properly rewarded and motivated. Arguably, human resource management practices are adopted to oversee the pool of human resources in an organisation and to ensure that the resources are used efficiently to achieve organisational objectives (Huselid, 2018).

Similarly, Delery and Gupta (2016) believe that the strategic application or combination of various human resource management practices could deal with workforce issues and substantially affect organisational effectiveness and operational performance. In developing variations of the

ability, motivation and opportunity framework as reviewed by Delery and Shaw (2001), Lepak, Liao, Chung, and Harden (2006) suggested that organisational effectiveness is best achieved by a human resource management system that attends to workforces' ability, motivation and opportunity. On the other hand, Kaufman (2015) and Rayner and Morgan (2018) revealed that the critical workforce features in the context of the resource-based theory are abilities, opportunities and motivation.

As studied by Delery and Gupta (2016), HRM practices can enhance or impede the critical human resource features of abilities, motivation and opportunities. When HRM practices are used to promote these features, organisations achieve high effectiveness and performance (Kundu & Gahlawat, 2018). To achieve set goals, organisations need to be embedded within an integrated system of human resource management policies. Farndale, Vidovic and Rockey (2015) indicated that organisations implement human resource management practices to improve their human resource efficiencies. Similarly, Rwothumio, Mbirithi and Itolondo (2021) also noted that organisations in South Africa put in place human resource management practices to enhance employees' efficiency and, for that matter, organisational efficiency.

Mutahi (2015) also showed that appropriate human resource management practices in public institutions in Kenya, for instance, had been used to boost the efficiency and performance of employees. Opoku and Arthur (2015) also revealed that many public organisations in Ghana could enhance their efficiency and performance by adopting and implementing sufficient and relevant human resource management practices such as training, motivation, merit-based recruitment and selection.

Organisational success is contingent on its material resources and the calibre and expertise of its staff (Mahmud et al.,2011). As a result of globalisation, technological advancements, and other factors influencing the economy, many businesses have adopted effective HRM practices to boost their performance. Abdus (2017) examined the impact of seven different HRM practices on employee performance, finding that they all have a major bearing on the efficiency of healthcare organisations in Bangladesh.

Literature has suggested that health institutions adopting effective HRM activities can boost organisational effectiveness to reach anticipated goals (Byremo, 2015). Looking at global rankings, most healthcare facilities in emerging markets have failed to implement effective human resources management strategies. According to research by Kumar and Khan (2013), a qualified and motivated human resource is essential to achieve quality and robust healthcare service. Also, it is critical to comprehend the limitations and challenges health leaders face to attain efficient and effective leadership of health care service.

According to Lem (2011), the formulation and implementation of human resource management practices are essential to the survival of the Ministry of Health, Ghana. Therefore, the goal of the Ministry regarding human resource management is to enhance and sustain the health of Ghanaians by implementing appropriate human resource management practices such as planning, motivation and training to ensure the availability of appropriate trained staff to promote the effectiveness and efficiency of the sector (Lem, 2011). For these to materialise, the HRM practices of the

Ministry of Health coupled with its role in attaining organisational effectiveness, require investigation.

Statement of the Problem

Human resource management's impact on the success or failure of a health system's performance has been underappreciated for a long time. Human resources (HR) were rarely addressed during the 1990s reform movement in many countries' health care systems. This was because the focus was on structural change, cost containment, the introduction of market mechanisms, and consumer choice (Buchan, 2004). Human resource management's significance, however, cannot be overstated. Providing operational managers with assistance on HR matters is the primary role of the human resources department.

As a result, HR departments typically serve in the more traditional capacity of staff and provide primarily advisory services (Byars & Rue, 2004). According to Armstrong (2009), HRM's overarching goal is to guarantee that the organisation can succeed thanks to its people, boost its efficiency and effectiveness, and be socially responsible by considering its employees' rights and needs. According to Dessler (2008), HRM helps avoid personnel mistakes as a manager. These include hiring the wrong person for the job, having your people not do their best, wasting time with useless interviews, and allowing a lack of training to undermine the effectiveness of your department. Good human resource management is essential for delivering first-rate medical treatment. Improved health care outcomes and accessibility require well-implemented human resource management strategies (Kabene et al., 2006).

Regarding the efficiency of healthcare organisations, HRM practices can make a huge difference. Nonetheless, a dearth of research has focused on healthcare administrative systems. Health HRM is concerned with a wide range of issues, including but not limited to the following: the size, composition, and distribution of the healthcare professionals; human resource training issues; the relocation of health workers; the level of financial development in the country; and the socio-demographic, geographical, and cultural dynamics of the health workforce environment and performance (McAlearney et al., 2011).

The Ghana government recognises the health sector as a basic need and one of the pillars of vision 2030. Consequently, the government prioritises providing quality care (Kimathi, 2017). The government of Ghana has developed models and designs which go well with distinctive structures in the health sector (Adua, Frimpong, Li, & Wang, 2017). However, the human resources crisis is still a major challenge, with less than 50% of healthcare staff serving rural and marginalised populations. Within the country, there have been several healthcare staff strikes largely due to the issues of HRM practices (Adua et al. 2017).

In previous studies, human resource management practices have significantly increased organisational effectiveness (Gile, Buljac-Samardzic, & Van De Klundert, 2018; Otoo et al., 2019). In 2019, for instance, the Ministry of Health created a committee to help mitigate human resource management challenges. The concept of “Human Resources for Health” is crucial to the success of the service’s mission to expand patient access to medical treatment. The availability and efficient use of manpower is still paramount in

accomplishing this goal (GreaterAccra Regional Health Directorate (GARHD), 2011). Human resource Management is a catalyst and a strong tool in properly utilising the health manpower available in the GreaterAccra Region and Ghana.

Despite the organisational changes, Human Resource Managers are primarily concerned with short term personnel management. Although it addresses day-to-day concerns, human resource management takes a long-term, strategic view of its human resources and is proactive in approaching these challenges, integrating them with other management activities. Byars and Rue (2004) wrote. Involvement in staff recruitment, selection, training, development, remuneration, team building, and evaluation is common across all levels of management. The question of who handles human resources for the institution, organisations, and divisions is at hand. It is therefore still not clear on whether Ministry of Health has a standard procedure they adhere to, in relation to human resource functions.

Debrah (2001) claims that, except for a select few private sector organisations, neither job analysis nor human resource planning is given the priority they deserve. Ghana's political and economic uncertainty makes it difficult for businesses to engage in strategic HR planning. Organisations are typically more reactive than proactive, and long-term planning is rarely considered. This has led to a severe lack of HR planning. This occurs because many planning departments do not have enough staff with knowledge in statistics, forecasting, organisation development, and strategic human resource management.

It is also worth noting that many managers lack the expertise to do certain specialised HRM duties because they have not received formal training in the pitch. As a result, identifying broad and departmental objectives is the extent of most planners' efforts, while elaborate strategies for turning these objectives into actionable goals are rarely included. There is little emphasis on strategic HRM, and, as such, HR issues are not integrated into organisational strategies.

According to GARHD (2019), the number of medical doctors against the demand for doctors in Greater Accra is woefully inadequate. The region has a shortage of the supply of health personnel due to varied reasons ranging from seeking greener pastures abroad to seeking better working conditions within the public institution. The Ghana Review International (2020) reported that most government hospitals in the Greater Accra Region need doctors. Perhaps issues with how people are being managed have led to this. It is not just the health industry that is ignoring human resource problems. Commentators have lamented for a long time that most organisations give people management issues a low priority (Bach, 2021).

Due to its decentralised nature, the Ghana Health Service (GHS) does not employ a human resource manager, but health administrators face human resource management (HRM) challenges. Does this mean no one cares for human resources and the problems it causes? Could this however lead to HRM on the fly? According to Machado and Melo (2013), arbitrary management techniques can lead to internal strife and tension, negatively affecting workplace productivity.

Studies abound on HRM practices and organisational effectiveness (Lem, 2011; Adua, et al., 2017; Otoo et al., 2019). However, those focusing on public health institutions, especially the Ministry of Health, remain scanty. Also, studies on the HRM practices affecting organisational effectiveness at the Ministry of Health, GreaterAccra, have not been well documented in the literature. The Ministry of Health in the GreaterAccra Area is facing difficulties in human resource management due, in part, to the lack of relevant research within the study area, which has influenced policy formation and existing practices. It is, therefore, relevant to study how human resource management practices influence organisational effectiveness in the Ministry of Health in the Greater Accra Region.

Purpose of the Study

The study purposely examines human resources management practices in attaining organisational effectiveness in the Ministry of Health, Greater Accra Region.

Research Objectives

The following objectives guided the study

1. Examine the human resource management practices adopted at the Ministry of Health, Greater Accra Region.
2. Assess the organisational effectiveness at the Ministry of Health, Greater Accra Region.
3. Assess the effect of human resource management practices on the organisational effectiveness of the Ministry of Health, GreaterAccra Region.

Research Questions

The study was driven by these study questions:

1. What are the human resource management practices adopted by the Ministry of Health, Greater Accra Region?
2. What is the state of organisational effectiveness at the Ministry of Health?

Research Hypotheses

Based on the study's third objective, the researcher hypothesises that:

H₀: Human resource management practices do not significantly affect the organisational effectiveness of the Ministry of Health, Greater Accra Region.

H₁: Human resource management practices significantly affect the organisational effectiveness of the Ministry of Health, Greater Accra, Region.

Significance of the Study

The study will provide in-depth knowledge and insight into the human resource management practices that matter in managing health sector staff and how the practices influence the effectiveness of the employees and health organisations. This study hopes to help the Ministry of Health understand the practices that could be combined to enhance long-term success and effectiveness. The study will also serve as input for policy formulation to recruit and retain rare staff members. It will reveal what staff members want as ability, opportunity and motivation incentives. Furthermore, it will serve as a source of information or reference material for researchers who want to conduct similar studies.

Delimitations

The research was carried out to examine the role of human resources management practices in attaining organisational effectiveness, specifically at the Ministry of Health, Greater Accra Region. This means that other organisations within the health sector in other regions of Ghana were excluded. The study also relied on the Ministry of Health employees in the Greater Accra Region. This means that the study excluded suppliers of health materials and patrons of health-related issues, among others in the health sector.

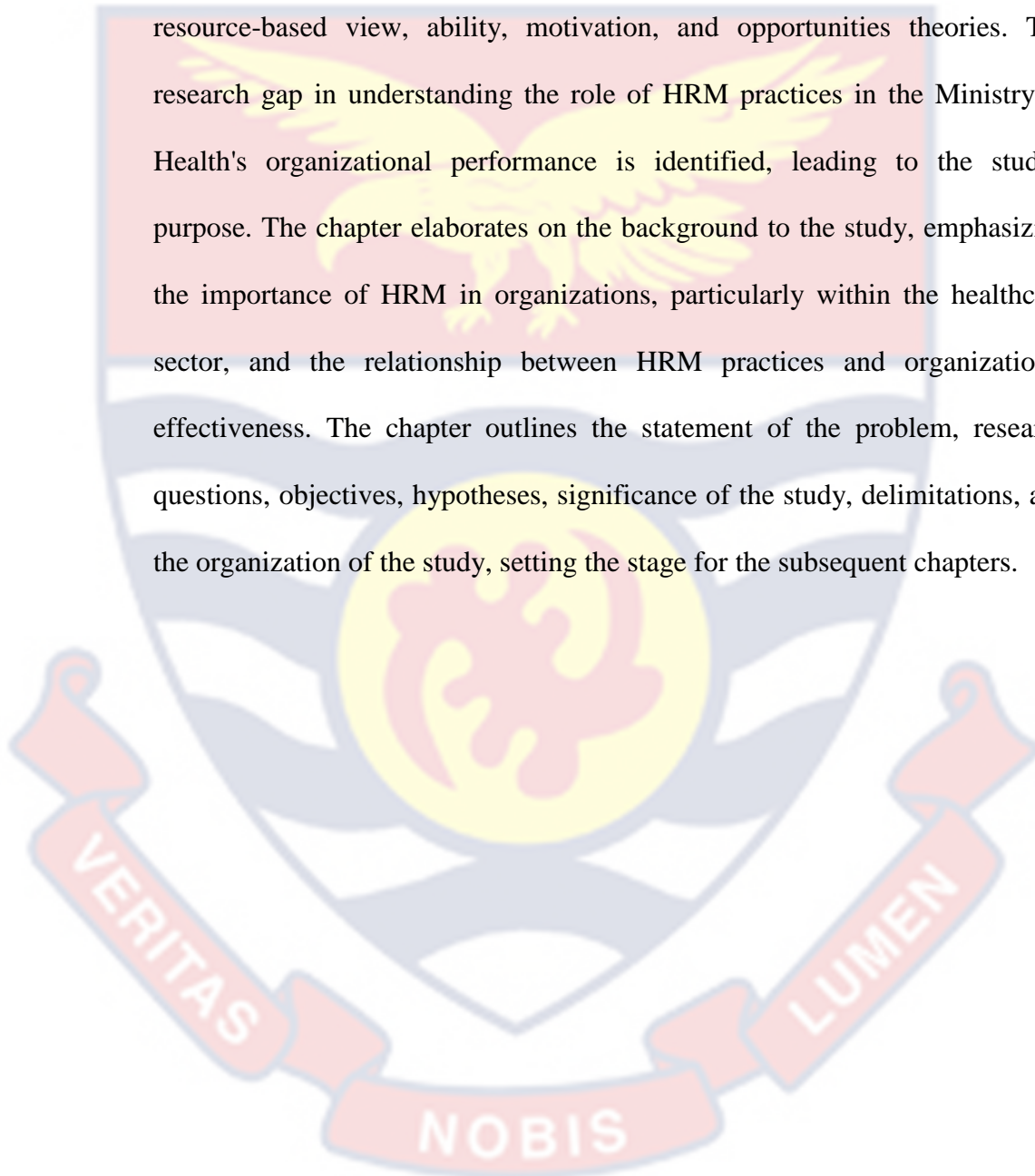
Organisation of the Study

This study comprised five chapters. The first chapter is the introductory part, where you will find the background of the study, the statement of the problem, the purpose and objectives of the study, research questions and hypotheses, the significance of the study and the organisation of the study. Chapter two of the study will follow, reviewing relevant literature, including theoretical and empirical works underpinning this study. Chapter three will reveal the research methods, research design, population, sample and sampling procedures, research instruments, data collection and data analysis procedures used for this study. Chapter four will discuss the results and findings with reference to the literature. The final chapter, chapter five, will summarise the study's findings, conclusions and recommendations.

