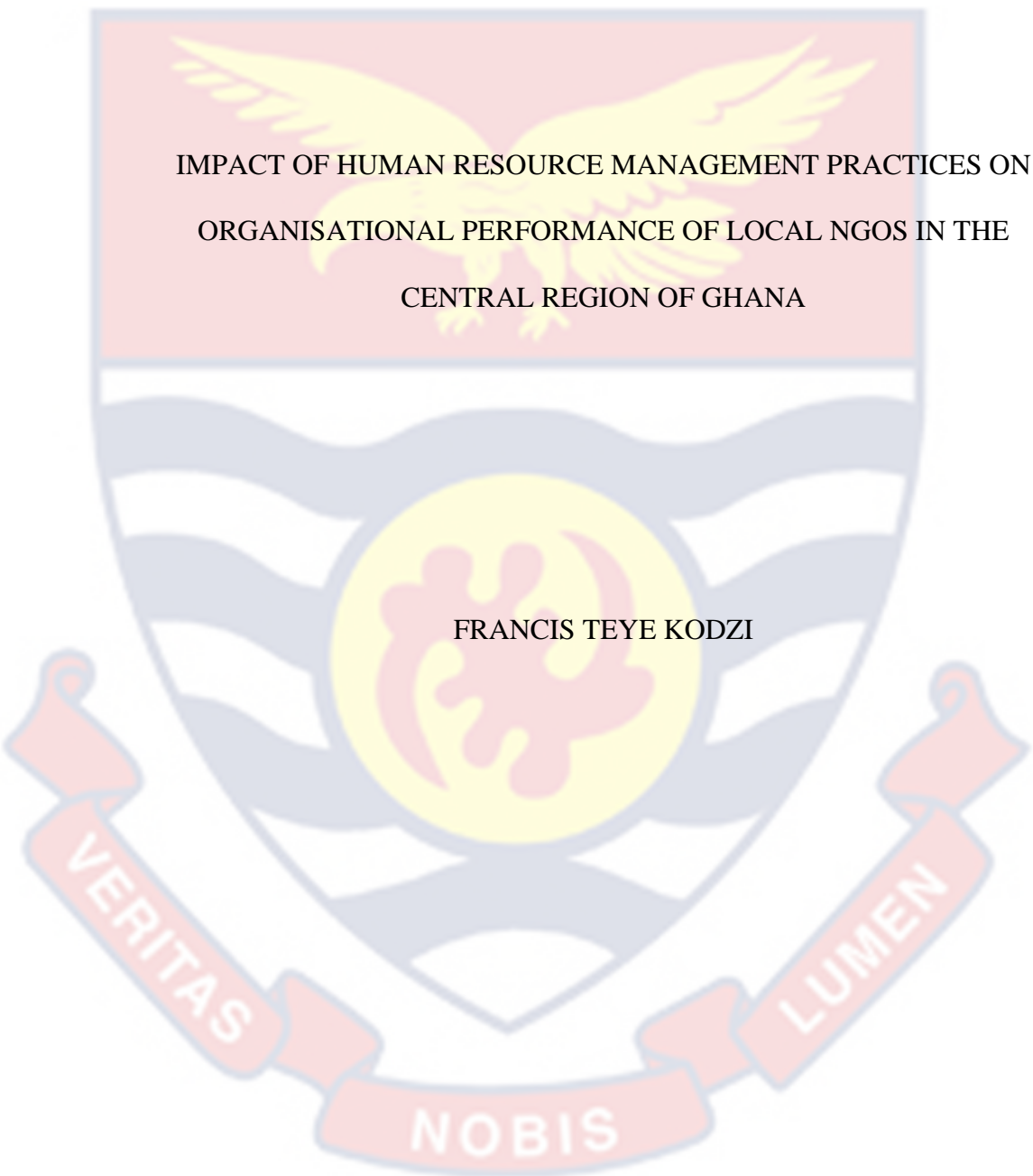UNIVERSITY OF CAPE COAST

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON

ORGANISATIONAL PERFORMANCE OF LOCAL NGOS IN THE

CENTRAL REGION OF GHANA

FRANCIS TEYE KODZI

2022

UNIVERSITY OF CAPE COAST

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON

ORGANISATIONAL PERFORMANCE OF LOCAL NGOS IN THE

CENTRAL REGION OF GHANA.

BY

FRANCIS TEYE KODZI

Thesis Submitted to the Department of Agricultural Economics and Extension

of the School of Agriculture, College of Agriculture and Natural Sciences,

University of Cape Coast, in Partial Fulfilment of the Requirements for the

Award of Master of Philosophy Degree in Non-Governmental Organisation

Studies and Community Development.

AUGUST 2022

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and

that no part of it has been presented for another degree in this University or

elsewhere.

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

Name: Francis Teye Kodzi

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were

supervised in accordance with the guidelines on supervision of thesis laid

down by the University of Cape Coast.

Principal Supervisor's Signature …………………………. Date……………

Name: Professor Ernest Laryea Okorley

Co-Supervisor's Signature…………………………….... Date ………………

Name: Dr Lawrence Acheampong

ABSTRACT

The primary objective of this study was to investigate the impact of human resource management practices on the organisational performance of local NGOs in the Central Region of Ghana. All the 71 functional NGOs in the Central Region were involved in the study, however, only 40 NGOs were willing to respond. The study adopted descriptive survey method with structured questionnaire as the data collection instrument. The study revealed that local NGOs in the Central Region generally follow standard recruitment, supervision, training, motivation and retention as their human resource management practices to improve organisational performance. Their areas of strength in HRM include their ability to follow the right recruitment procedures to recruit the right employees, the ability to provide training based on current trend of information and skills. Supervision was more of a team work, while motivation was both intrinsic and extrinsic, monetary and non-monetary. All this resulted in reduced turnover of staff which is key to continuity and overall performance. It came out of the study that the NGOs in study area viewed all their HRM practices as effective and efficient in boosting staff morale, offering staff satisfaction and reducing staff turnover in the NGOs. There was a positive relationship between the HRM practices used by the local NGOs in the Central Region and their organisational performance, with staff motivation and supervision being the most significant contributors to the performance.

It is recommended that local NGOs in the Central Region should invest more into the motivation of their employees by providing monetary and non-monetary incentives and also provide supportive supervision through mentorship and teamwork to improve performance.

Key Words: Human Resource Management Practices, Non-Governmental Organisation, Organisational Performance.

ACKNOWLEDGEMENTS

My heartfelt gratitude goes my supervisors Professor Ernest Laryea Okorley and Dr. Lawrence Acheampong for their tireless efforts, sacrifices and frank inputs, critical suggestions, advice, counsel and encouragement that has led to completion of this thesis. Also, my gratitude goes to Dr. Selorm Akaba and Dr. Isaac O. Asante for their tremendous support, encouragement, directions, and suggestions throughout my work. I acknowledge the former Head of Department, Professor Festus Annor-Frimpong for his support during the period of this programme, and to other Faculty members, both lecturers and staff, for their inputs. I am not forgetting Mr. Christian Sewor for his support, my good friend and course mate Nana Agye Kwaw for his support and encouragement during the study. Also to all my colleagues whose wonderful contributions and encouragement pepped me up during the period of the study, I am grateful. I could not have completed this study without the unwavering support of my beloved wife, Gifty Enyonam Kodzi, and our wonderful children, Joshua Tettey Kodzi and Joy Teiko Aseye Kodzi. Their patience and encouragement, as well as their prayers during the many times I had to be away from them to focus on my research, kept me going. I am truly grateful for having such an understanding and loving family behind me every step of the way. I could not have completed this study without the unwavering support of my beloved wife, Gifty Enyonam Kodzi, and our wonderful children, Joshua Tettey Kodzi and Joy Teiko Aseye Kodzi. Their patience and encouragement, as well as their prayers during the many times I had to be away from them to focus on my research, kept me going. I am truly grateful for having such an understanding and loving family behind me every step of the way.

 Finally, to all the managers of all the local NGOs who were willing to give me the necessary information for this study, I am very grateful.

DEDICATION

To my wife, Mrs. Gifty Enyonam Kodzi.

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LIST OF ABBREVIATIONS

BRAC   :   Bangladesh Rural Development Committee

CCMA   :   Cape Coast Metropolitan Assembly

CHWs   :   Community Health Workers

CIPD   :   Chartered Institute of Personnel and Development

DSW   :   Department of Social Welfare

HRM   :   Human resource management

HRMPs   :   Human resource management practices

ISO   :   International Organisation for Standardisation

LSIs   :   Large Scale Industries

MDGs   :   Millennium Development Goals

MNCs   :   Multinational Corporations

MSF   :   Medecins Sans Frontieres

NGOs   :   Non-governmental Organisations

NNGOs   :   Northern Non-Governmental Organisations

OHRDs   :   Outcome of Human Resource Management practices

SHRM   :   Strategic Human Resource Management

SMIs   :   Small Medium Industries

SNGOs   :   Southern Non-Governmental Organisations

SPSS   :   Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

In every facet of global change, employee's performance is affected by the economy, politics and technology. As a result, many organisations which include NGOs are all in a competition to find the right human resource that will enable them compete favourably. Many of the NGOs are however not able to find the factors that maximise the performance of their employees, as well as the synergy between human resource management (HRM) and the performance of their employees hence their continual struggle (Wacheke, & Rosemarie, 2019). Some researchers have suggested that there is positive relationship between HRM and employee performance (Asfaw et al. 2015; Elnaga & Imran, 2013; Tahir et al., 2014). One of the Citations is outdated. We are always advised to cite from sources dated within the past 10-15 years. Weak human resource management has highly contributed to the increasingly poor performance of many local NGOs in Ghana (Arhin, Kumi & Adam, 2018; Porter, 2003). It is therefore imperative to understand the HRM practices that can affect employees' performance in organisations, especially local NGOs and recommend actions that will ensure their survival.

The chapter presents the background to the study, statement of the problem, general and specific objectives, research questions, significance, delimitation, limitations, and definition of terms and organisation of the study.

Background of the Study

Non-governmental Organisations (NGOs) are important actors when it comes to dealing with social and developmental issues across the globe (Lewis, 2014). Their operations spares in all sectors such as education, healthcare, human rights, poverty alleviation, and environmental conservation. NGOs are

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confronted with several challenges, mainly, in the area with human resource management practices and organisational performance (Edwards & Hulme 2014).

Addressing challenges in HRM practices within NGOs forms the basis for enhancing performance." For instance, NGOs require skillful and committed individual with passion to man their human resource offices, recruit and select employees with the required skills to help the organisation meet its objective (Edwards & Hulme 2014).