Chapter Summary

Chapter One of the study serves as an introduction to the research on human resource management practices and their impact on organizational effectiveness in the context of the Ministry of Health in the Greater Accra

Region. The chapter begins by highlighting the significance of HRM practices such as planning, recruiting, selecting, training, and developing employees in enhancing employee motivation, health and safety, and commitment. It also discusses the theoretical frameworks that support the study, including the resource-based view, ability, motivation, and opportunities theories. The research gap in understanding the role of HRM practices in the Ministry of Health's organizational performance is identified, leading to the study's purpose. The chapter elaborates on the background to the study, emphasizing the importance of HRM in organizations, particularly within the healthcare sector, and the relationship between HRM practices and organizational effectiveness. The chapter outlines the statement of the problem, research questions, objectives, hypotheses, significance of the study, delimitations, and the organization of the study, setting the stage for the subsequent chapters.



CHAPTER TWO

LITERATURE REVIEW

Introduction

Comprehensive literature reviews relevant to this chapter regarding organisational effectiveness and human resource management were provided. The chapter in question specifically covered a theoretical background and a discussion of earlier and more recent works by academics who have conducted research in human resource management (HRM). A conceptual framework for the investigation was provided as a conclusion.

Theoretical Framework

According to Jacobs (2016), a theoretical framework can be viewed as an angle, a vantage point, or a set of lenses to conduct research. It is, therefore, a descriptive stage of the research procedure. According to Dickson, Maienschein-Cline, Tovo-Dwyer, Hammond, and Dinner's (2011) assessment, this helps clarify the research problem by limiting the scope of the study.

According to the hypothesis of Varpio et al.,(2020), a theoretical framework is a collection of related concepts (or variables) and definitions used to create propositions or hypotheses that describe the connection between the constructs. Fundamentally, a theoretical framework is the conceptual backbone of a study. To support human resource management, two pertinent theories underpinned this study. These theories are the ability, motivation, opportunities, and resource-based view theories.

Resource-Based Theory

According to Kabue and Kilika (2016), organisations have the resources to achieve or sustain a competitive advantage. It asserts that organisations and institutions have strategic resources that allow them to gain competitive advantages over competitors. Gligor, Feizabadi, Russo, Maloni, and Goldsby (2020) suggested that enterprises lacking strategic resources might not be competitive. Vehicles and money are not considered strategic resources since competitors may easily obtain them (Warnier et al., 2013).

According to resource-based theory, a strategic resource should be unusual or uncommon, difficult to replicate, extremely valued, and non-replaceable (Castro&Giraldi, 2018). Rare resources are those obtained or owned by few or no competitors (Lin & Wu, 2014). Patents, copyrights, trademarks, and brand names are examples of legally protected resources (Warnier et al., 2013; Dratler&McJohn, 2022). Valuable resources can boost organisational efficiency and effectiveness (Warnier et al., 2013). They assist businesses and institutions in seizing opportunities and preventing or reducing dangers.

Non-substitutable resources occur when other competitive organisations or companies cannot copy a particular organisation or firm's strategy (Edokpolor&Egbri, 2017). Delery (2016) feels that an organisation's personnel is the only resource to hold or represent all four attributes or qualities. Delery added that a resource with three or fewer traits might only provide a temporary competitive advantage that rivals can exploit. One or two of the non-substitutable criteria will likely result in competitive parity or a temporary advantage (Brahma & Chakraborty, 2011).

Organisations generally combine resources and methods that are not distinctive to create effective combinations (Stavrou, et al., 2010; Wright & Kehoe, 2008). According to Nyberg, et al., (2014) and Ployhart and Moliterno (2011), organisational performance is attained when resources are scarce, precious, and unique. One of these rare, important, and unique resources is human resources. Human resource characteristics include ability, motivation, and opportunity (Heneman & Judge, 2000).

Delery (2016) and Delery and Shaw (2001) found that ability, motivation, and opportunity are essential human resource traits for organisational effectiveness. Delery said that human resource strategies might help an organisation's human resources avoid or improve these important traits. When an organisation's human resource procedures increase these traits, it should be more effective and perform better.

Kaufman (2015) also states that organisational success and performance require ability, motivation, and opportunity. But it is not enough. For example, a staff without motivation or allowed to use their strengths cannot function efficiently. To maximize a workforce's potential, firms must develop human resource management systems that combine these three important features (Kaufman, 2015). He added that a human resource management system might promote just one of the important attributes.

The resource-based paradigm, like other research ideas, has its detractors. For example, resource definitions might make determining the proper degree of analysis challenging (Barney, 2014). Also, certain resources, like an organisation's reputation or knowledge, are subjective (Knott, 2009). Managers must also realize that heterogeneity does not indicate uniqueness,

according to Molina-Azorin (2014). While resources are crucial, they do not affect an organisation's performance (Barney, 2014).

Another major difficulty is that new technology and trends emerge daily, potentially impacting important resources (Kim, Song,&Triche, 2015).

The presence of a scarce and valuable resource does not guarantee organisational performance and competitive advantage. Factors like the international economy and political climate may have a greater impact in some situations than others (Alonso &Bressan, 2016). Furthermore, rivals may provide a different offering that performs similarly(Picincu, 2020). In short, ability, motivation, and opportunity may impact an organisation's human resources.

Ability, Motivation and Opportunity (AMO) Framework

Ability, motivation, and opportunity determine an individual's performance ($P=f$ AMO). According to Boxall et al. (2003), a company can achieve effective organisational performance when its personnel put out an exceptional effort in carrying out their duties in accordance with the HRM procedures used. Employees' motivation to go above and beyond in completing their work, their ability to apply their abilities, and their encouragement to express themselves are all factors that significantly impact their ability to put out an exceptional effort (Ozcelik et al., 2015).

The AMO model of human resource management (HRM) focuses on the person's abilities, motivations, and opportunities and provides a useful framework for understanding the relationship between HRM practices and performance outcomes(Marin-Garcia & Tomas, 2016). According to the model, HRM policies and procedures boost productivity and efficiency by

giving workers more chances to apply their knowledge and abilities on the job and increasing their desire to go above and beyond. Frequently, businesses fail to prioritise the happiness of their workers, which in turn lowers productivity throughout the company. This might result from the line managers' managerial style, lack of conducive work conditions or even the employees' attitude.

Bos-Nehles, Van Riemsdijk, and KeesLooise (2013) claim that HRM practices regulate people's ability (e.g., by using the appropriate selection, recruitment, and training instruments), motivation (e.g., using pay for performance), and opportunity (e.g., using teams or suggestion views). Ability refers to the quality of an employee in an organisation to perform a task with the available skills to take on any job, with the premise that jobs would be thought-provoking. An organisation should ensure employees possess the necessary skills and abilities to engage in discretionary practice with little supervision. For this reason, Adu-Darkoh (2014) argues that businesses should improve their recruitment and selection processes to attract qualified candidates and provide adequate training to ensure workers can effectively apply their discretion (Appelbaum et al., 2000).

Some examples of extrinsic rewards include bonuses, commissions, and incentive pay. In addition to monetary compensation, employees may experience intrinsic rewards if they work in an organisation that makes them feel valued and respected. Without these inspirations, workers may be less committed to their occupations or even quit altogether. Workers with a voice in company decisions report higher satisfaction, engagement, and commitment to their jobs (Appelbaum et al., 2000).

On the other hand, there must be enough individuals with the right skills, knowledge, and experience to carry out the organisation's necessary activities (Appelbaum et al., 2000; Omotayo, 2015). Yet it is generally accepted that a company's employees must be enthusiastic, committed, and happy for the business to achieve its goals and stand out (Paauwe, 2004; Kotler, Kartajaya, & Setiawan, 2019). Decentralised decision-making with shared accountability, rather than hierarchical control, is a hallmark of high-performance work practices (Wood et al., 2007; Boxall et al., 2009; Chang, Oh, & Messersmith, 2013).

Chang et al. (2013) advocate letting employees have a say in running their teams or being listened to when they have suggestions. In order to achieve its objectives and decrease employee turnover, increase productivity, and protect its profit margin, an organisation must implement human resource management practices that actively engage and motivate its workforce.

Conceptual Review

The conceptual review of the study focused on key concepts that are related to the study. These concepts were defined and contextually situated in the study.

Human resource management, human resource management practice, and organisational effectiveness were the key concepts considered under the conceptual review.

Human Resource Management

The beginnings of HR management may be traced to the 19th century when progressive businesses in the USA and Europe began to employ well-being officers with a special interest in the well-being of women and children. According to Scott (1989), personnel management is the area of management

whose focus is on the workforce and whose role is based on the relationship between management and employees and the development of the individual and the group. The objectives include personal growth, employer-employee relations, and effective human resource management. The term “human capital” was first used in the late 1990s. According to Bontis et al. (1999), it refers to people who can adapt, change, innovate, and provide the creative drive necessary to ensure an organisation’s long-term existence. The word used in the 21st century is human resource management.

According to Boselie et al. (2005), human resource management (HRM) provides “added value” by emphasising the organisation’s “unique, inimitable, and non-substitutable resources inherent in its workers.” Byars and Rue (2006) define human resource management as a system of activities and techniques to efficiently and effectively manage personnel at all organisational levels. Human resource management, or HRM, is a systematic approach to organising and leading an organisation’s most precious asset, its employees, to achieve its stated objectives effectively and efficiently (Armstrong, 2006). Flippo (2007) states that Human Resource Management is the planning, coordinating, guiding, and regulating of the procurement of human resources to achieve specific institutional and societal goals.

To gain an edge over the competition, Bratton et al. (2009) claimed that it is essential to capitalise on the talents of individual employees. This points to a singular blend of strategies, plans, and activities in the realm of work. In a service exchange (or more interim contractual arrangement), the administrative use of an individual’s efforts, awareness, abilities, and dedicated approach to work duty to assist the enterprise’s survival. Human

resource management (HRM) is a notion that has an impact on worker conduct, outlook, and output. Thus, human resource management actions are strategic, repeatable means to boost business results (Noe, 2010). Human resource management (HRM) is how an organisation's policies, strategies, and actions are coordinated, planned, organised, and directed to accomplish its goals.

Human Resource Management (HRM) Practices

For better results within an organisation, such as effectiveness and performance, the organisation and management must encourage engagement from across the organisation (Ujma & Ingram, 2019). According to research by Ramlall (2004), improved business results are rarely the result of employees' efforts. Incontestably, the success of every given organisation depends on the efforts of its members working together (Bedwell et al., 2012). Therefore, most businesses (whether public or private) implement HRM strategies that enhance employees' skills and encourage them to alter their behaviour for the company's betterment (Joseph & Dai, 2009).

Human resource management practices the established norms and procedures used by businesses in managing their workforces (Otoo, 2019; Wilton, 2016). Delery and Gupta (2016), contend that human resource managers design and implement internal policies and methods to ensure that an organisation's human capital contributes to its commercial or institutional goals. No single set of methods has been proven effective anywhere (Otoo, 2019). Human resource management therefore encompasses a wide range of practices, including but not limited to recruitment and selection, training and development, motivation, compensation, and performance evaluation.

Kamran, Dawood, and Hilal (2015) state that the processes of recruiting and selecting are intertwined. Human resource management professionals and academics agree that hiring new employees falls under “staffing duties” (Gardner, 2018). Recruiting, as defined by Wright and Noe (1996), entails increasing both the quality and quantity of candidates for a position and the likelihood that those individuals will accept an offer. The preferred candidates are therefore attracted through HR regulations, recruiting channels, and recruiter efficacy (Pollard, et al., 2015). The personnel mix of skills, ranks, and where and how to recruit them is crucial (Hmoud & Laszlo, 2019).

Recruiting and selecting new employees is crucial to a company’s success; hence Holm and Haahr (2018) argue that it should adhere to a rigorous set of rules. Cumming (1993) and Ash, et al., (2013), for instance, detailed a code of practice for drafting job descriptions and person specifications, which are used by selectors. Notice of the post, placement of relevant advertising, reception of applications, shortlisting of applicants, interview, and reference checking are all steps outlined in Ash et al. (2013) and Cumming (1993) as part of the recruitment and selection process.

The next step, selection, follows recruitment. According to Gatewood (2015), Field, and Barrick, using task-based criteria allows management to place more emphasis on employee acceptability rather than suitability. The organisation and the applicants both need to weigh in on this circumstance. Most of the time, selection processes should be changed to accommodate the organisation’s hiring requirements (Kapse, 2012). The procedure by which suitable people are picked for positions inside an organisation is referred to as

“selection” (Bidwell & Keller, 2014). Comparatively to Western organisations, choosing and putting staff is a greater concern in African organisations (Gatewood, Field, & Barrick, 2015). When employment is scarce, and there are great incentives to assign positions in a particularistic manner, the selection process becomes an important way to satisfy responsibilities to other personal contacts. Hecklau, Galeitzke, Flachs, and Kohl (2016) define selection as weeding out unqualified job applications and choosing the best candidates.

After identifying staff needs (accounting for attrition, retirements, sales forecasts, and the impact of technology changes on productivity), ‘nuts and bolts’ management advises a linear triptych of recruiting, selection, and training. In DeCenzo et al., (2016) views, modern human resource management can emphasise the significance of ongoing education and coaching to keep the flexible abilities essential to implementing an organisation’s strategy.

Towseef (2013) notes that improved management strategies make it possible to increase human capital. Employees who can develop their full potential could become invaluable business allies. Once hired, job-seekers (whether by choice or chance) should think about ways to enhance their current position and their employer’s operations. Employing new workers and hoping for the best is not the best way to put their skills to use. They need to develop skills that will help them take on more work responsibilities, either now or in the future.

While training benefits both the company and the individual, Khan et al. (2011) note that it is difficult for many businesses because of the time and

money required. According to Aguinis and Kraige's (2009) research, education has far-reaching consequences for individuals, groups, businesses, and communities. They argued that these results apply to everything from personal and team accomplishments to national prosperity. Jackson (2015) defined training as any learning activity focused on acquiring specific information and abilities for an occupation or task, with the latter as the primary focus of instruction. As such, the requirements for training include the necessity for efficient and safe machine or equipment operation, an efficient sales force, and competent management within the organisation (DeCenzo, Robbins, & Verhulst, 2016).

Both Gupta et al. (2012) and Bratton et al. (2003) emphasised HRM's significance and evaluation's role in allocating resources. This aids people in capitalising on their strengths to gain an edge in the marketplace. The main purpose of a performance review is to increase an employee's drive and sense of pride in their work. Performance reviews boost worker productivity and, by extension, an organisation's success (Windeler & Riemenschneider, 2016). Appraisals of performance help people advance in their careers by revealing places where they may use some work. According to Brauns (2013), management uses performance management as "a box of tools" to guide, regulate, and enhance employee performance. While GlasHenne and Essig (2018) reported that performance assessment is used in the evaluation process, and performance-based compensation is a part of performance management.

According to Zhang and Cheng's (2013) research, performance management is the bedrock of strategic HRM since it yields information on performance that assists HR in making educated decisions about hiring,

promoting, advancing one's career, training, and rewarding employees. In his discussion of HR, Cheng (2013) highlights the significance of performance reviews. He asserts that the enhanced data accessibility provided by Performance Appraisal enhances HR's decision-making processes regarding activities and outcomes. Hence, HR involves evaluating employees' performance. According to Zia et al. (2015), workers have a right to expect that their efforts will be recognised and that promotions and pay raises will be distributed fairly in accordance with their length of service.

As stated by Rashid (2012), one of the most crucial responsibilities of management is to motivate employees to work efficiently toward achieving organisational goals. In their definition of motivation, Daft et al. (2004) highlight the importance of feeling energised and committed to following through on a desired course of action. According to Nandi (2010), an organisation's aims and objectives can only be achieved by fully exploiting the talents and abilities of its personnel. It is important to note that Ajakemo (2003) argues that both internal and external factors are involved in institutional motivation. He continued by saying that while personality traits have a role in people's ability to achieve their full potential, motivation is often viewed as a strong predictor of human behaviour. There are two distinct sources of inspiration: intrinsic and external. Healthcare workers in the private sector report higher satisfaction levels than their public sector counterparts due to better compensation, benefits, management, working conditions, opportunities, and a sense of accomplishment (Rashid, 2012).

On the other hand, public healthcare workers are less invested in their jobs due to a lack of resources and support. In the public sector, basic

compensation and perks and services are seen as crucial in motivating employees at all managerial levels, according to research by Sharma (2013), whereas in the private sector, basic salary and incentives, both interim and long-term, are seen as inspiring employees. Creating comprehensive compensation plans for employees is a major challenge in the healthcare sector.

Organisational Effectiveness

Several approaches have been taken to define organisational effectiveness because of the widespread belief that it is inextricably related to the concept of an organisation itself (Cameron, 2014; Den Hartog, Boon, Verburg, & Croon, 2013). When the way an organisation is conceived shifts, so do ideas of effectiveness, evaluation, and discourse. In the case of a goal-oriented entity like a corporation, the extent to which its stated objectives are met may shed light on its efficacy. Cameron (2014) argues that evaluations of effectiveness are necessarily constrained to the ideas and preferences of the assessors. In the field of organisation studies, “effectiveness” is often the variable of interest (Delery & Gupta 2016; Tan & Nasurdin 2011)

From the dawn of time, businesses and academics have been deeply interested in improving their efficiency (Armstrong, 2017; Khan & Nawaz, 2010). According to Aguinis (2009), organisational effectiveness is defined as the actions taken by an organisation rather than the goods or services it sells. Ability to effectively and efficiently apply knowledge and expertise to pursue organisational goals, as defined by Khan and Nawaz (2010). According to Agarwal and Bhargava (2012), workers’ ability to increase their performance and contribute to implementing changes that affect them and the organisation

is enhanced when employees are given opportunities to participate in decision-making. They explained that when workers are involved in making changes, those changes can be implemented quickly.

Furthermore, Agarwal et al. (2012) emphasised that the success of an organisation depends not only on the actions of its personnel and the results they produce but also on the methods those actions are carried out using. According to Armstrong, productivity is most commonly evaluated based on how well workers complete tasks (2017). As a result, several criteria have been used to evaluate this stage, widely acknowledged as continuous (Armstrong, 2009; Koopmans, Bernards, Hildebrandt, de Vet, & Van der Beek, 2014).

While Motowidlo (2003) acknowledges that economic statistics is a major factor in determining performance, he notes that a combination of estimated behaviour and task-related variables can also be a reliable predictor of outcomes. Hence, Motowidlo (2013) divided organisational effectiveness into will-do and can-do categories. The former refers to a person's aptitude, proficiency, and expertise for carrying out a certain task, while the latter shows the degree of drive that individual may summon to complete that task. The outcomes of an employee's actions are not considered in the definition of performance (Aguinis, 2009).

According to Mathis and Jackson (2009), an employee's performance in relation to the effectiveness of the organisation depends on a variety of factors, including measures of output, quality of output, timeliness of output, appearance on the job, the efficacy of the work accomplished, and effectiveness of work accomplished. Chen et al. (2008) also distinguished

three types of performance in relation to organisational effectiveness: the first is the number of output rates with sales over an assumed period, the output of a group of employees accounting to a manager and others; the second is the rating of people by someone other than the individual whose performance is being considered; and the third is self-assessment and self-ratings.

In the academic world, definitions of efficiency and productivity are not universally agreed upon. In management studies, the concept of organisational performance or effectiveness remains controversial. Effectiveness, efficiency, and economy are the “renowned 3Es” of any given activity plan, and Javier (2002) equates performance to these concepts. Financial performance), product market performance, and shareholder return are the three main aspects of a company’s overall performance, as stated by Richard et al. (2009). An organisation’s success is measured by how well it meets its objectives within the available resources (Daft, 2000). How well an organisation achieves its aims and objectives can be defined as its performance. Productivity is just one performance measure; additional indicators include quality, consistency, effectiveness, efficiency, etc.

A study by Chien (2004) found that there were five major factors determining organisational performance, namely:

1. Leadership styles and environment
2. Job design
3. Organisational culture
4. Model of motive and
5. Human resource policies

There are various methods by which an organisation's efficiency can be evaluated. Key performance indicators (KPIs) typically relate to financial results (profitability) or productivity and are the most evident and frequently utilised method for measuring success. Getting a handle on the "how" is trickier. Organisational competence or effectiveness evaluations must rely heavily on qualitative measures.

Empirical Review

Current literature relevant to the subject was reviewed in depth in this section. Human resource management (HRM) techniques like staff training and recruitment, for example, have been shown to significantly impact organisational effectiveness in prior research (Sun, Aryee, & Law, 2007; Mutua, Karanja, & Namusonge, 2012; AlDamoe, Sharif, & Ab Hamid, 2013; Hussain & Rehman, 2013; Maina & Waiganjo, 2014). Human resource management (HRM) techniques were found to have an impact on organisational effectiveness in a study conducted by Mutua et al. (2012) in Kenya's financial cooperatives. According to the results, these procedures are crucial for increasing efficiency inside financial cooperatives in Nairobi County, Kenya.

Hussain and Rehman (2013) researched to determine if HRM methods have an impact on staff retention, an important factor in ensuring the efficiency of any given organisation. Research shows that HRM methods, including ensuring a good fit between an individual and an organisation, providing incentives, and giving workers a voice, all contribute to higher employee retention rates. Also, a study conducted by Bingilar and Etale (2014) found that HRM had a beneficial effect on university faculty

performance. However, using secondary data in this study leaves the possibility that different results could have been achieved if primary data had been used instead. The study has a small sample size because it only looked at schools in Nigeria.

Similarly, Amin et al. (2014) investigated the effect of HRM on university staff performance. The study's intended participants included administrative workers and faculty at a public research institution. The researchers used a cross-sectional study methodology to collect information from three hundred staff members with a 46-item questionnaire. The study indicated that HRM practices at a Malaysian public institution had a beneficial effect on employee performance using the linear regression analytic method.

Moreover, Hassan (2016) analysed how HRM procedures influenced productivity in Pakistan's textile sector. Primary data was collected from 68 employees via questionnaires with 34 questions. This research demonstrated that HRM practices in the textile industry considerably improved organisational effectiveness using Pearson correlation and linear regression analysis statistical techniques.

High-performance HRM in this field was the focus of an investigation by Lu, Zhu, and Bao (2015), who made an admirable effort to peer inside the "black box" of corporate HRM's impact on company success by studying its relationship to HRM in this area. High-performance Structured equation modelling was used to examine the hypothesised direct effect of HRM on firm performance and the mediating influence of innovation. Their research shows that good HRM has a measurable impact on company results. More

specifically, a company's productivity benefits greatly from employee training, job analysis, and involvement.

Donate, Pena, and Sanchez de Pablo (2016) developed and evaluated a model utilising partial least square-structural to investigate the impact of HRM systems on an organisation's capacity for innovation. Human resource management methods were found to positively benefit human capital, whereas collaborative HRM practices positively impacted social capital, which in turn had complete and partial mediation effects on innovation capacities. Al Shobaki et al. (2017) analysed how electronic HRM influenced the development of e-learning opportunities inside the Gaza Strip Ministry of Health. By combining observation with statistical analysis, we determined that the health ministry's strategy to provide electronic services influences the evolution towards electronic management.

Through a comprehensive literature review, Gile et al. (2018) explored how human resource management (HRM) affects the productivity of hospital workers in Sub-Saharan Africa. The study concluded that HRM benefits employees and organisational performance based on a literature survey from prestigious databases such as MEDLINE, CINAHL, PubMed, and Embase. The study's results indicated that certain performance outcomes might be accomplished through HRM.

Using a quantitative methodology, Pohan, Dalimunthe, Purwoko, and Muda (2018) investigated the impact of North Sumatera's human resource and institutional management on service quality, employee performance, and regional development. Their findings suggest that human resource management and institutional arrangements are important determinants of

service quality, regional growth, and employee productivity in the research area.

It is clear from this overview that numerous researchers have devoted considerable time and energy to studying the relationship between HRM practices and the efficiency of organisations (Bingilar&Etale, 2014; Hassan, 2016; Otoo& Mishra, 2018). On the other hand, research focusing on health facilities in a Ghanaian context is still quite scarce. Specifically, no prior research has centred on the Ministry of Health in the Greater Accra area. As a result, it was important to investigate HRM's impact on the efficiency of the Ministry of Health in the Greater-Accra region since the results could help shape future policies and add to the existing body of knowledge.