NGOs operate in a very competitive and dynamic environment and this require continuous upgrading of skills and knowledge of its workers to meet the changing needs and demands (AbouAssi, Makhlouf, & Whalen 2016). This requires that more adequate training and development opportunities for the employees to enhance their performance and the effectiveness of the organisation. Motivating and retaining experienced human resources contributes immensely to the productivity and performance of the organisation (AbouAssi, Makhlouf, & Whalen 2016).

Sustainability is one of the conceptual issues which local NGOs need to address to ensure continuity of their work. Ensuring long-term financial resource and other resource mobilisation to promote short-term project goal is a very important step for productivity and performance of the local NGOs (Fowler, 2013) by extension in the Central Region. Additionally, other conceptual issues such as stakeholders' engagement, governance, transparency and accountability as well as social impact assessment are major contributors to the performance of local NGOs (Akhmouch & Clavreul, 2016).

There are many stakeholders, such as donors, the community, the government, and volunteers, who contribute to the success of local NGOs. Involving these stakeholders and accounting to them builds confidence and enable the stakeholders to play their role in the work and performance of these NGOs involving the all stakeholders and being transparent to them will enhance their confidence enabling them to contribute to the performance of these NGOs (Akhmouch & Clavreul, 2016).

Understanding and addressing the conceptual issues related to HRM practices, performance, and their linkage is crucial for the success of NGOs. By recognizing the importance of these issues, considering emerging challenges, and conducting empirical studies, NGOs in the Central Region can enhance their organisational effectiveness and contribute more effectively to societal development.

Statement of the Problem

Although Ghana can boast of innumerable NGOs in the country, perhaps due to several community development challenges the country faces such as glaring poverty and its related underdevelopment issues, it is unfortunate that the impacts of these NGOs and their interventions are poor and not conspicuous (Gyambrah, Hanson & Nottinson 2017). This poor impacts have been attributed to the numerous challenges NGOs are facing. Studies have shown that the key challenge to this phenomenon is their weak human resource capacity (Okorley & Nkrumah, 2012; Batti, 2014; Kpinpuo & Sanyare 2015; Lekorwe & Mpabanga, 2007). It is therefore important to understand the human resource development strategies being used by local NGOs in the Central Region, their effects on the performance of these NGOs and how they can be improved in

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order to promote development in the region. While some studies have explored the human resource capacity of local NGOs in Ghana, none has specifically focused on those in the Central Region

Considering the fact that the Central Region is one of the poorest regions in the country (Ghana Statistical Service, May, 2015), improving the human resource capacity of the local NGOs in the Region is critical to the development of the region. Currently, there is dearth of empirical information on the effect of human resource development strategies on the performance of local NGOs in the region and lessons for practical and policy recommendations.

Research Objectives

The general objective of this study is to investigate the human resource management practices and the organisational performance of local NGOs in the Central Region of Ghana.

The specific objectives of the research are:

1. To examine the human resource management practices of local non-governmental organisations in the Central Region of Ghana.

2. To assess the organisational performance of local Non-Governmental Organisations in the Central Region of Ghana.

3. To examine the relationship between the human resource management practices and organisational performance of local NGOs in the Central Region.

4. To find the effects of human resource management practices on organisational performance of local Non-Governmental Organisations in the Central Region of Ghana.

Research Questions

1. How are the human resource management strategies of local Non-governmental organisations in the Central Region of Ghana affecting their performance?

2. How effective is the organisational performance of human resource management strategies of local Non-Governmental Organisations in the Central Region of Ghana?

3. How strong is the relationship between the human resource management strategies and organisational performance of local NGOs in the Central Region?

4. How is the effect of human resource management strategies on organisational performance of local Non-Governmental Organisations in the Central Region of Ghana?

Significance of the Study

The study has helped in identifying the human resource development strategies that can contribute favourably to the performance of local non-governmental organisations in the Central Region and so minimize the poor performance and rate of collapse of these local non-governmental organisations in the region. The findings of study have provided information that will serve as a basis for policy by the various stakeholders of the NGO sector, especially the managers of the local NGOs in the Central Region. The findings may also create the desire among researchers and generate interest for further research into the other areas of human development resource challenges of local NGOs in the Central Region. This is because human resource development has several areas of study and one research

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cannot be used in addressing them all. The study contributes to existing literature and benefit educational institutions at all levels, especially the tertiary level as it will serve as reference material for other studies.

Delimitation of the Study

Local NGOs are dotted in every part of the country with the aim to support the government in its development agenda. Human resource management in this study is limited to recruitment, training, supervision, motivation and retention of the performance of local NGOs in the Central Region of Ghana. Additionally, performance in this study is measured in terms of effectiveness, efficiency, increased in morale of workers, satisfaction and reduction in turnover. The study is also focused only on the local NGOs that have registered and are in good standing with the Social Welfare Department (SWD) of the Cape Coast Metropolitan Assembly (CCMA).

Limitations of the Study

The population of local NGOs in the Central Region at the time of the study was relatively small (seventy) and it would have been better if all of them participated in the study. This was not possible because some of the NGOs could not be located with the physical address or by phone provided by the SWD. Some of them were also unwilling to complete the questionnaires.

Definition of Terms

Non-governmental Organisation (NGO): A nongovernmental organisation (NGO) is an organisation which works independently of the government with sole aim of providing social, cultural, environmental, educational, and other issues *(Raju, 2009).*

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Human Resource Management: Human Resource Management (HRM) involves all managerial decisions and actions that have a direct impact on the individuals who work for the organisation, (Barney, 1991, 1995).

Organisational performance: "the actual output or results of an organisation as measured against its intended outputs. Organisational performance is also the success or fulfilment of an organisation at end of program or projects as it is intended" (Ebrahim & Rangan, 2014)

Recruitment: "a set of activities aimed at finding, selecting and hiring candidates with the appropriate competencies to fill job positions in an organisation in a timely and cost effective manner" (De Abrue, Vilca, & Bourdeau, 2013).

Training: "teaching, or developing in oneself or others, any skills and knowledge or fitness that relate to specific useful competencies" (Mitchelmore & Rowley 2010).

Supervision: A process of guiding, monitoring, and coaching workers to promote compliance with standards of practice and assure the delivery of quality care service (Crigler, Gergen, & Perry 2013).

Motivation: "Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject or to make an effort to attain a goal" (Schultz, 2010).

Retention: Employee retention means keeping right people on right jobs for every organisation (Stewart, 2021).

Efficiency: A situation in which a person, company or factory, etc, uses resources such as time, material or labour well, without wasting any.

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Effectiveness: "The capability of producing a desired result or the ability to produce desired output" (Enuoh & Inyang 2014).

Morale: "The level of individual psychological wellbeing based on factors such as a sense of purpose and confidence in the future" (Trudel-Fitzgerald 2019).

Satisfaction: "An emotional response or affection toward an object. Satisfaction is seen as an expression of fulfilment of an expected outcome influenced by prior expectation regarding the level of quality" (Ismail, 2015).

Turnover: The rate at which employees leave a workforce and are replaced (Birdir, 2002).

Organisation of the Study

This study is organised into five chapters. Chapter One is the introduction and covers the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, delimitation, limitations and organisation of the study. Chapter Two looks at the review of relevant literature covering theoretical, empirical and conceptual framework of the study.

Chapter three deal with the methodology of this study and convers issues such as description of the study area, research design, study population, sample size and sampling procedure, instrumentation data collection and analysis and research ethics.. Chapter Four covers the presentation, analysis and discussion of the data obtained from the field survey. Finally, Chapter Five presents the conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents the review of literature pertinent to the study. The chapter is organized into four parts. The first part focuses on the theoretical framework underpinning the study. Literature review on key concepts and issues is presented in the second part of the chapter. The focus of the third part of the chapter is empirical literature review. Based on the theoretical review, review of concepts and key issues and empirical review, a conceptual framework is developed as the final part of the chapter.

Theoretical Framework

This study is based on two theories namely Human Relations Theory and Equity Theory. Human Relations theory is of the premise that employees are asset that play significant role for the development of any organisation and places the emphasis on efficient assignment of duties for staff depending on how workers are treated. Also, Equity Theory is of the view that, Human resource management practices should be applied equally in an organisation.

Human Relations Theory

The approach to organisational studies can be said to have taken a different turn not too long after the World War Two (Mulder, 2017). Prior to this period, organisations' focus on productivity was scientific management. This kind of management places the emphasis on efficient assignment of duties for the staff while the workers were treated as machines. This however began to change with the incoming of the human relations theory in the 1950s. A different view of employees was perceived by this theory. Workers are perceived as people with the ability to think, have needs and desired attention.

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By this period, companies were beginning to realise that to get the best out of their workers, their staff needed to be motivated and given the necessary attention (Mulder, 2017).

The composition of the human relations theory includes the individual worker, the organisation and the management that encourages involvement of their employees. Since the productivity and the overall performance is based on the skills the various individuals of the organisation possess, the individual worker becomes the most important asset to the organisation and therefore needs to be motivated, respected and appreciated and treated well to be able to give up their best (Mulder, 2017). Participative management which requires that the individual employee's contribution should be permitted in the management process forms the last aspect of the human relations theory (Chand, 2017). Prajogo and McDermott, (2011) found that relationships play a key role on the quality of organisational performance. The Hertzberg theory (Tan, & Waheed 2011) emphasises employee motivation as a key factor that leads to job satisfaction of the individual and promotes superior performance as a result.

Equity Theory

The study was guided by John Stacy Adams Equity Theory (1965), to explain the relationship between HRM practices and employee job satisfaction. John Stacey Adams' equity theory gives the understanding as to why pay alone in is enough to provide motivation in an organisation. It also shows that when one person or a few people are promoted or given pay rise over others, it leads to demotivation among the employees of the organisation. The perception among employees of fair treatment mostly lead to motivation, however, when

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the perception of unfair treatment is rife, there is high feeling of dissatisfaction and demotivation ((Dar, 2014).).

The equity theory also says that motivation and satisfaction can be obtained by employees when they compare their activities and achievement with the employees from a similar organisation (Raja & Leigh, 2018). The theory further asserts that employee motivation is to a large extent based on what he might consider fair commensurate with what he thinks is the just reward for the effort he has put in the organisation. The idea with this theory is that the employees feel that the amount of efforts they put into the organisation should be compensated in an equal manner (Bhasin 2020).

Equity theory (Adams, 1965) offers a paradigm for comprehending how participants perceive benefits to decrease as research engagement increases. The theory has been used in many different circumstances, such as software piracy, employee satisfaction in a range of settings, and customer pleasure while buying cars (Miles, Cromer, & Narayan 2015). The theory further asserts that in the organisation, punishment and rewards should be shared according to how much each recipient has overall contributed to the organisation. (Leventhal 1976). The theory however, must be considered in a more holistic way when dealing with the issue of perceived fairness in the social relations in the organisation, (Leventhal 1976).