Delaney and Huselid's (1996) study, the impact of Human Resource Management Practices on perceptions of organisational performance. Probability sampling was used to examine the relationships between HRM practices like training and staffing selectivity and perceptions of firm performance like effectiveness in 590 businesses across the United States. Researchers called businesses and asked them to complete a questionnaire about their HRM policies, procedures, and culture. Each organisation had a representative participate in a questionnaire survey or a telephone interview. The research utilised descriptive statistics and regression analysis. Human resource management (HRM) techniques were found to have a favourable link with performance and effectiveness.

Similarly, Ostroff and Bowen (2000), who conducted their study in Australia under the title Moving HR to a higher level: HR practices and organisational effectiveness, used questionnaires to collect primary data from

200 employees. The study used a survey methodology and, using the AMO framework as a guide, concluded that HRM practices like training and motivation affect an organisation's workforce's skills, attitudes, and behaviours, affecting organisational behaviour and effectiveness.

Additionally, the study found that HRM practices can directly affect a company's performance and effectiveness by generating structural and operational efficiencies. They also embraced a multidimensional perspective, according to which many arrangements of HR practices influence organisational climates and contracts that direct employees' behaviour and attitudes toward achieving organisational performance.

Tan and Nasurdin (2011), looked at this relationship. Several aspects of an organisation's management were analysed, including performance reviews, promotions, in-house education, recognition programmes, and job postings (product innovation, process innovation, and administrative innovation effectiveness) and improved KM Performance Through Mediation. There was a cross-sectional study of 171 major Malaysian manufacturers. According to regression analysis, HRM practices were found to have a statistically significant, beneficial impact on the efficiency with which organisations introduced new ideas. This study found both training and evaluation of employee performance should be high on the list of priorities for supervisors.

Human resource management (HRM) and organisational effectiveness (OE) have been studied extensively over the past three decades, with much of the research being conducted in the United States. Schuler and Jackson (2014) conducted a study titled Human resource management and organisational

effectiveness: yesterday and today to describe how this relationship has evolved and give examples of how companies use HRM to improve their OE today by tackling several challenges that arise from a broader stakeholder model. Based on a thorough analysis of the literature published between 2004 and 2014 in databases like PubMed and Embase, this study concluded that previous research on HRM and OE differs greatly from the current work in this area.

According to the theory provided by Delery and Gupta (2016), there is a convoluted connection between HRM practices and organisational efficacy. A cross-sectional survey approach was used for this massive investigation. Top HRM officials at 70 American motor carriers were asked to complete 25 questionnaires. Using linear regression analysis, this study indicated that HRM practices boost organisational effectiveness, showed that some HRM practices can boost each other's efficacy, and emphasised the importance of theory-driven research methods. Organisational success was linked to a human resource management system that included techniques including selective hiring, compensation based on performance, and more employee input into policymaking. They went on to say that different permutations of the procedures had varying results.

By presenting the findings of a 150 staff survey and follow-up interviews on a cross-section of a government organisation, El-Ghalayini (2017) conducted a study on "Human Resource Management Practices and Organisational Performance in Public Sector Organisation" in the United Arab Emirates revealed that the effects of particular HRM practices, like training and development, outperform other practices, like staffing and recruitment.

The study's findings also showed that HRM procedures have greater overall effects on employee attitudes and productivity than their procedures do. The study concluded that although some HRM activities have a considerable positive impact on worker attitudes and outcomes, other variables may either positively or adversely affect the efficacy of these practices.

Lessons Learnt from the Empirical Review

Theoretical foundations of human resource management are examined. They include the AMO framework and the resource-based theory. The conceptual frameworks of human resource management procedures (including recruitment, selection, training, development, motivation, performance appraisal, health and safety, and compensation) are portrayed to show the relationships between these activities and the success of the business as a whole. Since most of these studies were conducted in the United States, Australia, Malaysia, and the United Arab Emirates, some have questioned whether or not their findings can be applied to developing African economies like Ghana's. Again, the research focused on private companies while ignoring the public institutions that typically meet people's most fundamental needs.

The majority of studies used a quantitative methodology. The justification was the need to generalise findings to cover a sizable enough cross-section of the population in each scenario. Not all studies clearly state whether or not they used random sampling in choosing respondents. Most research used questionnaires to obtain data, while others relied on secondary sources like yearly reports or literature reviews. Other research employed structural equation modelling and partial least square-structural methods to examine the interplay and interdependence of the variables. Since much

research was quantitative, multiple and linear regression analyses were often used.

Conceptual Framework of Human Resource Management Practices and Organisational Effectiveness

This section introduced the conceptual framework used to organise the study's ideas, make conceptual distinctions, and provide additional explanations and links to the studied topics. The framework's visual representation proved helpful in structuring the data gathered through experimentation. Human resource management methods serve as the independent variable on which the dependant variable (i.e., organisational effectiveness). The framework is presented in Figure 1.

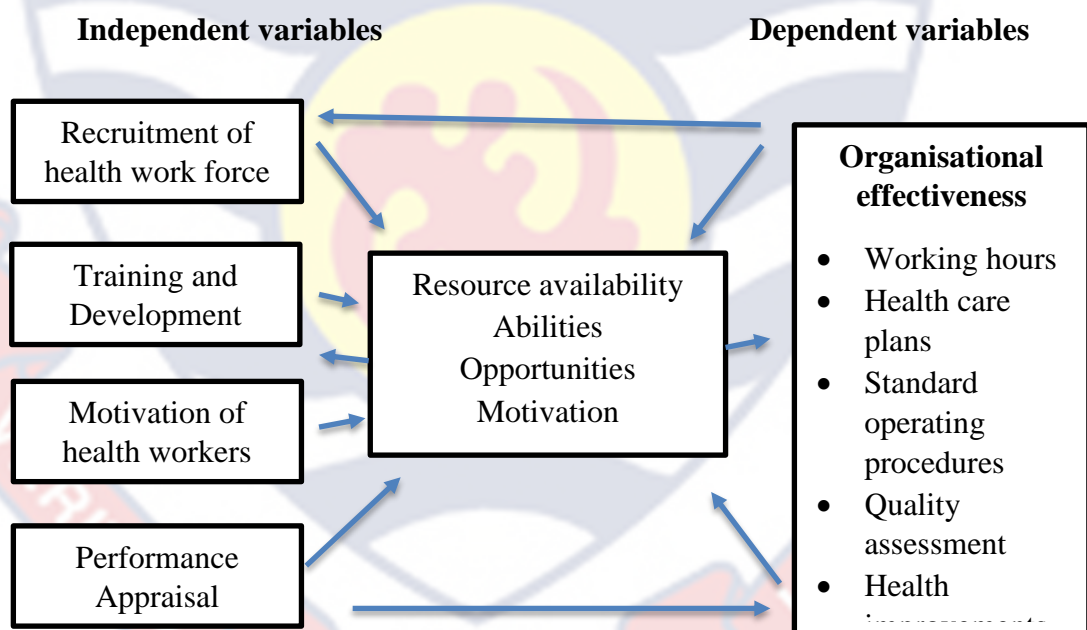


Figure 1: Conceptual Framework of Hrm Practices and Organisational Effectiveness.

Sources: Author's Construct (2023) based on

Having reviewed the literature, it has been realised that HRM practices positively and negatively influence organisational effectiveness depending on the organisation and its culture. To understand the connection between HRM

practises and organisational efficacy, the researcher has constructed a conceptual framework. Indicators for recruitment and selection, training and development, motivation, and performance appraisal were used to evaluate HRM practices in the conceptual framework depicted in Figure 1. Working hours, health care plans, standard operating procedures, quality evaluation, and health enhancements were also used as markers of organisational efficacy. Figure 1 illustrates how HRM practises affect the efficiency of an organisation. Human resource management (HRM) methods at the Ministry of Health could, thus, have an effect immediately or over time.

Chapter Summary

The study draws on the resource-based perspective and the theories of ability, motivation, and opportunities to explain the connections between these variables. This section thoroughly discussed the basic ideas being examined and an overview of the study's empirical findings as they relate to the study's aims. At last, the investigation revealed its conceptual framework, a graphical representation of its aims and procedures.

CHAPTER THREE

RESEARCH METHODS

Introduction

This part of the study provided the processes and tools that were employed in this study for data collection and analysis. Again, the research methods provided the assumptions and standards for interpreting information and how conclusions were drawn (Sebele-Mpofu, 2020). Specifically, this chapter of the study discussed the research design, research approach, study organisation, population, sampling procedure, data collection instrument, data collection procedure, data processing and analysis, and ethical considerations.

Research Approach

An essential aspect of any scientific study is the research methodology lays out the goals, methods, and procedures used to complete the study (Creswell, 2014; Jin, Wah, Cheng, & Wang, 2015). Mixed methods, including both qualitative and quantitative techniques, were used in this study. This strategy employs statistical approaches to define the gaps in our understanding, identify the factors influencing people's perceptions of a problem's importance, and conclude how to address the issue (Creswell, 2009; Creswell & Plano Clark, 2011). Quantitative research was used to generalise the study's findings to the health industry at large, while qualitative research provided context for the quantitative study's findings. Thus, the concurrent mixed method approach was used to simultaneously collect qualitative and quantitative data.

Quantitative methods alone would not have been sufficient to accomplish the study's goals, so a qualitative technique was employed to

supplement the numbers. This was necessary because qualitative methods provide more nuanced insights into the research at hand, but statistical methods are still necessary to explore existing models and measure key variables to arrive at a valid generalisation and deduction that can be demonstrated. This study uses quantitative data to examine the hypothesis by investigating the link between HRM practices and organisational effectiveness. These factors are amenable to quantitative measurement, meaning that statistical methods can be applied to the collected data. The report's final written form comprises the following sections: introduction, literature and theory, methodology, findings, and discussion.

This implies that the report of this study, an examination of the role of HRM practices, organisational effectiveness, and the relationship between HRM practices and organisational effectiveness in the Ministry of Health, Greater Accra, will incorporate an introduction, a literature review, interpretations of the data, and report writing in an adaptable format, all of which will be assembled by showing results and talking about what was learned.

Research Design

The research design, as defined by Rahi (2017), is the overarching framework for a study, outlining how the information will be gathered and analysed systematically. This study will employ a cross-sectional approach. This research employed a cross-sectional correlation strategy. Data for a cross-sectional study is collected all at once. Information gathering at the moment (Bhat et al., 2019). Data was collected, analysed, presented, and discussed using qualitative and quantitative approaches. The research design was

deemed appropriate because it allows the researcher to summarise responses and draw inferences about the Ministry of Health in the Greater Accra Region.

The cross sectional approach also provides numeric descriptions of health workers' trends, attitudes or opinions on HRM practices and organisational effectiveness. Data from a cross-sectional study are collected at a particular location and time to provide a glimpse of the whole. In this case, information was gathered from a random sample drawn from a sizable community in a one-time poll ("ad hoc survey"). Human resource management methods at the Ministry of Health were investigated using the technique to determine their effect on organisational effectiveness.

Study Organisation

The Ministry of Health has several agencies. They include the Ghana Health Service, Ghana Medical and Dental Council, Pharmacy Council Ghana, Ghana Registered Nurses and Midwives, Alternative Medicine Council, Foods and Drug Authority, Private Hospitals and Maternity Homes Board, National Health Insurance Authority, Ghana National Drugs Programme, Allied Health Professions Council, Occupational Therapy Association of Ghana and the Ghana National Ambulance Service. The Ministry of Health operates at the regional level and has seven divisions, including human resource management and development and its agencies and stakeholders (MOH, 2017).

Population

A population is defined by Enos, Yensu, and Obeng (2020) as a collection of elements or cases that meet predetermined criteria and are used to generalise a study's findings. All stakeholders at the Ministry of Health, Greater-Accra region, were part of the study population. The population

comprises the Ministry of Health, Greater-Accra region staff. Regarding MOH, Greater Accra records (2019), the target population size was 508 staff.

This target population has been categorised into the various health professions, namely Physicians and Medical (physician) Assistants (i.e., Generalists and specialists doctors and Medical (physician) assistants; Nurses and Midwives (i.e., Professional nurses, professional midwives, auxiliary nurses, enrolled and community nurses); Other Clinical Staff (i.e., Field technicians, health assistants, and health extension worker); Laboratory Technicians (Laboratory assistants and technicians); Pharmaceutical Personnel (Intern Pharmacists, and Dispensary assistants); and Health Management and Support Staff (i.e., health services administrator, principal personnel officer, and accounts personnel).

Sample and Sampling Procedures

Selecting a large unit from the entire universe that has the same set of characteristics as the remaining units is what we mean when we talk about sampling (Saunders, Lewis, & Thornhill, 2019). Research samples are representative subsets of a larger population from which generalisations and conclusions can be drawn. This study adopted the Krejcie and Morgan (1970) sample size determination table to select two hundred and seventeen members from the target population of five hundred and eight administrative and health workers. Because of this, the study's conclusions were drawn from the sample's perspectives and then extended to the entire population.

The health care professionals in the Ministry of Health's Greater Accra region were selected using a systematic sampling strategy. Systematic sampling was utilised to compile a list of health care providers, and from that

list, elements were randomly selected to represent the sampled population based on the sampling population.

The sampling fraction (K) was determined by using $K=N/n$, where N is the total population (508) and n is the sample size (217). K was, therefore, the 2nd interval. There was a random selection of numbers between 1 and 2 to determine which number to start the selection from. The number 2 was chosen, and the selected numbers for the sample size were 2, 4, 6, 8, and 10 until 217 were obtained. Any selected element that was not available was replaced with the next element.

Data Collection Instruments

Data for the study were gathered using a semi-structured interview guide and a structured questionnaire. Ruslin et al. (2022) state that an interview is a useful tool for gathering information since it allows for impromptu questions and answers from both the interviewer and the interviewee. Nonetheless, the questionnaire provides respondents privacy and sufficient time to consider their responses to provide more insightful feedback (Adams, 2015; Yeong, Ismail, Ismail, & Hamzah, 2018). An interview guide was employed for the qualitative component, and a questionnaire was administered for the quantitative component.

To obtain information from the sampled respondents, a standardised questionnaire was utilised to conduct interviews with them. With a questionnaire, all respondents follow the same set of instructions (Creswell & Clark, 2011; Sander & Lewis, 2012). It is employed in quantitative studies when asking respondents to provide primary data. The questionnaire was structured using interval data on a Likert scale, with 1 indicating strongly

disagreeing and 5 strongly agreeing. The scale is crucial for both descriptive and inferential statistical analyses of data.

Part A of the questionnaire asked for basic demographic information about the responder; Part B included 20 questions about HRM practices at the Ministry of Health; and Part C solicited comments on the survey's overall quality. Last but not least, 12 questions comprised Section C, which assessed the Ministry of Health's efficiency as an organisation. Each component was derived in some way from past studies.

The primary goal of the interview guide design process was to elicit information permitting examination of the research questions. To elicit the necessary replies and perspectives from the participants, a series of questions related to the central theme in each research question was stated. The focus of the interview questions included in the interview guide were the human resource management techniques and organisational effectiveness.

Validity and Reliability of the Instruments

Validity is defined as the degree to which a study's findings address the question for which it was designed (Révész, 2012; Gravetter&Forzano, 2018) or the degree to which a study's results answer the issue that it was designed to answer. The validity of a study is determined by how well its findings fit with prior knowledge and how well they fit the needs of the researcher (Sileyew, 2019). Face and content validity analyses were performed on the questionnaire and interview.

The developed questionnaire was reviewed and edited by additional expert data analysts. Finally, the researcher's supervisor, who has an extensive

understanding of the study field, read the entire project from start to finish and helped address any concerns mentioned before data gathering.

Reliability is how the same procedures for implementing a scale yield consistent outcomes (Sekaran & Bougie, 2016). Results can be maintained constant regardless of time and location (Best & Kahn, 2016). Cronbach's alpha test was performed to guarantee the validity of the survey. Cronbach's alpha can take on a value between 0 and 1, with values closer to 1 indicating greater precision (Best & Kahn, 2016). Santos (1999) states that the (α) value of 0.7 is the most acceptable and thus important for analysis. There is consensus among academics that this is the appropriate cutoff (Saunders, Saunders, Lewis, Thornhill, & Bristow, 2015).

Thirty administrative and health personnel participated in a pilot test of the instrument at the Ghana Health Service, Salvation Army in the Central Region. Reliability analysis was applied to each of the 30 instruments. The data was evaluated, and the instrument's reliability coefficient was determined using Cronbach's alpha, which was estimated to be $\alpha = 0.822$. Cronbach's Alpha reliability coefficient values of 0.70 and higher, according to Creswell and Tashakkori (2007), are considered reliable.

Ethical Considerations

Research must be conducted ethically if it is to meet the validity and trustworthiness of the research process (Kyngäs, Kääriäinen, & Elo, 2020). Challenges in quantitative research include gaining approval, protecting the privacy of respondents, minimising disruptions at research sites, and defining the study's goals. Anonymity, confidentiality, the right to privacy, and

plagiarism concerns are some primary guidelines proposed for data collecting (Patten & Newhart, 2017)

Further, the research guaranteed that even the most fundamental pandemic guidelines were followed. In particular, no space was provided for collecting respondent identifiers in the data collection instrument. This was done to protect the respondents' confidentiality. They were also assured that no data would be shared with outside parties. Encouraging respondents to fill out the questionnaire independently and leave open-ended questions without answers to protect their right to privacy.

During the drill, everyone followed the instructions and used hand sanitiser, wore face masks, and kept their distance from one another. This was done following the present pandemic's fundamental and ethical criteria. Also, the originality standards were met by generating the turn-it-in report, which screened for plagiarism. According to the study's findings, no participant's safety was threatened.

Data Collection Procedures

Data collection is a systematic technique of collecting and analysing data from several sources to provide a complete and deep understanding of a topic (Kallio, Pietilä, Johnson, & Kangasniemi, 2016). Approval from the appropriate Ministry of Health authorities was necessary before the data collection exercise through an introductory letter from the Head of the Department of Human Resource Management, University of Cape Coast. Because of the ongoing epidemic, the exercise was conducted under stringent procedures after gaining approval from the appropriate authorities.

With two skilled and trained research assistants' aid, the questionnaire was administered between the 5th and 26th of May, 2022, to the respondents, circulated, and compiled. Hence, questionnaires were distributed to responders and collected a week later. The researcher could retrieve certain questions in about two to three weeks. The Assistant Regional Human Resource Manager, the Health Administrator, and the Deputy Director in Charge of Administration were interviewed as key informants. Due to their expertise and prominence, they were selected as significant informants. The interviews with key informants were conducted face-to-face and one-on-one with the interviewer on the 25th and 26th of May 2022, respectively.

The interviews were conducted at the convenience of the participants in their offices. The researcher personally consulted participants for the scheduled date and time. Each respondent was allotted 30 minutes of face-to-face interview, which was recorded with permission. Three respondents had busy schedules and could not meet face-to-face, so a telephone interview was used. Before each interview session, the interviewee's consent was sought to record the conversation for accuracy. The researcher also took brief notes on recorder malfunction (Creswell, 2009). After completing each interview, the researcher appreciated their cooperation and participation.

Data Processing and Analysis

Data analysis is making the idea of data by combining, reducing, and interpreting the information. The method you will use to respond to your research question(s) (Merriam & Grenier, 2019). After gathering a significant amount of information from the respondents in the sample, the data were carefully reviewed to eliminate or minimise the effects of errors caused by

incorrectly or inadequately filled-out questionnaires. The error-free information was then carefully coded and modified to prevent missing values (if any). After that, the data were entered and processed using IBM SPSS version 26, and the results obtained were shown in tables. Descriptive statistics such as frequencies, percentages and means, and standard deviations were used

The mean scores were used for ranking to accomplish the study's research aims. The study's third aim was also tested with the help of an inferential statistical tool, especially Linear regression.

Chapter Summary

This chapter investigated the techniques and processes employed to accomplish the study's goals. To accomplish its goals, the study used a mixed approach, cross-sectional correlation design, and questionnaire structures. Descriptive and inferential statistical techniques, such as mean scores and linear regression, were used to examine the data.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study investigated the role of human resources management practices in attaining organisational effectiveness in the Ministry of Health, Greater Accra. A self-developed questionnaire and an interview guide were the data collection instruments. A mixed-method approach under a descriptive survey design was employed. Descriptive and inferential statistical techniques, such as mean scores, standard deviation and linear regression, were used to examine the data, while a qualitative approach was taken to analyse the interview guide. To find the effects of human resources management practices on organisational effectiveness, a linear regression analysis was performed. In addition, the study findings are also discussed in relation to the literature reviewed.

Respondents' Socio-demographic Characteristics

This segment presents the socio-demographic characteristics of respondents at the Ministry of Health, Greater Accra. This section specifically presented the respondents' age, marital status, years of work, and education level.

Age of respondents

All the 217 respondents provided detailed information in relation to their age. From Table 1, the descriptive analysis revealed that, more (28.1, and 60; 27.6%) of the respondents were between the ages of 21-30 years and 31-40 years respectively. This result was followed by 18 percent of the respondents between the ages of 41-50 years; and 14.3 percent of them were below 21

years. Thus, more of the sampled respondents were within the active working ages and have garnered valuable working experience. Vasconcelos (2018) indicated that older workers in their prime ages are sources of wisdom capital that needs to be groomed by the human resource department of nay institution that seeks to broaden perspectives in the near future

Table 1: Age of Respondents

Age (in years)	Frequency (F)	Percentage (%)
Below 21	31	14.3
21-30	61	28.1
31-40	60	27.6
41-50	39	18.0
51-60	26	12.0
Total	217	100

Source: Fieldwork (2022)

Marital status of respondents

The marital status of the sampled 217 respondents were also analysed. Based on the descriptive analysis in Table 2, it was revealed that more of (30.9%) of the sampled respondents (workers) were married, whereas 28.1 percent were single, 15.7 percent separated, 13.3 percent divorced, and 12 percent widowed

Table 2: Marital status of Respondents

	Frequency (F)	Percentage (%)
Single	61	28.1
Married	67	30.9
Separated	34	15.7
Divorced	29	13.3
Widowed	26	12.0
Total	217	100

Source: Fieldwork (2022)

Number of years worked

In relation to the number of years in which respondents served with the Ministry of Health, Table 3 revealed that, more (26.7%) staff have worked for 5-9 years. Also, 23.5 percent of respondents were found to have worked for between 10-14 years, while 19.4 percent have worked for 1-4 years. Again, 18 percent have been working at the Ministry of Health exceeding 15 years, and 12.4 percent have worked for less than 1 year. This means that majority of the staff have adequate working experience to provide all necessary information to achieve the study's research objectives. This coincides with the work of Ramber Di Lucca, and Hadlaczky (2016) who found that there is a positive impact of workers experience on an organisational work ethics and operations. These workers are found to have more knowledge on how their organisations function.

Table 3: Years of Work of Respondents

	Frequency (F)	Percentage (%)
Less than 1 year	27	12.4
1-4 years	42	19.4
5-9 years	58	26.7
10-14 years	51	23.5
15 years and above	39	18.0
Total	217	100

Source: Fieldwork (2022)

Educational level of respondents

Also, the highest educational qualification of the staff of the Ministry of Health, Greater Accra is presented in Table 4. Based on the 217 sampled respondents, it was revealed that majority (30.9%) of them hold Postgraduate

degree, while 26.7 percent have bachelor's degree, 24 percent were found to hold Diploma and finally, 8.4 percent were certificate holders.

Table 4: Educational Level of Respondents

	Frequency (F)	Percentage (%)
Certificate	40	18.4
Diploma	52	24.0
Bachelor's Degree	58	26.7
Postgraduate Degree	67	30.9
Total	217	100

Source: Fieldwork (2022)

This result implies that all personnel at the Ministry of Health are literates because they have all had diverse formal education and can thus supply trustworthy information to meet the study's goal.

Objective One: Human Resource Management Practices at the Ministry of Health, Greater Accra Region

This was to assess the human resource management practices at the Ministry of Health, Greater Accra Region. This goal was completed using the mean and standard deviation (S.D.). According to Cohen (1992), a higher mean score indicates a more convincing explanation for the event under study. Cohen (1992) proposed that mean values between 1-3 illustrated a “low” ranking (low agreement), whereas mean values between 3 and 5 illustrated a “high” rating (high agreement). Table 5 displays the results of the analysis and discusses those results.

Table 5: Human Resource Management (HRM) Practices

Statement	N	Mean	S.D.
The procedure for replacing staff is known to everybody in this Ministry	217	3.53	1.350
This Ministry replaces staff anytime in a year	217	3.50	.927
Each section or department within the Ministry of Health has enough qualified personnel	217	3.41	.903
The management of this institution often evaluates the human resource needs of the Ministry	217	3.38	.869
Employees who may not be needed at a particular time are sometimes recruited into this Ministry	217	2.96	.841
The management often recruits staff entirely from outside the Ministry	217	2.96	.958
The management often recruits staff entirely from within this Ministry	217	2.99	1.039
The management often combines external and internal recruitment to employ workers in this Ministry	217	3.09	1.082
Recruitment and selection in this Ministry are fully based on merits	217	3.25	.871
The Ministry defines job requirements and objectives in the recruitment process	217	3.96	.958
Performance appraisal is annually undertaken in this Ministry	217	3.24	1.519
Performance appraisal helps employees in this Ministry to achieve their workplace goals	217	3.49	1.317
Performance appraisal gives constructive criticism in a friendly and positive manner	217	3.13	1.179
Performance appraisal improves job motivation and job satisfaction in this Ministry	217	3.38	1.294
The perception of partiality is high during performance appraisal	217	3.28	.949
Training and development of employees is annually organised in this Ministry	217	3.12	1.374
Training and development enhance work efficiency in this Ministry	217	3.05	1.289
The training and development sections are based on relevant practical work concepts	217	3.34	1.360
Employee growth is entirely based on the training and development sections that are organized in this Ministry	217	2.99	1.039
Employees' suggestions for training and development improvements are considered in this Ministry	217	3.11	1.227

Source: Field Survey (2022)

As shown in Table 5, the human resource department engaged in quite a number of human resource practices, however, some of these practices were found to be practiced and esteemed highest than others. For instance, the findings revealed that the Ministry's highest and most important human resource practice is the defining of job requirements and objectives in the recruitment process. This result ranked number one in terms of mean (M) position and standard deviation (S.D.), at 3.96, with an SD of 0.958. The mean score of 3.96 indicated a high agreement with this practice in the ministry's human resource management practice. This implies that more of the personnel and prospective personnel are aware of the recruitment requirements and objectives of the Ministry.