Bhasin (2020) provides some advantages of the equity theory which have a positive impact on the study. *Motivation*: According to him, the practicing of the equity theory in the organisation provides a number of advantages to the employees as this motivates the employees work hard to achieve organisational goals. In this essence, the workers are sure that their

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efforts will be rewarded in relation with the work they put in, as a result they put in their best. The theory has what it takes to motivate the workers and create the culture of hard work that leads to meeting of organisational goals. When equity theory is practiced in the organisation, the organisation stands to gain a lot because workers can be placed at the right positions without any qualm of trouble. Motivation will keep the right people in the organisation as they see a bright future for themselves and will be willing to take the advantage.

Another important reason to implement equity theory in a company is that motivated and satisfied employees are more likely to stay with the organization for a longer duration. The practice of equity theory can significantly reduce the organization's overall expenses. Employee retention helps avoid unnecessary costs associated with employee turnover, such as the expenses incurred in training new employees when existing ones leave.

Every employee will like to associate himself with an organisation that practice the equity theory and therefore such an organisation is most likely attract more skilled and talented workers, because people love fair treatment. Workers do not want to concern themselves with management issues that may pup up to shock them because they have not been open to the workers on some hidden issues to confuse the employees. Workers want to be sure that the environment they are coming in can provide the peace and harmony they need to give their best.

Another advantage of practicing equity theory is that it can attract quality skilled labour, promote high morale amongst workers and enable the company compete effectively ensuring an improved basic line in the company's finances.

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Another key importance of equity theory is the minimisation of taking undue advantage of the workers. Here, discrimination between workers in terms of working conditions, salaries or bonus is reduced to the barest minimum. When employees are made to know that the firm is practicing the concept of equity theory and they will be getting what is due to them so that no one feels cheated. As a result, relationships between employees improves and no ill-feeling may be expected to arise to poison the environment of the organisation. Cropanzano, Byrne, Bobocel, and Rupp (2001)" identified three main challenges with the equity theory. The first challenge has been identified is that the theory does not consider broad perceptions to issues in determining the decisions, rather it takes narrow dimensions in determining the issues. The theory conceptualises perceived justice solely in terms of a merit principle. The second challenge is that equity theory looks only the end point of reward. The processes that lead to that rewarding are not considered; the focus is on fair distribution. Challenges about fair processes are not taken into consideration. The third challenge is that equity theory does not give accurate information about the how the fairness is determined in the social relationships. Emphasis is placed on justice which is only one motivational force among so many others which are part of the determinants and could even serve as the poorest determinant among the one that have been ignored.

Some of disadvantages Bhasin (2020) found with the equity theory are as follows; There are disagreements on the perception. It may occur between two employees of the same company as well as between distinct employees as well as in other companies. There are many moving parts, so drawing meaningful

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comparisons between any individual, good or service is not always simple. This is a serious drawback that prevents the idea from working as intended.

There are a number of things to consider when drawing comparisons. The core ideas of equity theory are perception, input, and results. When all other relevant aspects are disregarded, it suffers greatly as a result.

The fact that equity theory cannot forecast overpaying circumstances or how particular situations will be received by employees or individuals is a fundamental drawback of the theory. Additionally, it ignores the individual variations that directly affect equity.

Relevance to the Study

The theory is relevant to the study because it can help an organisation attract top personnel, maintain a positive work environment, and become more competitive, all of which boost the company's bottom line in the financial statement. When equity theory is put into practice, cause and effect are transparent, and everyone in aware of the benefits and drawbacks. Individual have equal possibilities when equality is in place, which creates a positive work environment for both employers and employees. The study demonstrates that when these issues occur within the organization, morale, satisfaction, and motivation among employees increase significantly. This results in a higher rate of retention and ultimately contributes to improved employee performance, directly impacting the overall performance and growth of the organisation.

Concept of the Study

This section gives a thorough review of key concepts that guide this study. It reviews concepts such as non-governmental organisation, human

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resource development, organisational performance, and human resource development strategies.

Though the definition of NGO is being contested by several authorities, one thing is clear, that all NGOs can be classified as civil society organisation. This concept was first promulgated with the establishment of the United Nations Organisation in 1945. The United Nations Organisation (UNO) was responsible for the classification of the NGO because of its unique roles which are different from that of the government. (Willett, 2002).

The World Bank definition of the NGO considers their ownership which is private, their area of operation which covers activities such as relief operations, supporting the poor as well as protecting the environment. They also provide basic social amenities and engage in community development. (WB, 2001). Lewis (2003) identified five key characteristics that describe or give clearer definition of NGOs: (i) their organisation must be institutional in nature (ii) they are independent of government control, (iii) their focus is not to make and distribute profit, (iv) they are private and do not form part of government institutions, (v) they are mostly voluntary oriented as such, a significant voluntarism is required in its activities and governance. Lewis (2003) further opined that NGOs can be viewed as a special sub-group also known as the third sector organisations. Though they share a set of common structure as other organisations in the third sector, they are quite different from those organisations in their approach to tackling the issue of poverty and other developmental issues. They form a wide group of organisations which are also known as the 'Northern' NGOs (NNGOs), such as Oxfam, which are mainly found in the industrialised countries, and the 'Southern' NGOs (SSNGOs)

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established in the developing nations such as Ghana, among the examples are Earth Organisation, Christian Relief, and Hips Charity Organisation Education. He further states that the structure and form of NGOs are wide range, from small and informal to the large, more bureaucratic ones with values and the driving force behind their operations quite different, some are involved in the grassroots development and some, in service delivery objectives.

In Ghana, numerous organizations exist, ranging from traditional self-help welfare organizations with a history dating back centuries to more modern, formally organized, and registered ones (Anheier & Sokolowski, 2005). Recent NGOs primarily engage in development programs, especially in the field of service delivery, where they have become crucial partners for the public sector (Dilevko, 2018).   It is not surprising that attention has been shifting from the public sector to the NGOs as the main partners in development, alleviating the challenges of poverty (Adu-Baffoe, & Bonney 2021). Poverty eradication has gained global recognition for which all organisations in both the public and private sectors are seriously tackling. NGOs are gaining the prominence globally due to their important role being played in the poverty fight. As a result, the activities of NGOs as the third sector is evident and can clearly be recognised and acknowledged by all and sundry (Lane, 2011).

In the socio-economic development sector of Ghana, NGOs play such a crucial role. These roles include the promotion of local initiative in sectors such as the e environment, health, poverty alleviation, culture, arts and education. The NGOs complement the efforts of the state to bring the socio-economic drive to bare. They also fill the economic gap through the promotion of equality and

human right, legal services education and training programmes (Gyambrah, Hanson, & Nottinson. 2017).

The challenges of local NGOs in Ghana are numerous as in most developing countries and these threaten their sustainability and relevance (Okorley & Nkrumah, 2012). These challenges include experienced manpower, poor funding opportunities, weak and short-term vision, weak autonomy and corruption among the leadership. The challenge of inexperienced manpower has been rated as the key setback which needs urgent attention in order to enable local NGOs become sustainable to continue with the vital role they are playing in the nation's socio-economic development agenda. Batti (2014) attributes all the challenges that local NGOs are confronted with to their weak manpower base.

Human Resource Management Practices

In the latter half of the 20th Century, the concept of HRM arose as a planned and systematic approach to human resources, (Kim, Wang & Boon 2021). The idea has come to be recognized as integrated, multidisciplinary approach to human resource development. The foundations of HRM can be seen in the writings of authors such as McGregor and Drucker from the 1950s, who emphasised the importance of goal-directed, visionary leadership and management of corporate integration, (Peck & Hogue 2021).

Human resource management practice is a complex system. Its goal is to develop personnel to meet the changing needs of the enterprises and enhance employees' skills and motivation (Kumpikaitė, 2004). The development of the human resource is becoming the main vision for many modern organisations. This is due to the recognition of many development players that the human

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resource plays the most important role in the changing events both internally and externally. Due to its important role in the development of the organisation, the human resource is now being referred to as 'human asset'. All other efforts in terms of procurement of physical assets only supplement the human resource because the success of any organisation depends of the right use of the human resource available. It is therefore very necessary that managers of organisations concentrate on the development of the skills, wisdom and abilities of their workforce (Vijayabanu1 & Amudha, 2012). To perform effectively, organisations not just depend on the physical assets but more importantly the human assets. Moreover, the emerging fast-changing business environment where new ideas and techniques are taking the fore front in development shows it is the human resource that can be trained to play that vital role. As a result, the human resource development becomes very important in the adaptation of the emerging trend (Kossek & Lobel, 2006). What makes the difference between two organisations is mainly the human resource. Human resource development which forms part of resource management involves training and development. Through this, employees develop their knowledge, skills and abilities to realise their self-fulfilment and aid the quality and competence which is needed by the organisation from time to time. Therefore, it can be concluded that the difference between the performances of any two organisations depends, to a very large extent. On the how they make use of their human resource (Kossek & Lobel, 2006).

The definition of HRM includes organised learning activities which have been carefully and systematically put together to improve the output of its employees within the organisation and total performance of the organisation.

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HRM also involves finding the right employees, developing their talents through the right training, coaching and mentoring them. The aim of HRM is developing a highly efficient and productive human resource for organisational performance. The development of human resource in an organisation also involves several formal and informal activities. However, HRM does not only consider the improvement of the individual employees but also the progress of the organisation as a whole (Roscoe, Subramanian, Jabbour & Chong 2019). The question may be asked as to when human resource begins in an organisation. Though there may be varied opinion on this issue, HRM can be said to begin from the point of recruitment. Employee identification and employment has a significant impact on their development as well, since employing the right employees largely affects the kind of training and development that will be given the employee hired (Kumpikaitė, 2004).

Jones and Heathfield (2012) defined HRM "as activities and process undertaken by an organisation to formulate the intellectual, moral, psychological, cultural, social and economic development of the individuals in an organisation, in order to help them to achieve the highest human potential as a resource for the community". This means that the employees must be developed in all areas of their operation in order that they will be able to make appropriate contributions towards the progress of the organisation, the community and the nation as a whole. When discussing HRM, the techniques and mechanisms must not be the only issues to consider since HRM goes beyond that. Other important areas that must be included in the HRM are the processes by which employees acquire and build up their capabilities to perform their duties in the organisation, collaboration and team work that enable them

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to function as a unit and the motivation that drives them on. The HRM concept does not look only at a narrow view of the organisation but covers broader areas of the organisation. Comparing a coach of an athletic team and HRM cannot be misplaced. A coach will normally bring in players who are already able to play well. However, there are also good processes laid down to ensure continual sharpening of the skills they have already acquired to make them better employees (Jones and Heathfield 2012).