The study's finding confirms the AMO framework that stipulates the essence of one's ability, motivation, and opportunities to work performance. When job requirements are made known to employees, they are motivated to channel their abilities to the appropriate job requirements and objectives to be effective on their job. According to Holm and Haahr (2018), recruiting and selection are critical to any organisation's performance and must follow a specified procedure.

For example, Ash, et al., (2013) and Cumming (1993) described six recruiting techniques and a code of practice for preparing job descriptions and people specifications for use by selectors. The recruiting and selection process was described by Ash et al. (2013) and Cumming (1993) as follows: notice of the position, placing of appropriate advertising, reception of applications, shortlisting of applicants, interview, and reference checking.

Moreover, making procedure for replacing staff known to everybody is also one of the main human resource practices at the Ministry of Health. This result ranked second in terms of mean position and standard deviation (S.D.), at 3.53, with an SD of 1.350. Per the results, the Ministry of Health employs a well-known approach to personnel turnover. This management practice is key because employees know how the recruitment procedure is within the rank and file of the ministry. In Otoo's (2019) and Wilton's (2016) studies, HRM practices are particular rules and techniques from an HRM system that firms use to manage their personnel. Similarly, Delery and Gupta (2016) indicated that human resource managers design and implement internal policies and methods to ensure that an organisation's human capital advances its commercial or institutional objectives.

The data also revealed that each section or department within the Ministry of Health has enough qualified personnel to run the affairs of the ministry. A mean of 3.41 and a standard deviation of 0.903, implying that most respondents agreed that such a management practice is being carried out in the ministry. This finding endorses the argument in the Resource Based Theory. The theory posits that a strategic human resource, for instance, a qualified and skilled personnel with much value who are non-replaceable have the potential to boost organisational effectiveness and efficiency.

Additionally, the study found that most staff agreed that the institution's management often evaluates the ministry's human resource needs. This is shown by the weighted mean of 3.38 and standard deviation of 0.869, respectively. The findings align with Stone, Cox, and Gavin (2020), who

concluded that various ministries occasionally evaluate their human resources needs.

Further, the study sought to ascertain whether recruitment and selection in the ministry are fully based on merits. The mean score of 3.25 indicated that respondents agreed that recruiting and selecting personnel, whether outside or within, is based on merit. The results also revealed that more staff agreed that the job requirements and objectives in the recruitment processes to enter the Ministry of Health are well defined.

Performance appraisal is another aspect of HRM practices. The data revealed that a mean score of 3.24 and a standard deviation of 1.519 indicate that performance appraisal is undertaken annually in the Ministry of Health. Furthermore, more of the respondents ($M = 3.49, SD = 1.317$) highly agree that performance appraisal helps employees in the Ministry to achieve their workplace goals. Concerning the statement that performance appraisal gives constructive criticism in a friendly and positive, the result reveals that more of the respondents ($M = 3.13, SD = 1.179$) agreed. The respondents also agreed ($M = 3.38, SD = 1.294$) that performance appraisal improves job motivation and job satisfaction in the ministry and more ($M = 3.28, SD = .949$) also hold the perception that partiality is high during performance appraisal. This implies that the staff of the Ministry of Health acknowledges that management engages in performance appraisal practices to enhance its human resource management practices.

In their study, Zhang and Cheng (2013) established that performance management is the backbone of strategic HRM since it provides data on performance to help HR make informed decisions about placement,

promotion, career advancement, training and development, and awards. Cheng (2013) emphasizes the value of performance appraisal in human resource management. Further studies by Carrell et al. (2000) and Sels et al. (2003) indicate that performance appraisal promotes worker productivity and, thus organisational performance. Appraisals of performance help people advance in their careers by revealing places where they may use some work.

Moreover, the ministry considered training and development also as an aspects of human resource management practices. The results revealed that more respondents ($M = 3.12$ $SD = 1.374$) agreed that the training and development of employees are annually organised in the ministry. Additionally, more ($M = 3.05$, $SD = 1.289$) agreed that training and development enhance work efficiency in the ministry. Regarding training and development based on relevant practical concepts, the results revealed that more respondents with a mean score of 3.34 and a standard deviation of 1.360.

The findings of this study align with Khan et al. (2011), who concluded that training benefits both the company and the employee. Nevertheless, it is difficult for many businesses because it is expensive and requires significant implementation time. This study supports earlier findings by Aguinis and Kraige (2009), who postulate that training has significant consequences on individuals, teams, businesses, and society. Aguinis and Kraige (2009) stressed that these outcomes include everything from the performance of individuals and teams to the economic well-being of an entire nation. Similarly, Winterton (2000) stated that current HRM could highlight the need for continual training and development to keep dynamic abilities that

support corporate strategy as indicated in the conceptual framework of the study.

On the other hand, a few lowly agreed that employees who may not be needed at a particular time are sometimes recruited into the ministry. The mean score of 2.96 indicated that staff lowly agreed that such a human resource management practice is not encouraged in the ministry. This implies that management does not bring personnel into the ministry whose services are needed. According to Kamran, Dawood, and Hilal (2015), recruiting and selection are interrelated. Several HRM experts and practitioners categorise recruiting and selection as staffing tasks (Gardner, 2018).

The staff of the Ministry of Health lowly agreed ($M = 2.96$) that management often recruits staff entirely from outside the ministry. This implies that recruitment is not only done outside but sometimes, management recruits internally into the ministry. On the other hand, data equally suggested that more staff lowly agreed that management often recruits staff from within the ministry. The weighted mean score of 2.99 indicates that such practices are not frequent or common to the management of the Ministry of Health, GreaterAccra Region.

Situating the study findings in the reviewed literature, Pollard et al. (2015) indicated that the rules, sources of recruiting, and recruiter performance of HR must be geared towards attracting a preferred applicant. Hmoud and Laszlo (2019) stressed that these HR rules must include where to recruit, how to hire, and the personnel mix of talents and rank. Similar studies by Bidwell and Keller (2014), Gatewood et al. (2015), and Kapse (2012) revealed that task-based criteria allow management to emphasise employee acceptability

rather than suitability, where both the organisation and the candidates contribute through the recruiting and selection methods which are tailored to the employer's demands

Similarly, a number of key informants from the Ministry of Health, Greater Accra Region, also noted that practices like selection, training and development, and performance appraisal were noted to be engaged often by the Ministry human resource department. Below is a response from one of them.

We adopt practices such as recruitment and selection, training and development, motivation, performance appraisal, motivation, reward scheme, and employee engagement through a scheme known as the HR business partner system. With our motivation practice, staff are commended monthly for excellent performance (Assistant Regional Human Resource Manager, MoH, May, 2022).

This statement confirms Gerhart's (2005) claims that HRM practices regulate people's ability (using the appropriate selection, recruitment, and training instruments), motivation (using pay for performance), and opportunity (e.g., using teams or suggestion views) as enshrined in the AOM framework. In addition, another key informant stated that in developing and implementing the HRM practices, the Ministry's key aim is to align its practices to that of the current emerging HRM practices to ensure effective recruitment and selection of its workers. This was the response from the key informant: *"The HR team's roles are to develop and implement HRM practices since the ministry operates in a changing milieu where current and innovative practices*

that are often emerging result in changing clients' desires" (Health Administrator, MoH, May, 2022)

Another key informant in the Ministry of Health was also asked about the HRM practices adopted from a policy document of the organisation. The key informant, therefore, contributed that:

"We adopt the best practices that suit our organisation and carefully review our situations by developing HR policies to guide us in the kind of HRM practices employed in the Ministry" (Deputy Director, MoH, May, 2022).

This is in line with some of the eleven practices studied by Huselid (1995). He listed the eleven HRM practices: personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labour management participation, recruitment efforts, employee training, and promotion criteria, which have an impact on employees' performance.

Objective Two; State of Organisational Effectiveness at the Ministry of Health, Greater Accra Region

This section analysed the organisational effectiveness of the Ministry of Health, Greater Accra Region. The analysis evaluated twelve items to accomplish this objective. This aimed at answering the study's second research objective, which was to determine the state of organisational effectiveness at the Ministry of Health, Greater Accra Region. The study assessed the variables using the mean and S.D. scores. In terms of the mean score, Cohen (1992) suggested that the higher the value, the higher explains a particular phenomenon. More specifically, Cohen (1992) posited that mean

values between 1 and 2.9 detailed a ‘low’ ranking (low agreement), while those between 3 and 5 specified a ‘high’ ranking (high agreement). More precisely, Table 6 presents the findings.

Table 6: Organisational Effectiveness

Statement	N	Mean	S.D.
The Ministry focuses on its employees to meet clients/customers/citizens’ expectations	217	3.78	.530
The Ministry achieves its goals every year	217	3.11	1.227
The Ministry promotes a result-based work environment	217	3.11	1.352
The Ministry’s mission and vision are clear and known to every employee	217	3.10	1.378
The Ministry sees organisational improvements every year	217	3.05	1.557
The Ministry employees observe working hours (work shifts)	217	3.12	1.374
The employees utilise a 24-hour health care plan daily	217	3.10	.632
Workers of the Ministry promptly perform procedures	217	3.50	.877
Staff and management observe standard operating procedures in the Ministry	217	3.70	.853
There are quality assessments in the Ministry addressing issues	217	3.22	.891
There are positive working relationships with other staff members in the Ministry	217	3.68	.474
The employees participate in the Ministry’s monthly meetings	217	3.35	.736

Source: Field Survey (2022)

The table relates to item statistics on organisational effectiveness. The items in the table seek to determine the state of organisational effectiveness. The mean scores generated to answer this research question indicate that more respondents highly agreed with the issues. For instance, the item with the highest mean of 3.78 showed that respondents highly agreed that the Ministry

focuses on its employees to meet clients/customers/citizens expectations and does this by ensuring its staff is taken care of. This finding agreed with the AMO theory which focuses on motivation of employees as a key factor for effective organisational performance.

Additionally, data revealed that more ($M = 3.11, SD = 1.227$) highly agreed that the ministry achieves its goals yearly and promotes a result-based work environment. This implies that efforts are made to realise the yearly stated goals of the Ministry within a result-based environment. For organisation effectiveness, result oriented environment coupled with its intended goals are the hallmark (Watts et al.,2021).

Agarwal et al. (2012) argue that the success of an organisation depends not just on the actions of its employees or the results they produce but also on the methods through which those results are achieved. According to Armstrong (2017), productivity is typically evaluated based on visible outcomes at work. As such, it is an aspect of organisational effectiveness that focuses on a result-driven environment, and that is largely recognised as an ongoing phase and, therefore, can be assessed. Similar findings were made by Armstrong (2009) and Koopmans et al. (2014). Thus, to determine the effectiveness of an organisation, the resultant output is essential.

The respondents' opinion that the Ministry's mission and vision are obvious and known to every employee indicates that the majority agree. The mean, which is 3.10, demonstrates this point. This suggests that personnel are not kept in the dark about what the Ministry's directions are and what it hopes to accomplish due to these efforts.

In determining organisational effectiveness, performance improvement is key. The data ascertained with a mean score of 3.05 and standard deviation of 1.557 that respondents agree that the Ministry sees organisational improvements yearly. The mean score for the items means that employees are in agreement, and hence the researcher can state that the Ministry's practices are equally geared towards organisational improvements every year.

The results in the table suggest that the majority of respondents highly agreed that staff at the Ministry complete operations in a timely manner, as reflected in the mean score of 3.50, with a standard deviation of 0.877. This suggests that there is a timely completion of the tasks assigned to personnel of the Ministry. The staff members do not let up in their attempts to fulfil their responsibilities in the Ministry. In response to this assertion, the results showed that the majority of respondents, with a mean score of 3.70, highly agreed that workers and management in the Ministry observe standard operating procedures. This study confirms Buckley and Caple's (2009), that procedural tasks can be completed and attributable to the observance of standards established within the Ministry.

The findings convey that the majority agree with quality assessments in addressing issues in the Ministry. The Ministry has quality assessment procedures to address its issues. Furthermore, there are positive working relationships with other staff members in the Ministry. This study contradicts Long, French, and Brooks's (2020) findings, revealing that quality assessment procedures do not address issues. The findings support Stehman and Foody (2019), who reported that rigorous accuracy assessment addresses organisational issues.