Benjamin (2012) defined HRM as a process by which the employees of an organisation are helped, in a continuous planned way to (a) acquire or sharpen capabilities required to perform various tasks and functions associated with their present or expected future roles; (b) develop their enabling capabilities as individuals so that they are able to discover and exploit their own inner potentials for their own and/ or organisational development purposes; and (c) develop an organisational culture where superior-subordinate relationship, teamwork, and collaboration among different sub-units are strong and contribute to the organisational health, dynamism and pride of employees." The initiative to train and develop the potentials and skills of the employees must always come from the organisation. This makes the role of the organisation's role in enhancing the growth of the employees very crucial and therefore must not be taken for granted (Benjamin 2012).

Young and Choi (2011) proposed that engaging in sound HRM practices can lead to organisational performance due to the enhancing of the capabilities and commitment of employees that reflect the emergence and prevailing knowledge that keep the company in modern business competition. They studied 207 manufacturing companies over a five-year period. Their findings

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largely supported their position. They further found that "perceived benefits of HRM enhance both employee competence and commitment, whereas the amount of participation in HRM is not a meaningful predictor of those employees' outcomes. A series of structural equation models confirm that HRM practices improve employee competence and commitment that have direct effects on operational performance of the organisation".

While it is not very difficult to analyse the work that goes into human resource development, its performance results and efficiency are not easily expressed as it is quite complicated quantifying them in terms of time minutes and quantity units. Though human resource development by no means has a significant impact on the finances of the organisation, its effects is not so expressed and felt economically but more importantly, social efficiency relationships are affected which also affect productivity (Kumpikaitė, 2004). The human resource, money, material and machines all play crucial roles in the growth of the organisation. To be successful however, it is important to make proper use of all these elements, especially the human resource which is considered the 'wealth' of the organisation. This is because the main component of the organisation is the human resource and the organisation's success depends on how efficient and effective their employees are (Vijaya & Karibasaveshwara, 2014).

Many practices form part of the human resource management. These practices may include job and work design, recruitment and selection, training and development and performance appraisal. HRM can also be referred to as a series of programmes, functions and activities planned and implemented so as to bring out the best from their employees which may eventually affect the

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organisation. It is more or less about how the human element of the organisation is treated (Nadler & Tushman, 1980). From their study on human resource managers and company officials of 319 companies in Europe regarding HR practices and policies that guide their operations, Hiltrop (1996) discovered that employment security, training and development programs, recruitment and selection, teamwork, employee participation and lastly, human resource management are the most essential practices.

Now, let me discuss in detail the strategies that are used in this study. These are recruitment, training, supervision, motivation and retention.

Human Resource Management Practices of Local NGOs

The human resource strategies that guide this study are reviewed in details below. The practices are recruitment, training, supervision, motivation and retention.

Recruitment

Recruitment involves every processes and activities that an organisation does so as to look for, select and employ the right candidates to take job positions in an organisation at the appropriate time and at the appropriate cost (De Abrue, Vilca & Bourdeau, 2013). Recruiting the employees with the required skills and capabilities is the first most important activity for every organisation. This is why recruitment plays such a key role in the growth and progress of the organisation. (De Abrue, Vilca & Bourdeau, 2013). Considering the fast emergence of technology and new ideas, organisations need to do careful, strategic and systematic recruitment and selection of competent and skilled labour to fill the right job positions in the organisation (Essays UK, 2018).

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Recruitment is when an organisation looks for employees both within and outside the organisation to fill available positions. When it is well done, it gives favourable advantage for a firm. To successfully compete for limited human resource, recruitment must be carefully and seriously approached (Vijaya & Karibasaveshwara, 2014). The role recruitment and selection play in finding the right staff for the firm is so vital that it cannot be overemphasised. It is the way by which new and capable applicants are attracted and selected to occupy new positions in an organisation. It is when employers are chosen among a number of applicants are to fill vacancies in an organisation. (Ahmed, 2013).

Recruitment plays a vital role in human resource management. It enables managers to find the right, skilled and competent staff for the organisation. Parry and Wilson (2009) stated that recruitment includes those practices and activities carried out by the organisation with the main purpose of finding and attracting would-be employees. Gamage (2014) defines recruitment as the "process of seeking and attracting a pool of applicants from which qualified candidates for job vacancies within an organisation can be selected".

According to Veneeva (2014), recruitment is all the efforts that are made in finding the right candidates for employment and encouraging them to apply for jobs in the organisation. As recruitment is the process of finding and attracting competent applicants to fill job vacancies, recruitment becomes the linking thread between employers and the job seekers. It is a process which begins with the searching for the new recruits to finding the capable applicants for positions in the organisation. Simply put, recruitment can be said to be the process of looking for new applicants and selecting the appropriate candidates

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for the organisation (Gupta, & Jain 2014). Veneeva (2014) identified some activities that are involved in the recruitment process. Some of these activities include preparation of the recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Veneeva, 2014). He further iterate that the recruitment could be done internally or externally or could also be done online. He gives a different dimension of areas to concentrate when recruiting new applicants for the organisation. This is what he suggested: incisive analysis of the job, the labour market scenario and interview, psychometric tests to identify the potentials of the job seekers. He also stated that small and medium size firms would normally use interviews and assessment with the idea of analysing the emotional intelligence of the inexperience job seekers. The additional processes that have been suggested by Veneeva (2014) include role play, group discussion and group task. When recruitment does not go well, it badly affects the firm. Placing the wrong staff in the wrong positions leads to poor performance and affects the overall effectiveness of the company. Management has no choice but to ensure that the recruitment process is done in the most professional manner in order to obtain the right employees. Additionally, if recruitment is not done professionally, it hinders the growth process of the firm (Veneeva, 2014).

Training

Training as a human resource management concept involves helping employees of an organisation to acquire the necessary skills and knowledge that will enable the worker aggressively innovate, create and plan appropriately to meet the ever-changing needs and expectations of their customers and

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consumers. This process has local, regional and global dimensions and could be managed as such. In planning the training of the human resource locally, managers need to be very sensitive to the culture and language of the people. Though there may not be fast rules that control the planning and managing of the local training process, at least, human resource professionals are cautioned to understand local laws, practices and the employer obligations (Onchoke, 2015). In discussing this issue further, he made mention that managers and professionals should pay attention to the sensitive nature of cross-cultural issues such as differences in educational levels and legal issues. He emphasised this issue especially for training professionals who work in multi-national corporations (MNCs) to normally employ workers with diverse educational and cultural background. He added that though the local sensitivity in training must be observed, due to the global perspective of modern way of doing business especially for the MNCs, training must not be limited to the local perspective only but also the global perspective (Onchoke, 2015).

In addressing the issue of training needs for NGOs, Haddock (2015) asks the following questions; "Do training courses really make any difference to people's ability to do their jobs or to the quality of their work? How can we know? Can the process of monitoring and evaluating these courses improve training effectiveness? Does pressure from donors help or hinder the process?" Though these may be challenging questions, it is quite important for training providers and civil society organisations and donors alike to take them into consideration when addressing their training needs. Haddock (2015) added that what is most important about training that may be termed effective is that, it should impact the worker in such a way the he can apply whatever has been

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taught when he comes back to the workplace. This is because, if training is not linked to making the right impact in the workplace, training has not achieved its purpose. For example, training becomes detrimental to the organisation if by trying to implement the new learning, trainees end up derailing the gains of the company. Also training has not been able to achieve its purpose if after a trainee receives training and becomes more marketable, he leaves and finds a new job opportunity elsewhere. Haddock (2015) cited a situation of Medecins Sans Frontieres (MSF) of Niger: unexpected training outcomes; "Six months after an MSF training in Niger, 40% of the trainees had resigned". Though firms may not be able to stop their workers from leaving, training should be designed in such a way that the greater impact will be felt by the company, he opined.

Onchoke (2015) identifies eight guidelines to effective training for staff of firms which could be adopted by NGOs. He said that a systematic approach relevant to needs for the individual employee which may have an organisational impact must be adapted. This will lead to effective evaluation of the guidelines necessary on how trainers and training managers conduct their trainings. The first guideline he identified is planning. This, he said, involves the getting thorough information about the training, deciding how the training will be done, the kind of beneficiaries, and knowing the training needs of the trainees. Secondly, he talked about the need to identify support for training and challenges against the transfer of the knowledge to the relevant firm which could affect performance and could be addressed as part of the training. Also, some other issues that need to be considered as part of the training are strategies for the training, information flow in terms of reporting to management for the necessary adoption of the new ideas, workplace policies that will enhance

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implementation of the new information, equipment and reward systems. The third idea he suggested is that training must be regarded as a solution for the poor output from an organisation. The training should be strategised in such a way as to take the advantage of an open window of opportunity for business. Again, training resources such as time, finance, training materials and the training professional must all be identified before the training as part of the planning process. The fifth guideline he identified is the spelling out of the objectives that the firm or training hopes to achieve during the training. He proposed that the objectives should be 'SMART' (specific, measurable, attainable, relevant and time-bound) in relation to the behaviour the trainer or the firm wants to see at the end of the training programme. The sixth guideline he proposed was ensuring that there is a systematic approach applied during the training. The programme must not be bunched together, rather, it should be broken into modules or meaningful units to make it easier for assimilation by the trainees. The seventh guideline he proposed was that roles of all the stakeholders at the training, that is the mangers, trainers and trainees, are well defined before the training begins. This is supposed to eliminate any bottlenecks during the training and encourage support and free interaction among the stakeholders. The eighth guideline he proposed was that, evaluation must be built into the programme right from the beginning. This helps to identify the loopholes in time for redress. He suggested that this evaluation should not be something that should be done at the end of the training programme but as part of it. That is, it must be done throughout the training programme, comparing the training progress with the final outcome of the training.

Supervision

Supervision is a broad and complex phenomenon which comprises some basic functions such as administrative and management, emotional engagement mediation, advocacy and professional management (Marc, Makai-Dimeny & Oşvat, 2014). Crigler, Gergenand and Perry (2013) view supervision as "a process of guiding, mentoring, and coaching workers to promote compliance with standards of practice and assure the delivery of quality care service". Team work forms a very important part that enhances the relationship between the supervisors and their supervisees, and they work towards a common goal. O'Donoghue (2015) sees supervision as an interaction where the "supervisor has been assigned or designated to assist in and direct the practice of supervisees in the areas of teaching, administration and helping".

Fehringer and Marshall (2013) identify another dimension of supervision which they call supportive supervision. They describe it as supervision that is facilitative in approach, involving mentoring, joint-problem solving and information sharing by the supervisor and the supervisee. Torres-Soto and Ashley (2020) noted that one can classify supervision as supportive when it is composed of these elements: leadership, mentorship, joint problem solving between the supervisor and the supervisee, information sharing, all these leading to the improvement of the quality of the relationship between the parties. The second view of what they have termed 'supportive supervision' has to do with what they termed "feel that you are not alone and others are following closely what they are doing." They finally said that supportive supervision has both advantage and disadvantage tendencies. The success supervision depends largely on the relationship between the supervisor and supervisee. The success,

according to them, greatly depends on the supervisor. "Supervisory process refers to the evolving and continuous series of more or less intentionally organised discrete events by which a supervisor and supervisee accomplish their work. In other words, the process is what they actually do in their work together over time. For both supervisors and supervisees, the context and their actions are both patterned and changing over time" (Makai-Dimeny & Oşvat, 2014).

Communication and information sharing play key roles in the supervision process. These are some of the characteristics that the interviewers expect to see from a supervisor in a study on NGOs in Bihor; "a supervisor should be a good professional, have good communication skills, communicate empathy but also objectivity, foster a learning environment, be skilled in providing feedback, have the ability to guide the supervisee, enable them to observe what they can change in their activity without imposing it on them," (Marc, Makai-Dimeny & Oşvat, 2014). The role of the supervisor includes but not limited to the following: administration, training, supporting, mediating, serving as a consultant and a therapist. Makai-Dimeny and Oşvat, (2014) have suggested what supervisors have to do to ensure that their roles as supervisors are achieved. These include their ability to obtain accurate and adequate information from the supervisee, support the supervisee to see the objectives for the supervision process, treat the supervisee with respect and dignity, come down to the level of the supervisee and not consider himself superior, ensure they keep focus on the path they have both decided on, be someone who listens, show the right attitude, be kind and easy going, accept suggestions and change as well as being proactive and dynamic.

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Concluding on the findings on the leadership role of the supervisor, Makai-Dimenyand and Oşvat (2014) said, "Within the complex supervisory process, theoretical and practical training, experience and skills held by the supervisor are essential. The supervisor's ability to spot and solve problems, to facilitate reflection and encourage expression, the capacity to resonate rationally, but also emotionally to the supervisee, a positive and supportive attitude are only some of the qualities required of a good supervisor". The role of the supervisor must not deviate from the overall objective of supervision. By the end of the first supervision contract, the purpose for the supervision should have clearly and practically been spelt out by the supervisor should have been understood by the supervisee.

Motivation

The work environment plays a vital role in motivating the employees in any organisation. Financial improvement can go up to 30% in the industrial sector, experience has shown, when there is a positive environment at the work place. These are some of the signs that show that motivation is lacking in the organisation and that the workers may not be living up to expectation. These signs are absenteeism, inability to meet performance goals, lack of initiative and waning interest in the organisation. The work place environment which prevails in the organisation is normally orchestrated by the manager (House Jr, 2021). Motivation in the workplace does not always have to be through financial reward. A survey report collected from 299 employees in a study by Bakuwa, Chasimpha and Masamba (2013) showed that though financial rewards have a significant bearing on the motivation of workers in the NGO sector, it was the non-financial or the intangible rewards that contributed most significantly to the

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employees' feeling of belonging, satisfaction and decision to continue to work in the respective NGOs. It can therefore be concluded that when decision is being made in the area of motivation, financial rewards must not be the only important issue to consider but also the tangible rewards which might provide the mental and psychological satisfaction required to succeed as a human being at the workplace. In their publication, Crigler, Gergen, and Perry (2013) noticed that motivation combined with knowledge and skills and conducive working atmosphere has led to high productivity in many organisations.

Bakuwa, Chasimpha and Masamba (2013) posit that there are three major categorisation of rewards which are normally given to workers in order to motivate them. These are: (1) direct financial rewards – this comprises all the rewards employees receive in terms of salaries, allowances and all financial incentive for work done for the organisation (Kohli & Deb, 2008); (2) indirect financial rewards – payments such as medical bills, payment of pensions, giving of company vehicles and fuel, payment of life insurance are some of the indirect monetary benefits that are applied to motivate workers in the organisation, and finally, (3) Non-financial rewards – these include all other rewards and issues that motivate employees at the workplace which do not involve money. Some of these include the psychological and physical environment, the relationships that exist among working staff and the assurance of job security that may exist in the organisation, staff training and career development opportunities, recognition of efforts by management and many other such factors. (Maurer, 2001).

Retention

Retention, according to the Oxford Advanced Dictionary (2010), is the continued possession or use of something; the continued existence of something; the action of holding something in position or stopping it from coming out. Though there is no single definition that fully describes what the term retention stands for, the term can be said to have to do with ensuring that the right, competent and productive workers in an organisations are maintained so that they are able to keep the image of the organisation as they continue their work (Hassan et. al., 2019).

Hiring of employees is indeed a very important activity for every organisation, however, retaining them in the organisation is even more crucial. This is because it takes a lot of money and time to train the newly employed staff and get them fit into the entire system. Also, when the employees leave the organisation, they do not only go with their bodies, but more importantly they go away with the huge dearth of knowledge, skills, experience, the technical know-how and perhaps with the clients and customers that may by be loyal to the organisation because of them. It might take the incoming employees some time to adjust and that may bring a huge cost to the organisation (Jones, 2019). Globally, managers have been contending with the challenge of retaining their skilled staff due to the high rates of employee's turnover as many workers are always on the lookout for better job opportunities (Lombardo, 2011).

Due to high competition in today's business environment, skilled employees have been so marketable and volatile in many organisations. Job owners are looking for quick solutions so that they can remain competitive and skilled labour provides that solution. It has been proven by recent studies that

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retaining staff in organisations has become the most difficult challenge for many managers because of the constant pull factors of rival organisations seeking to attract their workers with better and juicier and attractive incentives. (Hausknecht, Rodda, & Howard, 2009).

Kwenin, Muathe and Nzulwa (2013) asserted that many organisations are realising the major role human resource play in winning the global competition in the business world. While it is important to manage all of the company's resources with the highest professionalism, it is becoming increasingly unavoidable to neglect the aspect of the human resource, especially their retention. Retention is the aspect of human resource management activity that has become very challenging to many organisations because of the competition surrounding them and the cost involved in losing them (Mello, 2014).

Various strategies and solutions are emerging from firms in mitigating the cost associated with the turnover of their staff. Knowing the direct and indirect cost that come with losing their staff, management of organisations are being advised often to find the reasons why their staff may be leaving their organisations and take the necessary actions to address them. Some solutions as competitive remuneration and other benefits, negotiable working hours, ensuring career development of the staff among others, could be but a few suggestions that could be adopted by organisations to retain their employees (Arnold 2016).

Employee retention involves all the processes that are undertaken to keep the employee in an organisation for appreciable period of time. Retaining yields a lot of benefits to the employer as well as the employee. This however

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tilts a little more towards the employer. When employees are no longer happy in the organisation, they look for opportunities in other organisations. It therefore behoves on the employer to ensure that the good, qualified, skilled and experienced employees are maintained so that the organisation does not suffer unnecessary consequences (Arnold, 2016). Employee retention can be considered as something organisations can control with their expertise. It is advised that organisations should discover measures which could be adopted to keep their employees for an appreciable period of time. Managers in organisations like NGOs which have a high rate of staff turnover because of their non-profit and voluntary nature must learn to explore the right strategies and procedures that will enable them to retain their quality staff (Hassan, el al, 2019).

In the 21st century, one of the most important issues that has confronted many organisations including NGOs is undoubtedly the issue of how they are to manage to retain their skilled and competent employees in the face of fast changing technology in a global world. According to Bakuwa, Chasimpha & Masamba (2013), globalisation has tremendously enhanced mobility of skilled individuals, thereby accelerating the rate of employee turnover in organisations.

Outcomes on Human Resource Management Practices

Outcomes of human resource management practices has attracted varied and diverse arguments and discussions. These discussions are centred mainly on the definition and the purpose of the subject, outcomes of training and learning given the individual employee, the development of the individual and the overall performance of the organisation. Moreover, it is believed that organisational performance and effectiveness is as a result of training and

management of the individual employee. It is therefore suggested that the eventual outcome of HRM strategies is the performance which has its roots in the individuals, groups and the work processes and the firm. Determining the performance improvement of the individuals and groups in the organisation will depend on examining the level of progress in the work process (Haslinda, 2009).

In their study of small scale industries (SMIs) and larger scale industries (LSIs) in Malaysia, Palaniappan and Senthil (2017) found that HRM interventions applied by these industries resulted in the improvement of employee's capabilities on the job. This accounted to for higher efficiency and productivity, bringing about quality in goods and services. They reported that more than 80% of their respondents agreed that the trainings they gave their employees resulted in improved productivity and efficiency among the staff in their lines of production. Again, 59% of the respondents also agreed that the improvement in the productivity and efficiency they had witnessed was as a result of the training they gave to their employees. Again, 62% of the LSIs and 32% of the SMIs were of the view that training that is given to their employees was the main factor that has brought about the improvement of their employees and the overall performance in their respective firms (Palaniappan & Senthil, 2017). Their findings also revealed that less than 30% of firms in both the SMIs and LSIs respondents were of the view that the implementation of the HRM interventions carried out in their firms could enable them implement the desired changes and developmental plans (Marsick & Watkins, 1994).

When organisations failed to implement the HRM interventions, it negatively affected the change process and led to difficulties to plan for organisational development. It was discovered that 82% of the manufacturing

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firms which form part of those studied did not have plans for HRM interventions. As a result, there were no plans for organisational development. Work process improvement is as a result of the HRM interventions which involves individuals and groups who are a part of the processes. (Ulrich & Dulebohn, 2015).

In summary, it is clearly indicated from the analysis that the HRM strategies are capable of improving the performance and the output process of individuals and teams in the firm. Here, the focus is place on the improvement of the capabilities of the employees to do the assignments which eventually affect the productivity of the organisation. Observation of the Malaysian manufacturing companies showed that they were optimistic about change particularly at the work process level. It is obvious that increasing demand for high performance among the working employees in the manufacturing industries has the major objective. (Palaniappan & Senthil, 2017). Wang, Wanberg, Liu, and Song (2017) asserted that small unassuming manufacturing plants in Malaysia were transformed into huge manufacturing firms as the result of training activities engaged by the management of these firms. These training have been critical in building the quality of the working staff of these firms. Various theorists have argued that "changing organisational culture involves a complex process of replacing the existing way of human thinking, taking into consideration the current set of values and beliefs as well as the system of learning within an organisation". The study further suggested that the focus of the outcomes of the HRM interventions is to focus on the improving the quality and competence of individuals and groups in the company to strengthen the work process (Palaniappan, Arasu & Senthil, 2017).