Further analysis of the data revealed that the majority of the respondents highly agreed that they attend the monthly meetings held by the Ministry. This suggests that the Ministry encourages its employees to attend monthly staff development meetings. In congruence, a key informant was also asked if the ministry schedules a monthly review of activities. His response was that:

Monthly meetings are organised to ensure the review monthly activities in the Ministry. Every month has its agenda; for instance, it is a month-stipulated look at nurses and midwives. In that instance, everyone is present to reflect on issues to boost that department or unit (The Deputy Regional Director in charge of Administration, MoH, May, 2022).

In relation to the periodic monthly meeting reviews, employees are encouraged to engage in meetings monthly to ascertain the strengths and weaknesses of the employees as well. In the same vein, another key informant affirmed the aforementioned or stated view. This was his response;

The ministry schedules monthly meetings usually for heads of department and top management and seldom includes the lower echelons...The staff of the Ministry is always encouraged to attend monthly meetings to aid management in doing effective SWOT analysis. As a team, we need to know our strengths and weaknesses and the opportunities available against the threats we are challenged with. Even though there is attendance to meetings monthly, there are instances where employees excuse themselves to equally attend to

emergency issues as and when they arise (Assistant Regional Human Resource Manager, MoH, May, 2022)

The response from the respondents are consistent with some assertions of HR researchers in the healthcare fraternity. Lowe (2012) mentioned that regular meetings foster communication and collaboration. In that, monthly meetings provide a platform for nurses and midwives to present and reflect on issues in their respective departments. These meetings foster effective communication channels and enhance collaboration within the organization. By sharing their experiences, challenges, and successes, the healthcare professionals can exchange knowledge, insights, and best practices, leading to improved patient care and overall organizational effectiveness.

It was also established by Jennings et al. (2015) that monthly meetings ensure problem identification and resolution. Monthly meetings allow for the identification and discussion of issues or problems faced by nurses and midwives in their departments. By bringing these concerns to the attention of the Ministry of Health, potential obstacles can be addressed, and solutions can be proffered collaboratively. This proactive approach to problem-solving enhances the efficiency and effectiveness of healthcare services.

Another researcher in the health fraternity (Cowden et al., 2017) mentioned that professional development and continuous learning is fostered by regular meetings. These meetings provide a platform for professional development and continuous learning opportunities for nurses and midwives. Presentations and discussions on relevant topics, new research, and best practices enhance their knowledge and skills. This positively impacts their

performance, job satisfaction, and ultimately contributes to the organization's effectiveness.

The study by Hartley et al. (2014) also asserted that performance monitoring and accountability are fostered by regular meetings. Regular monthly meetings facilitate the monitoring of performance indicators and the evaluation of progress in achieving organizational goals. By reviewing monthly activities, nurses and midwives can be held accountable for their responsibilities and commitments. This can help identify areas of improvement, allocate resources effectively, and ensure the organization is on track to meet its objectives.

A study by another HR researcher (Ferguson et al., 2016) established that regular meetings ensure employee engagement and satisfaction. Thus, engaging nurses and midwives in monthly meetings demonstrates the organization's commitment to their involvement and participation in decision-making processes. This can enhance employee satisfaction, increase motivation, and foster a positive work environment. Engaged and satisfied healthcare professionals are more likely to provide high-quality care, resulting in improved organizational effectiveness. Consequently, this finding coincides with the AMO framework that lays emphasis on the importance of ability, motivation and opportunity in determining the performance of employees.

In essence, it is important to note that the effectiveness of monthly meetings in influencing organizational effectiveness can vary depending on various factors such as the quality of facilitation, the level of participation, and the implementation of action plans resulting from these meetings.

Objective Three; Effects of Human Resources Management Practices on Organisational Effectiveness

This section analysed the effects of human resource management practices on organisational effectiveness at the Ministry of Health, Greater Accra Region to achieve hypothesis one of research objective three. This was addressed using linear regression, and the results are presented subsequently.

The model summary output comprises R, R squared, adjusted R squared, and the standard error. To explain the coefficient of determination, the R-square (R^2) value was reported. The study's R^2 value of 0.252 means that HRMP accounts for about 25.2 percent of the change in organisational effectiveness at the Ministry of Health, Greater Accra Region. This implies that 25.2% of the variation in organisational effectiveness at the Ministry of Health is accounted for by the presence of HRMP. Also, an Adjusted R^2 of 24.5 percent indicates that adjustments in HRMP explain any variation in organisational effectiveness. Thus, any adjustment in HRMP is likely to contribute to 24.5 percent of the change in organisational effectiveness at the Ministry of Health.

The Analysis of Variance (ANOVA) results from the aspect of the regression analysis were also presented in Table 7 and discussed.

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1339.741	1	1339.741	36.687	.000 ^b
	Residual	3980.493	213	36.518		
	Total	5320.234	214			

a. Dependent Variable: OE

b. Predictors: (Constant) HRM practices

Source: Field Survey (2022)

The ANOVA results comprised the sum of squares, df, mean square, F, and p-value. According to Cohen (1992), a p-value of <0.05 for the test statistic indicates that the independent variable(s) does a good job of explaining any change in the dependent variable. In short, the p-value explains whether or not a relationship exists between the variables. From the table, the study had an F stat of 36.687 with a p-value of $0.000 < 0.05$. This result means a statistically significant relationship exists between HRMP and OE; thus, HRMP does a good job explaining OE at the Ministry of Health. The result also implies that the R and R^2 between HRMP and OE are statistically significant; thus, OE could be significantly affected by any change in HRMP.

Cohen (1992) suggested that $r = 0.10$ to 0.29 represents 'very weak,' $r = 0.30$ to 0.49 represents 'weak,' $r = 0.50$ to 0.69 represents 'moderate,' and finally, $r = 0.70$ to 0.99 represents 'strong' effect of one variable on the other. The value of 0.704 under the unstandardised coefficient explains that HRMP strongly affects organisational effectiveness. This means that there is a statistically significant positive and strong effect of HRMP on organisational effectiveness at the Ministry of Health, Greater-Accra Region.

From the report on HRM, the formula shows that a standard deviation change in HRM will lead to a 0.05 standard deviation change in organisational effectiveness. More precisely, given a standard deviation of 3.87 explains that HRMP moderately predicts organisational effectiveness. The findings imply that a moderate to large increase in organisational performance at the Ministry of Health may be expected for every unit improvement in human resource management practices.

Previous literature has mostly corroborated the study's findings. Human resource management has been shown to have a positive effect on the productivity of university faculty in several studies. Human resource management strategies were found to positively affect the performance of academic staff by Amin et al. (2014), who examined public universities in Malaysia. Hassan (2016) also studied the textile industry in Pakistan and concluded that HRM methods greatly improved organisational effectiveness. This study's findings corroborate those of Hussain and Rehman (2013), Lu et al. (2015), Otoo and Mishra (2018), and Pohan et al. (2018), all of whom found that HRM practices had a substantial influence on organisational performance/effectiveness.

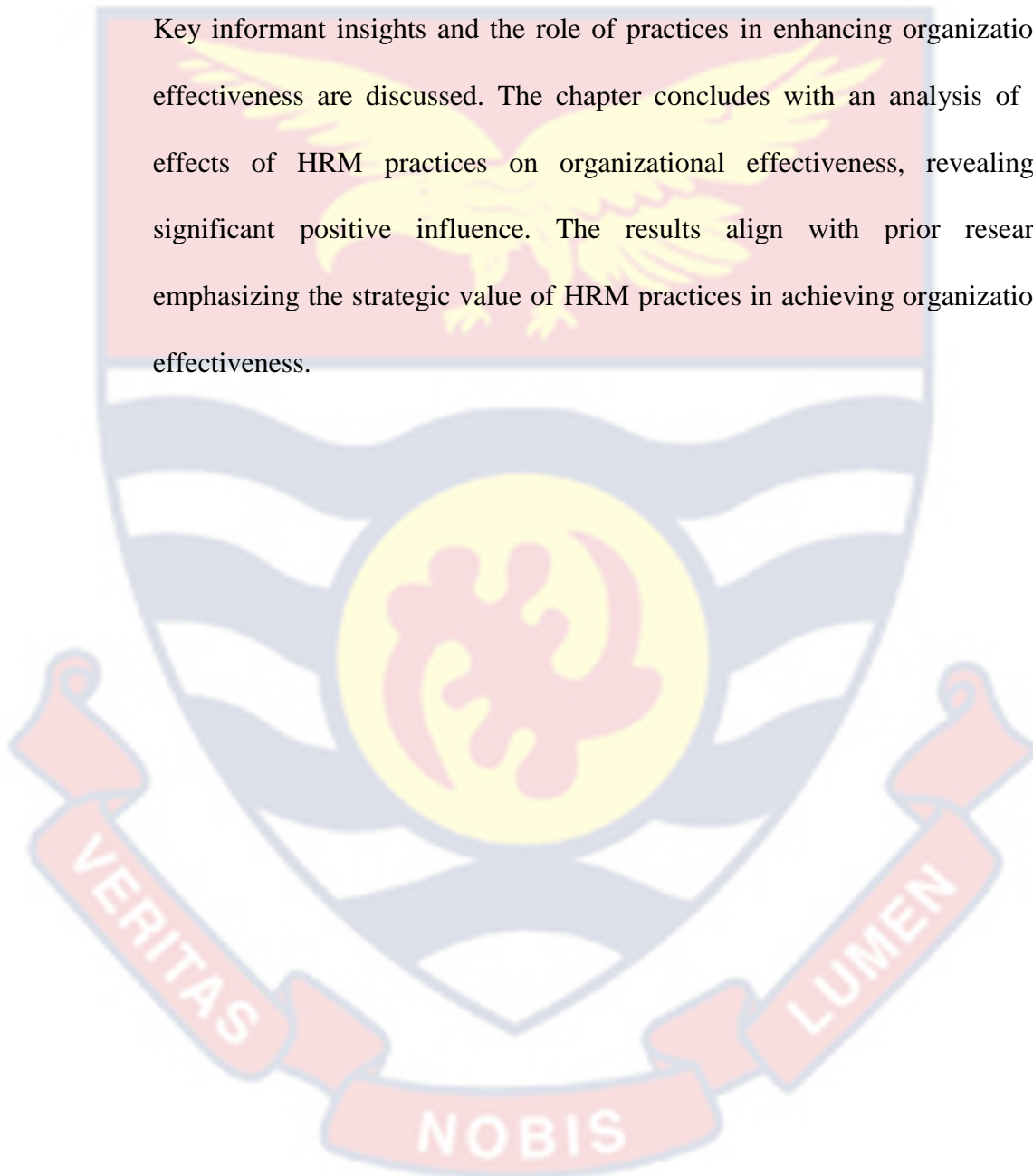
The findings of this study are in line with the resource-based theory which was stipulated by Kozlenko et al. (2014) that organisations and institutions have strategic resources that allow them to gain a competitive advantage over competitors. Similarly, the conceptual framework described that human resource management practices have significant effect on organisational effectiveness.

Chapter Summary

The chapter summary provides an overview of the assessment of Human Resource Management (HRM) practices at the Ministry of Health in the Greater Accra Region. Through statistical analysis using means and standard deviations, the study evaluates the extent of agreement with various HRM practices among the Ministry's employees and discusses the implications for organizational effectiveness. The results highlight the significance of well-defined job requirements in recruitment, reflecting the

AMO framework's emphasis on ability, motivation, and opportunities for job performance. The chapter again delves into various HRM practices, their impact on motivation, job satisfaction, and organizational performance, and the importance of following specified recruitment and selection procedures.

Key informant insights and the role of practices in enhancing organizational effectiveness are discussed. The chapter concludes with an analysis of the effects of HRM practices on organizational effectiveness, revealing a significant positive influence. The results align with prior research, emphasizing the strategic value of HRM practices in achieving organizational effectiveness.



CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Overview

This chapter provided conclusions based on the research findings on data collected on the influence of the number line approach in learning fractions and a summary and recommendations for future research. This chapter provides a summary of the findings of the study, conclusions drawn from the findings and recommendations based on the findings. Conclusions drawn will be deduced from the analysis and objectives set for the research. The chapter also contains suggestions for further studies based on the limitations.

Summary of the Study

The study aimed to examine the role of human resource management practices in attaining organisational effectiveness in the ministry of Health, Greater Accra Region. Two research questions and a hypothesis guided the study. A cross-sectional survey under a mixed-method approach was employed. Two hundred and seventeen health workers of the Ministry of Health, Greater Accra Region, were randomly sampled. The tools employed to collect primary data were the questionnaire and interview guide. Descriptive and inferential statistical tools were used to analyse the data. Verbatim quotations were used to support the quantitative results. Particularly, mean and standard deviation (S.D.) were used to assess objectives 1 and 2, whereas linear regression was employed to analyse objective 3. After that, I summarised the most important findings from the research.

Summary of key findings

Concerning the human resource management practices adopted at the Ministry of Health, the study revealed several practices. Among these HRM practices, the following practices recorded the highest and major practices at the Ministry. To the Ministry, this HRM practice is the most important because it fosters the growth of human resources capabilities.

The Ministry of Health operates with a well-understood staff replacement procedure that is accessible to all employees throughout the year, ensuring a responsive approach to staffing needs. Every section and department within the Ministry is adequately staffed with highly qualified personnel, and the organization places a strong emphasis on clearly defining job requirements and objectives during the recruitment process. Additionally, the Ministry's commitment to performance appraisal plays a pivotal role in helping its employees attain their workplace goals, contributing to overall effectiveness and motivation within the organization.

In terms of research objective two, the study provides insights into the state of organizational effectiveness at the Ministry of Health, highlighting several key indicators. The Ministry demonstrates a strong commitment to prioritizing its employees to meet the expectations of clients, customers, and citizens. Furthermore, the workforce within the Ministry consistently performs procedures in a timely and efficient manner, while both staff and management adhere to standard operating procedures. Additionally, the presence of positive working relationships among staff members in the Ministry enhances overall effectiveness. These findings collectively indicate that the Ministry has implemented measures to ensure the achievement and implementation of these

highly-rated factors contributing to organizational effectiveness. Among these items considered highly rated organisational effectiveness at the Ministry, it also implies that measures are implemented to ensure they are achieved/implemented.

Finally, the study's research objective three tested the hypothesis of the influence of HRM practices on OE. The study revealed that HRM practices influence organisational effectiveness at the Ministry of Health. Based on these findings, HRM initiatives are strongly linked to increased organisational productivity. So, increased HRM operations greatly aid even a small rise in the Ministry's efficiency. The study concluded that the Ministry's organisational performance would improve substantially and moderately if HRM practices were improved.

Conclusions

The Ministry of Health engages in human resource management strategies such as job analysis, recruiting and selection, training, using internal and external sources of recruitment, and employee performance review. This conclusion is backed up by prior empirical research, which revealed the essential HRM practices that all organisations should apply. Thus, failure to implement such practices could influence organisational output. The study, therefore, concludes that the Ministry largely adopts various conventional human resource management practices.

The performance of prompt procedures and observation of those standards is essential for organisational effectiveness. The study found that the Ministry highly focuses on its employees to meet clients/customers/citizens expectations. Additionally, the study found the working relationship with

other staff members vital in the Ministry. Numerous prior empirical research has demonstrated the importance of fostering an atmosphere focused on achieving results. The study concludes that some organisational effectiveness is determined at the Ministry.

The study finally found human resource management practices to influence organisational effectiveness at the Ministry. Thus, any improvement made in HRM practices would lead to a direct effect on the organisation. Previous studies have largely supported this finding arguing that HRM practices contribute to organisational effectiveness. The study concludes that HRM practices play a role in enhancing/influencing organisational effectiveness.

Recommendations

From the findings and the conclusions of the study, the following have been put forward as recommendations to improve human resource practices among employees and management in the Ghana Health Service, Greater Accra Region

Management (Key informants)

- The human resource management department of the Ministry of Health, Greater Accra Region, should repeatedly implement the HRM practices as already established to enhance HRM and eliminate foreseeable issues regarding planning. This would help ensure that all HRM procedures are well-thought-out and deliberate, which is crucial to integrating effective and efficient HRM into managing health service staff.

- The human resource management department of the Ministry of Health, Greater Accra Region, should actively involve staff and customers in developing human resource management practices that will reflect the needs of the people.
- The human resource management department of the Ministry of Health, Greater Accra Region, should strengthen training programmes and ensure employee growth.
- The staff of the Ministry of Health, Greater Accra Region, should be committed to personal and structured training offered to them by the human resource management department so they can give out their best and become more effective and productive
- Since HRM practices influence organisational performance, employees must attend review meetings and workshops on a regular basis to abreast themselves with new trends on work efficiency.

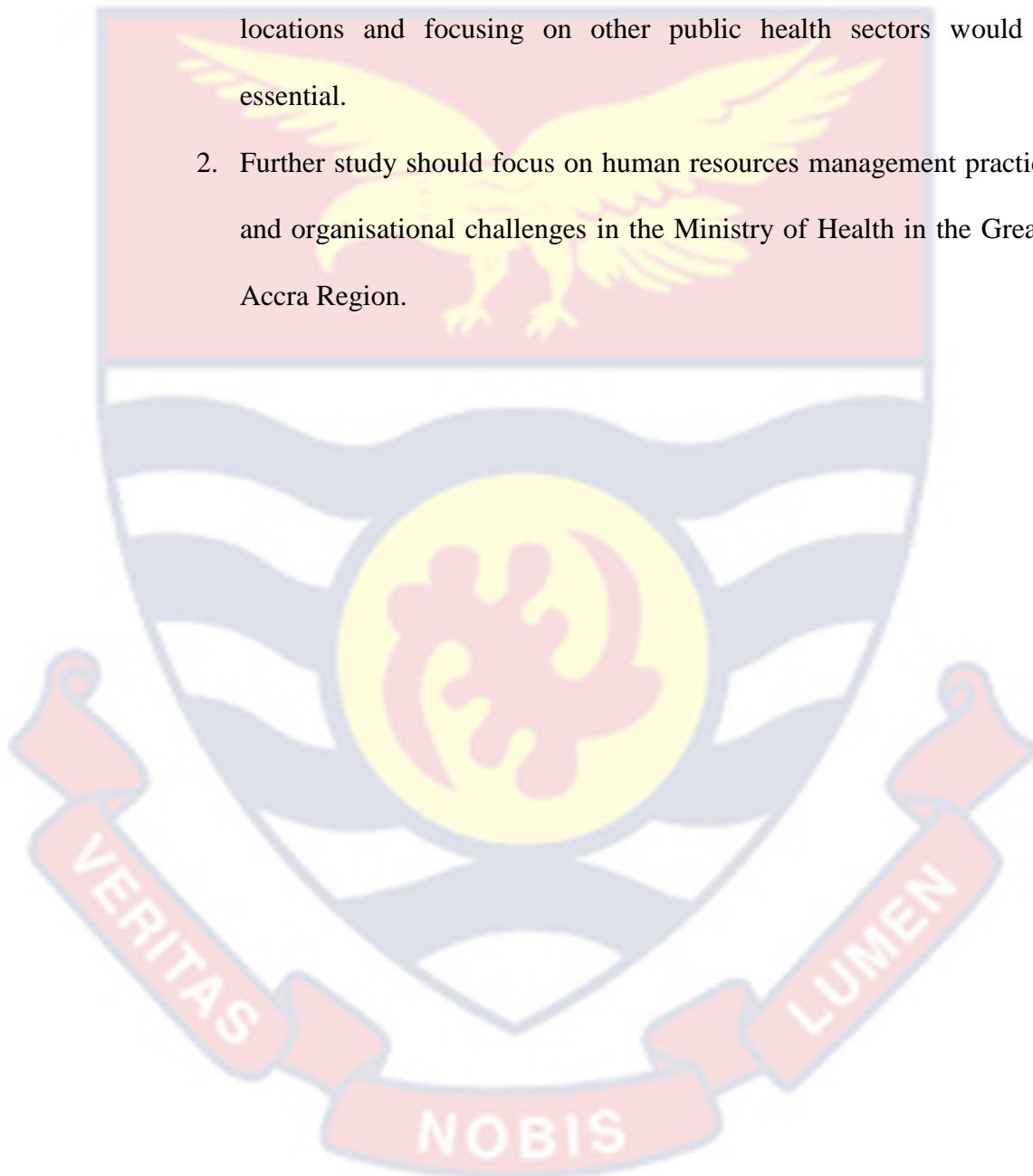
Limitations of the Study

According to Simon and Goes (2013), limits are factors outside the researcher's control but affect the study's findings and conclusions. Instruments, samples, analysis, self-reports nature, and research design are examples of these factors (Saddiqui, 2010). The study's major shortcoming was the data collection instruments, notably the questionnaire and interview guide. This included the possibility that respondents would interpret the items differently, inconsistency, and respondents' unfairness. To address these concerns, the researcher explained the study's objectives and provided respondents with an interpretation of the questionnaire items.

Suggestions for Further Research

The following recommendations for future research are given based on the findings and conclusions of the study.

1. Only one Region was used; nevertheless, replicating the study in other locations and focusing on other public health sectors would be essential.
2. Further study should focus on human resources management practices and organisational challenges in the Ministry of Health in the Greater Accra Region.



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APPENDICES

Appendix A

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear Sir/Madam,

I am a master's student from the Department of Human Resource Management, University of Cape Coast Business School. I am carrying out a study on the topic, **“Human Resource Management Practices and Organisational Effectiveness of the Ministry of Health in the Greater Accra Region,”** and you are needed and selected for data for this academic purpose. Your views are very relevant to the study, and every piece of information you provide will remain highly confidential. This is only for academic purposes. Thank you so much for accepting to participate in the study.

SECTION A: SOCIO DEMOGRAPHIC CHARACTERISTICS

In this section, kindly provide the information requested below by ticking [√]

1. Sex: Male () Female ()
2. Age (in years):
3. Marital status: Single () Married () Divorced () Widowed ()
Separated ()
4. Years of work (in years):
5. Educational Level: Certificate () Diploma () Bachelor's degree ()
Postgraduate degree ()

SECTION B

Please on a scale of 1 to 7, indicate the extent to which you agree to each of the statements below, where **1** shows the **least Agreement** and **5** shows the **highest Agreement**.

SN	Human Resource Management (HRM) practices	1	2	3	4	5
1.	The procedure for replacing staff is known to everybody in this Ministry					
2.	This Ministry replaces staff anytime in a year					
3.	Each section or department within the Ministry of Health has enough qualified personnel					
4.	The management of this institution often evaluates the human resource needs of the Ministry					
5.	Employees who may not be needed at a particular time are sometimes recruited into this Ministry					
6.	The management often recruits staff entirely from outside the Ministry					
7.	The management often recruits staff entirely from within this Ministry					
8.	The management often combines external and internal recruitment to employ workers in this Ministry					
9.	Recruitment and selection in this Ministry are fully based on merits					
10.	The Ministry defines job requirements and objectives in the recruitment process					
11.	Performance appraisal is annually undertaken in this Ministry					
12.	Performance appraisal helps employees in this Ministry to achieve their workplace goals					
13.	Performance appraisal gives constructive criticism in a friendly and positive manner					
14.	Performance appraisal improves job motivation and job satisfaction in this Ministry					
15.	The perception of partiality is high during performance appraisal					
16.	Training and development of employees is annually organized in this Ministry					
17.	Training and development enhance work efficiency in this Ministry					
18.	The training and development sections are based on relevant practical work concepts					
19.	Employee growth is entirely based on the training and development sections that are organised in this Ministry					
20.	Employees' suggestions for training and development improvements are considered in this Ministry					

SECTION C

Please, on a scale of 1 to 7, indicate the extent to which you agree to each of the statements below, where **1** shows the **least Agreement** and **5** shows the **highest Agreement**.

SN	Organisational Effectiveness	1	2	3	4	5
	The Ministry focuses on its employees in order to meet clients/customers/citizens expectations					
	The Ministry achieves its goals every year					
	The Ministry promotes a result-based work environment					
	The Ministry's mission and vision are clear and known to every employee					
	The Ministry sees Organisational improvements every year					
	The Ministry employees observe working hours (work shifts)					
	The employees utilize a 24-hour health care plan daily					
	Workers of the Ministry promptly perform procedures					
	Staff and management observe standard operating procedures in the Ministry					
	There are quality assessments in the Ministry addressing issues					
	There are positive working relationships with other staff members in the Ministry					
12.	The employees participate in the Ministry's monthly meetings					

THANK YOU SO MUCH.

Appendix B

INTERVIEW GUIDE

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Interview Guide

Dear Sir/Madam,

I am a master student from the Department of Human Resource Management, University of Cape Coast Business School. I am carrying out a study on the topic, **“Human Resource Management Practices and Organisational Effectiveness of the Ministry of Health in the Greater Accra Region,”** and you are needed and selected for data for this academic purpose. Your views are very relevant to the study, and every piece of information you provide will remain highly confidential. This is only for academic purposes. Thank you so much for accepting to participate in the study

SECTION A; HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES

- 6. With the HR department, what HRM practices exist or are being practised and implemented in your outfit?
- 7. Which people were involved in the development and implementation of the HRM practices?
- 8. Were are the HRM practices adopted from a policy document of the organisation?
Yes () No ()
- 9. Were you consulted in the development and implementation of the HRM Practices?
Yes () No ()
- 10. If yes, which aspect of it were you consulted?

.....
.....

SECTION B; HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES

1. Is there a mechanism in your organisation that enables you to contribute effectively to HRM Practices? 1. Yes 2. No

If yes, explain.....

2. And if you can you explain why?

3. what are some of the ways through which your organisational effectiveness

4. Have you ever made a recommendation to the HRM department for consideration on organisational effectiveness?

1. Yes 2.No

If yes explain further.....

5. Have your recommendations been acknowledged?

Yes () No ()

6.Explain further.....

Thank you so much.