The study also found that HRM intervention of the manufacturing firms targeted the individual and team development but not the overall organisational goal and objectives. The second issue they brought out was that the HRM activities and programmes were superficial and not comprehensive. Meaning that they did align with the strategic human resource policies. It is therefore advised that training and development activities should form a major part of the HRD intervention practices. The training and development activities must be constantly evaluated to ensure that they meet the objectives outlined for each activity (Palaniappan, Arasu & Senthil, 2017).

Organisational Performance

The extent to which an organisation is able to achieve it sets of objectives is also what is known as organisational. Organisational performance is when resources are used in the right manner with the aim of achieving the goals set for the organisation (George, Walker & Monster, 2017). Abdel-Maksoud, Asada and Nakagawa (2008) opined that organisational performance has to do with important measure of evaluation of the organisation of its activities and environments. Edeh and Dialoke (2020) consider organisational performance as real results or achievement of the organisation as compared with what it has purposed to do, that is, its set goals and objectives. The realisation and meeting of set up goals through the assessed activities and programmes, the monitoring of growth and strategic planning for improvement. Richard et al. (2009) posit that organisational performance focuses on three major areas: (a) 'financial performance and investment; (b) shareholder expectation and economic value; and (c) production capability'. Based on the above, organisational high performance, organisational productivity and development

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are the outcome of effective human resource discipline in any organised organisation. When employees put in their best in doing their job that will result to high organisational performance and therefore enhance organisational productivity. In conclusion, organisational performance could be said to comprise the achievement of the set goals and objectives through the use of it physical assets, human and financial capital resources (Carton, 2004).

Effectiveness of Organisations

Many NGOs in Ghana are operating in some specialised fields. These include NGOs like Transparency International, Centre for Democratic Development, ISODEC and Child Rights International which work in specialised fields such as fight against corruption, child rights and abuse, environment and governance. There are also a number of the NGOs working directly in the area of provision of basic needs such as potable water, sanitation and education. Their significance or effectiveness is measured by how much they are able to contribute towards positive change in the lives of the people they serve in particular and the society as a whole (Simon & Aasoglenang, 2014).

Organisational effectiveness is when the organisation is able to achieve its set goals at the organisational level which should eventually positively affect its target audience. It is also said to be the measure of how far an organisation is able to meet its set goals and objective. It is seen as the extent to which an organisation is able to go in terms of success of the goals and objectives it desires to meet. The effectiveness of organisations is the ability of the organisation to fulfil its promises to its target group or individuals in the society. (Simon & Aasoglenang, 2014). Goal setting, the management of information,

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and process control form a major part of the discussion on the topic of organisational effectiveness. Its measurement is a key factor in the setting up of the organisation (Aktaş, Çiçek, & Kıyak, 2011). Vijayabanu and Amudha (2012) asserted that for organisation to be effective, it has to make the effort to develop its human resource capital. According to Alsaadat, (2019), when the employees of the organisation are given the necessary training and skills, it positively reflects in productivity, performance and greater work output.

Efficiency of Organisations

Efficiency could be defined as the maximisation of scarce resources in order to realise the highest benefits. Efficiency can be considered as obtaining the best result from the use of any given resources (García-Sánchez, 2010). Because NGOs are non-profit making, efficiency with reference to NGOs should be viewed more in the light of achievements of social goals rather than maximisation of benefits (Rodríguez, Pérez & López, 2016).

Several criteria were used to define organisational performance yet, almost all these criteria could be classified distinctly under effectiveness and efficiency (Büschgens, Bausch & Balkin, 2013). According to Ford and Schellenberg (1982), organisations obtain the highest benefits when both effectiveness and efficiency are given the right attention and placed in the right perspective (Rodríguez, Pérez & López, 2016). Davis and Pett (2002) were of the opinion that when organisations give their full attention to both effectiveness and efficiency they tend be perform very well.

Employee Job Satisfaction

Job satisfaction has more often than not been one of the key factors that determine why an employee will quit a particular organisation (Masum et. al.,

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2016). It can therefore be deduced that if workers will stay in the job for an appreciable period, the employer must ensure that the employees are satisfied with their jobs and working environments. In finding what factors could bring about job satisfaction among employees in an organisation, Boamah (2014) studied the effect of motivation on employees' performance using the Education Directorate in the Brong Ahafo Region of Ghana. He found that when staff are given the opportunity to advance their careers, when they are appreciated by the superiors and managements, good working relationship and conducive working environment among others lead to motivation and job satisfaction. Some other studies for example, Dieleman et. al. (2003) and Luddy (2005) opined that significant relationships exist between remuneration and job satisfaction. This means that when staff are well remunerated, they are likely to stay in the job with the other factors already mentioned in place. Armstrong (2009) is of the view that money possesses significant motivating power to keep an employee in the job though this in itself has no intrinsic meaning, because it comes to symbolise so many intangible goals. Akintoye (2000) is of the view that incentives that come in the form of money, beyond all argument, becomes the best strategy for satisfaction in the workplace.

Employee Morale

Understanding the morale of employees and the factors that drive them is one of the most essentials issues management must concern itself with. However, one may ask what employee morale actually stands for. Harris (2021) asserted that employee morale is "how employees feel about coming to work every day, how they approach their assigned tasks, and their attitude about the direction the company is taking". In other words, it is a combination of many

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factors such as job satisfaction, the life outlook in connection with the job and the behaviour of individuals groups and management attitude towards their workers (Harris 2021). In their study on relationship between morale and workplace productivity in the workplaces in Australia, Weakliem and Frenkel (2006) found morale to have a significant influence on productivity in the workplace. This is more noticeable when management places premium on product quality and tries to develop a corporate ethics and culture. Morale leads to greater work efforts with a significantly tangible relationship between them. As a result, where there is high level of morale among employees, productivity levels also become high. Therefore, boosting employee morale may lead to employee effectiveness and have a significant influence on productivity (Weakliem, & Frenkel, 2006)**.** Patel and Desai (2013) are of the view that when the morale of workers are highly boosted, it has a significant impact on productivity which eventually leads to the success of the organisation.

Employee Turnover

According to Iqbal (2010), organisational turnover is ''the ratio of the number of organisational members who have left during the period being considered divided by the average number of people in that organisation during the period''. Organisational turnover has a very detrimental effect on the functioning of the organisation Bakuwa, Chasimpha, & Masamba, (2013) Furthermore, Adams and Benson (2006)[1] define organisational turnover as 'leaving any job of any duration'. According to Hom, Mitchell, Lee, and Griffeth (2012) turnover will always lead in the employment of new workers. Meanwhile, managers regard employee turnover as a process connected with filling vacancy. New staff are always hired and trained to fill the vacancies or old staff are assigned new or

additional roles whenever staff leave the organisation. This almost becomes a cycle in organisations (Kegan & Lahey 2016). When employees leave the job, replacing them often brings cost to the organisation. As a result, management is advised to put in place the necessary measures to reduce the phenomenon. (Samuel & Chipunza, 2009).

Empirical literature review

In the modern business environment, human resource (HR) is an input that cannot be ignored when it comes to organisational effectiveness. As a result, an effective management of human resources has an important role to play in the performance and success of organisations. Competitive pressures have encouraged organisations to be proactive in diagnosing HR problems and to adopt more innovative HR practices since these were no longer a matter of trend, but rather of survival (Agarwala, 2003). Several empirical studies have been done to certify a positive relationship between human resource management practices and organisational performance of firms/industries or organisations.

In their research to find how human resource management practices relate with organisational performance, Joseph and Dai (2009) surveyed 320 Ivorian enterprises. The result showed that there are significant connections between human resource management practices and firm performance. The study has given an idea about the assessment of human resource management practices enhancing performance in some industrial enterprises in Abidjan, Republic of Cote d'Ivoire. Tsai (2006) doing an empirical study examining the relationship between high performance work system and organisational performance in Taiwan's semiconductor design industry. The research involved

21 interviews with human resource managers, a survey of 21 senior operations managers and 1, 129 employees. The findings of the statistical analysis showed that the effective use of employee empowerment practices is positively related to organisational performance.

In their study in the non-Western context in the country of Jordan, Singh, and Mohamed (2013), researched on the human resource practices' impact on organisational effectiveness of overall financial firms. The findings provide strong support for the direct approach in the human resource management performance research that a group of best human resource practices will continuously and directly generate superior performance. The study of Al-Zu'bi, Al-Dmour, Alshurideh, & Masa'deh, (2012) was conducted to measure the effect of human resource policies (planning, recruitment & selection, training & development, job analysis & design, motivation, performance appraisal, and employee participation in decision making) on organizational performance, to verify if there is a positive and significant relationship between human resource policies and organizational performance, and to measure the scope of application of human resource policies in the banks in Jordan. The study surveyed 25 commercial banks in Jordan including local, foreign, and Islamic banks. Analysing the 250 questionnaires that were not returned, it was realised that there was a strong support for the model, indicating that human resource policies are positively related to organizational performance and have a statistically strong significance on it.

Elsawy (2021) conducted a research to assess the impact of e-Human Resource Management (E-HRM) on organizational performance. There were six independent variables (e-Recruitment &Selection, e-Learning &Training, e-

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performance appraisal, e-Communication, e-compensation management, and e-Productivity) identified from an in-depth literature review and a conceptual framework to assess the impact of E-HRM on organizational performance was proposed. Data was gathered through the use of a self-structured questionnaire from 241 a wide range of firms' employees in the United Arab Emirates. The finding revealed that there is statistically significant positive connection between organisational performance and e-HRM indicators.

In their which study sort to explore the value creation opportunities offered by e-HRM practices, Iqbal, Ahmad, Raziq, & Borini, (2019) examined the impact of operational, relational, and transformational e-HRM practices on organisational outcomes by incorporating HRM service quality as an intermediary value creating factor. The study involved line managers of commercial banks that adopted operational, relational, and transformational e-HRM. The study found that operational, relational, and transformational e-HRM practices have a significant impact on HR service quality and employee productivity.

The study of Agarwala, (2003) attempted to explore the relationship of three dimensions of innovative human resource practices (IHRPs): that is, the extent of introduction of IHRPs, their importance for organisational goal achievement and satisfaction with implementation of IHRPs, with organisational commitment (OC). Regression analyses showed that the perceived extent of introduction of innovative human resource practices by the organisations was the most significant predictor of organisational commitment.

Human resource management practices influence employee satisfaction in an organisation. According to Omotayo (2015), employees are the most

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important resources which an organisation needs to manage efficiently and effectively to achieve its stated organisational goals. A growing degree of consensus among researchers is that employees' job satisfaction to both organization and job constitutes a key factor that links an organisation's HRM practices and employees' work behaviours and outcomes, including satisfaction, performance, absenteeism and turnover of employees (Armstrong, 2010; Agarwal 2003; Meyer & Smith, 2000).

Conceptual Framework

The conceptual framework (Figure 1) shows the effect of human resource management strategies on the performance local NGOs. The various HRDs in the framework are mostly used by various organisations including NGOs to enable their organisations achieve maximum productivity and the highest performance. This framework shows the strategies such as recruitment, training, supervision, motivation and retention. For these strategies to make the right impact on the employees, management must apply the appropriate approaches, thus they must ensure that the application of these strategies meet the required standards. The framework is showing that management has a role in ensuring the effectiveness of the strategies.

The study makes use of two theories which are the human capital theory and the human relation theory. Human capital theory is an economic approach theory which describes people as valuable assets (Fugar, Ashiboe-Mensah & Adinyira, 2013). The theory emphasises that organisations should invest in people as they do with other organisational assets. According to the human capital theory, human resource of the organisation is regarded as the most valuable and should be handled as such. The company's competitiveness,

profitability and overall success in the market place today is largely dependent on the quality and effectiveness of the human resource capital (Fugar, Ashiboe-Mensah & Adinyira, 2013). The human relations theory asserts that giving attention and respect to individual employees in the organisation leads to motivation of the employees and promotes productivity (Chand, 2017). Bruce and Nyland (2011) found that the human relation theory is about relationships among the individual employees which has a considerable influence on the quality of organisational performance.

When this is done, employees who are the most important part of the organisation (Ulrich & Dulebohn, 2015) will become efficient, thus they become more competent employees, more committed to work and involved in the organisation, are abler to solve problems, have higher job satisfaction and therefore more motivated to work and are abler to generate resources. There is also better teamwork, synergy and respect among the employees. When all this happens, the NGOs' performance becomes high, thus, the NGOs are able to diversify and grow, and there is little wastage in the system which leads to cost reduction. All this leads to higher employee satisfaction, higher morale among employees and less turnover when enhances productivity, and better image for the organisations thereby leading to the overall performance of the organisations. For the profitability of every organisation is largely influenced by the effectiveness of the HRM strategies (Lievens & Slaughter 2016).

The framework explains how HRM practices impact employee job satisfaction. According to Ahmad (2015), the presence of human resource management practices such as recruitment, training supervision, motivation and retention impact employee Organisational Performance. In a situation where

employees' perceived benefits exceed their costs, they develop positive job satisfaction to the organization. Alternatively, where the costs outweigh the benefits, they develop negative job satisfaction over the organization. Employees reciprocate by increasing their job satisfactions to the organisation where they have positive perceptions on the organisational support and vice-versa where they have negative perceptions on the organisational support. These therefore have significant impact on performance.

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┌─────────────────────────┐                    ┌──────────────────┐
│  HRM PRACTICES          │                    │                  │
│                         │                    │  Organizational  │
│   1. Recruitment        │                    │   Performance    │
│   2. Training           │  ───────────────▶  │                  │
│   3. Supervision        │                    │                  │
│   4. Motivation         │                    │                  │
│   5. Retention          │                    │                  │
└─────────────────────────┘                    └──────────────────┘
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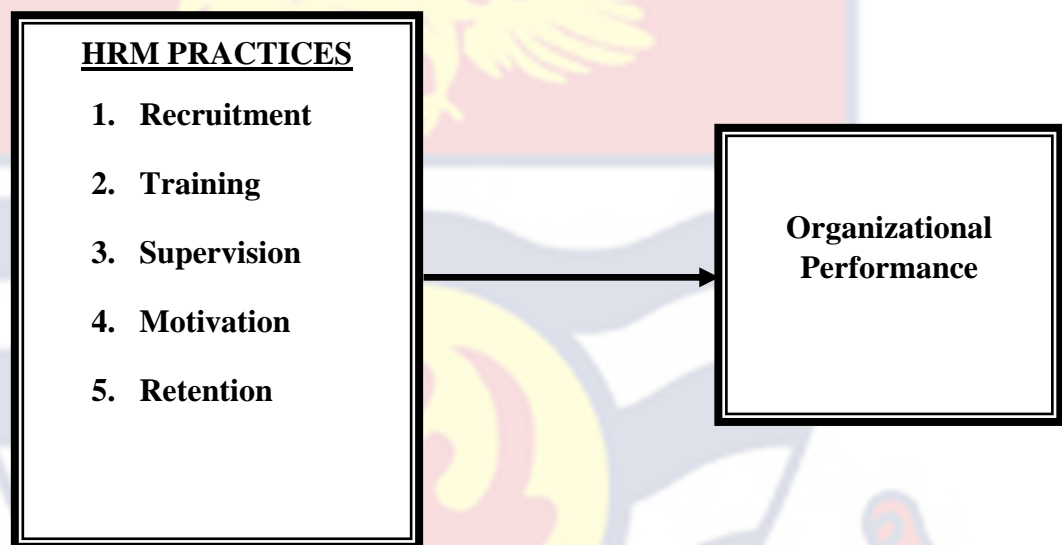
Figure 1. Framework for Analysing how HRM Practices Impact on Organisational Performance

Source: Author's Construct (2022)

However, organisational performance is influenced by HRM effectiveness efficiency and morale. That is, employee willingness to contribute to organisational effectiveness will be influenced by the nature of the job satisfaction they experience

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CHAPTER THREE
RESEARCH METHODS

This chapter discusses the methodology of the study. It comprises the study area, research design, the population of the study, sample size and sampling procedure, instrumentation, data collection procedure, variables of the study and data analysis.

Research Design

Collecting information in an organised way, measuring and analysing it into a usable information is what is known as research design. It is planned in such a systematic way so as to find answers to the questions that a research wishes to address (Blumberg, Cooper & Schindler, 2014). Three types of research designs are identified (Blumberg, Cooper & Schindler 2014). These are descriptive design, exploratory design and explanatory design. Because the descriptive design has been found to have been successfully used over the years in relation to studies involving human resource management practices, the researcher decided to use it in this study. What descriptive survey seeks to do is to affirm issues and their ways of behaviour through detailed information collection and analysis. It describes the relationships between the variables in the study (Hancock, Algozzine, & Lim 2021).

The descriptive survey method provides a comprehensive overview of a phenomenon by collecting responses from a significant percentage of individuals through a standardized set of questions (Inusah, 2020). Establishing relationships between independent and dependent variables, along with identifying the best predictor variables, motivated the researcher to employ the descriptive survey in this study. One of the key advantages of this research

approach is its ability to describe various characteristics associated with the population under study (Stangor, 2014)

Research Philosophy

Accordingly, Mahdi, (2015) there are four main trends of research philosophy that are distinguished and discussed in the works by many authors: the positivist research philosophy, interpretivist research philosophy, pragmatist research philosophy, and realistic research philosophy. Positivism is a term that is widely used by social researchers.

Research philosophy is the framework into which theories and practices of researcher's discipline fit to create the research plan (Caldwell, 2015). Also, the research paradigm guides all areas of research plan, including the aim of the study, research question, instruments or measurements used and analysis methods. Research paradigms refer to the beliefs and assumptions that provide the structure for research. These can be characteristics of research discipline or even personal beliefs. Most research paradigms are based on one of two model types: positivism or interpretivism. These guide the theories and methodologies used in the research project. In general, positivist research paradigms lead to quantitative studies and interpretivist research paradigms lead to qualitative studies (Kivunja, & Kuyini, 2017).

Once the research paradigm has been determined, an appropriate research plan can be created. The philosophical basis of the study guides what knowledge is sought, how that knowledge can be discovered, and how to form the collected information or data into the knowledge being sought. The research paradigm clearly outlines the path to investigate the research topic. This brings clarity to the study and improves the quality of research methods and analysis

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(Marsonet, 2019). For the purpose of this study, positivism paradigm was chosen. Proponents of a positivist paradigm believe that there is a single reality that can be measured and understood.

Therefore, these researchers are likely to make use of quantitative approach in their studies. The study process for positivist approach studies tend to propose an empirical hypothesis, which is then supported or refuted through the data collection and analysis. Positivists approach research in an objective manner and statistically investigate the existence of quantitative relationships between variables instead of looking for the qualitative reason behind those relationships. Researchers who adhere to this paradigm are also of the view that the results of one study can be generally applied to similar situations (Wahyuni, 2012).

The Study Area

Ideally, study area should relate to future career path and have the ability to support and add up to the overall career objectives. The importance of selecting a relevant research area that is appropriate for study is often underestimated by many researchers. This study's location is based on a subject that interests the researcher by reading variety of research materials. Most NGOs help communities develop and grow economically through education and provide social amenities in communities, assisting the marginalized (Hillson, Caddick, Cai, Carrasco, Chang, Curach & Freemont, 2019). They help public agencies facilitate policies to overcome challenges that confront goals and achievement. NGOs primary support several communities in Ghana. The research topic, impact of human resource management practices on organisational performance of local NGOs in the Central Region of Ghana was

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chosen to help assess how effective the NGOs in the Central Region are performing.

Population

A population is a complete set of individuals, cases or objects with some common observable characteristics (Wambugu, 2014). The target population for the study included all NGOs in the Central Region of Ghana that are registered with the Department of Social Welfare in the region. The list of all the registered NGOs in the Central Region was obtained from the office of the Department of Social Welfare, Cape Coast. The list obtained from the Department of Social Welfare, the institution mandated to regulate the affairs of NGOs in Ghana, had approximately, seventy-one (71) local NGOs currently registered and functional in the Central Region. All the members of the NGOs in the population were considered as part of the study.

Sampling Procedure

This study made use of census method as a procedure for the study. This is because the target population was small. The small nature of the target population therefore makes it suitable for census method to be adopted. The total participants in the population were seventy-one (71) giving a response rate of 56.33%. This is as a result of the fact that most NGOs in Ghana do not employ larger number of workers. The respondents included all staff holding management positions in the NGOs. The management positions considered were chief executive officers, managers, finance officers, accountants, senior administrators and human resource managers. Researchers generally agree that larger sample size is better than smaller sample size as this helps to reduce the magnitude of sampling errors and ensures representativeness of the population

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(Ferguson, Ormiston & Wong, 2019). A census is where the members of the population are considered usable elements. The difference between sample survey and census is that sample survey makes use of sub-set of the population while census makes use of the entire members of the population (Redmiles, et al 2017).

Data Collection Instruments

The researcher basically used primary data to answer the research questions. Structured questionnaires were used to collect data from the respondents. The questionnaires were administered to senior management staff of the NGOs. The chief advantage of questionnaires is that they are be much easier to use to collect information, with the information being consistent even when the target population is large. Structured questionnaires are also easy to analyse, are familiar to most people, are less biased and are less intrusive in comparison to face to face interview (Heiervang & Goodman, 2011). Singh, Garg, & Deshmukh, (2008) opined that when it comes to its administration and analysis, structured questionnaire has an economical advantage in terms of money and time. The development of the questionnaire was guided by the research objectives. Through extensive literature review, relevant variables were included in the questionnaire. The questionnaire was further reviewed by the supervisor to ensure consistency, accuracy and validity of the questions.

The questionnaire were in two main parts, A and B. Part A covered questions on the human resource development strategies of the NGOs. Five constructs namely; recruitment, supervision, motivation, retention, and training were used to measure the HRMP. Part B centred on the performance of the NGOs. The performance was measured in terms of efficiency, effectiveness,

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reduction in turnover, morale boosting and satisfaction. Five point Likert-Type Scale was used to measure the constructs. Table 1 provides detail information on how the constructs were measured

Table 1: Operationalization of main constructs of the study

Constructs	Variables	Likert-Type Scale
Human Resource Management Practices	Recruitment Training Supervision Motivation Retention	1-1.44= Very Rarely, 1.45-2.44=Rarely; 2.45-3.44 =Occasionally; 3.45-4.44 = Frequently; and 4.45-5= Always
Organisational Performance	Efficiency	1-1.44=Least Efficient; 1.45-2.44=Lowly Efficient; 2.45-3.44=Moderately Efficient; 3.45-4.44=High Efficiency; 4.45-5=Very Highly Efficient
	Effectiveness	1.0-1.44=Least Effective; 1.45-2.44=Lowly effective; 2.45-3.44= Moderately Effective; 3.45-4.44=Highly Effective; and 4.45-5= Very Highly Effective
	Morale	1-1.44= Very Less Agree; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree; 3.45-4.44=Much Agree; 4.45-5=Very Much Agree
	Satisfaction	1.00-1.44= Very Less Satisfied; 1.45-2.44= Less Satisfied; 2.45-3.44= Moderately Satisfied; 3.45-4.44= Much Satisfied; 4.45-5=Very Much Satisfied.
	Turnover	1-1.44= Very Less Agree; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree; 3.45-4.44=Much Agree; 4.45-5=Very Much Agree.

A pilot testing of the questionnaire was done. Ten NGOs were selected for the pilot testing. As it has been argued by Malavenda, Musolino, Rindone and Vitetta, (2020), pilot study is where a similar study is done at a different location with a smaller target population. Heiervang and Goodman (2011) emphasised the need to do a pilot trial survey of the structured questionnaire to provide feedback on the phraseology, focus, clarity and intelligibility of the questions to the respondents. The pilot test was necessary to enable the researcher avoid any ambiguous and unwarranted items in the questionnaire. The test also enabled the researcher to ensure validity and reliability of the questionnaire. After the test, the questionnaire was improved for the use on the field. This was to make the questionnaire quite simple and easy to understand by the respondents. The test was done to enable to researcher to have a fair idea of what was to be expected from the field.

Cronbach Alpha of reliability was computed to ensure internal consistency of the instrument. An alpha level of 0.7 shows that the instrument was reliable. All the items on each of the strategies and performance that were tested showed reliability of Cronbach Alpha result of above 0.70. This showed that the instrument was reliable. The pilot tested instrument was then taken to the field to collect the data for the analysis to be done.

Data Collection Procedure

The questionnaires were administered to the respondents by the researcher himself without the help of field assistant. This method made it possible for the researcher to clarify issues that the respondents did not understand. This also ensured the confidentiality of respondents' responses. Some of the respondents were able to complete the questionnaires immediately

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while a follow- up had to be done on others through new appointments and phone calls. Most of the respondents were reached through phone calls as the list obtained from the Department of Social Welfare had their phone numbers attached. Some of the respondents were reached with the questionnaires via emails. The completed questionnaires were re-posted to the researcher either through emails or by hardcopy. Two months was used to administer questionnaires. The target respondents were senior management staff with a thorough understanding of the organisation of the selected NGOs. A letter of introduction explaining the intentions of the study was obtained from the University of Cape Coast (UCC) Department of Agricultural Economics and Extension. This was attached to the questionnaires.

Data Processing and Analysis

Analysis of data comprises the following steps: inspecting the information collected from the field, cleaning it, transforming and modelling it with the overall aim of bringing out useful information, suggesting and supporting decision making (Mellenbergh & Ader 2008). For this study quantitative method of analysis was employed. The quantitative analysis involved the interpretation and presentation of quantified data.

The information obtained from the field was well sorted to ensure it is well understood. It was then summarised and coded to make it easy for the researcher to classify and tabulate. The tabulated data was then analysed using SPSS software version 25 which facilitated the establishment of patterns, trends and relationships using both descriptive and inferential statistics such as frequencies, percentages, means, standard deviation, Pearson Product-Moment

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correlation and regression. The analytical techniques used to analyse each of the specific objectives were as follows:

With objective one (1) and two (2), the analysis was done using frequencies, percentages, means and standard deviations to measure these proxies. Objective three examined the relationship between the human resource development strategies and performance of local NGOs in the Central Region. A Pearson Product-Moment of Correlation coefficient (r) was used to run the independent variables to determine the strength and direction of the relationship at 95% confidence levels. Davis Convention table was used to interpret the correlation coefficients. Objective four examined the effects of human resource development strategies on performance of local Non-Governmental Organisations in the central Region of Ghana. Regression was used to achieve this objective. Summary of the data analysis is presented in the Table 2.

Table 2: Summary of Statistical tools for analysing each research objective

Specific Objectives	Statistical Tools for Analysis
One (1) and Two (2)	Percentages, Mean, Standard Deviation
Three (3)	Pearson Moment-Product Correlation
Four (4)	Regression

Source: Author's Construct, 2021.

Chapter Summary

Chapter three looked at various methods and procedures the researcher used in undertaking the study to enable him satisfy the research objectives and handle the research questions which were identified and indicated in the opening chapter. Quantitative approach was used in collecting and analysing data. The population under the study comprised 71 local NGOs registered with the DSW

under the CCMA of the Central Region of Ghana. Due to the small number of

NGOs in the region, the census method of date collection was used. Data

collection instrument used was questionnaire which comprised only closed-

ended questions which were prepared and administered by the researcher. The

questionnaire was validated by the supervisors. The data was analysed by the

researcher using the IBM SPSS, descriptive and inferential statistics.

CHAPTER FOUR
RESULTS AND DISCUSSION

This chapter presents and discusses the results of the study. It is divided into four sections based on the specific objectives of the study. The first section looks at the human resource management strategies of local non-governmental Organisations (NGOs) in the Central Region of Ghana in terms of recruitment, training, supervision, motivation and retention. It is followed by the performance of local NGOs in the Central Region of Ghana in terms of their effectiveness, efficiency, morale, satisfaction and turnover. The next section deals with the relationship between the human resource development strategies and perceived performance of local NGOs in the Central Region. The last section is on the effect of human resource development strategies on performance of local Non-Governmental Organisations in the Central Region of Ghana.

Human Resource Management Practices of Local Non-Governmental Organisations in the Central Region of Ghana.

Human resource management practices of an NGO are the overall plan the NGO has in place to manage its human capital to enable it achieve its organisational objectives. The section presents and discusses these plans of the local NGOs in the Central Region in terms of their staff recruitment, training, supervision, motivation and retention strategies. From Table 3, the local NGOs in the Central Region frequently (Means 3.63-4.12) used supervision, training, motivation, retention and recruitment as the Human resource management practices. In terms of ranking, the most used Human resource management practices by the NGOs is supervision and the least used is recruitment.

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Table 3: Human Resource Management Practices of the Local NGOs

HRMP	Means	Standard Deviation
Supervision	4.12	0.56
Training	3.92	0.58
Motivation	3.74	0.61
Retention	3.70	0.64
Recruitment	3.63	0.50

n=40 P<0.05 Likert scale: 1-1.44= Very Rarely 1.45-2.44= Rarely; 2.45-3.44 =Occasionally; 3.45-4.44 = Frequently; and 4.45-5= Always

Source: Field Survey (2019)

Staff Recruitment

This section presents the results on recruitment practice of local NGOs in the Central Region. From the results, the most pronounced aspects of the recruitment practice of local NGOs in the Central Region was that the recruitment process was managed by the NGOs themselves. The recruitment process was initiated by Management of the NGOs and organised in a way so as to avoid subjective judgment and discrimination against all categories of people including women, people with disabilities, and people from diverse religious backgrounds. Again, the quota system was used to ensure gender inclusion. The recruitment process was led by the HRM Department, however, it included members from other departments in the selection panel. This was done through competitive examination (mean = 3.17-4.85). Falling on

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recruitment agencies for employees was found to be a rarely used recruitment practice (M=2.39, SD=1.32). It was further discovered that the NGOs occasionally published job vacancies to attract qualified applicants (M=2.8, SD=1.28) (Table 4). Specifically, 71.8% of the respondents indicated that recruitment was always managed by the NGOs themselves using competitive examination to employ workers (M=4.53, SD=0.88). The result is consistent with Aboramadan (2018) that NGOs often employ through competitive selection of personnel. According to Zheng (2009), employing workers through competitive examination provides the organization the opportunity to select the most qualified persons for employment. Lindenberg and Bryant, (2001) questioned in their study what other contributors, donor agencies, scholars, and relief and development practitioners are all asking: do NGOs practice what they preach? How do we know? How effective are their programs and projects? In other words, all parties concerned with the performance of NGOs are trying to measure the NGOs' performance and quantify it. This measurement of performance is important to the accountability of NGOs.

Karnani and McKague (2020) share similar view as they posit that such act by NGOs allows them to select the most qualified personnel. It can be implied therefore that NGOs in the Central Region probably recruit the best qualified personnel into their organisations.

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Table 4: Recruitment as a human resource management practices of local NGOs

	Recruitment	N	5	4	3	2	1	X̄	SD
					Percentage				
1	Through competitive examination	36	5.6	41.7	30.6	8.3	13.9	3.17	1.13
2	All vacancies are published	36	11.1	16.7	36.1	13.9	22.2	2.81	1.28
3	Recruitment are made with various panel including the HRM Department and/or recruitment cabinets	39	38.5	-	30.8	23.1	7.7	3.38	1.40
4	Recruitment procedures are organised to effectively avoid subjective judgment and discrimination against categories of people including women, people with disabilities and religious backgrounds	39	38.5	30.8	10.3	7.7	12.8	3.74	1.39
5	Quotas are used for gender inclusion	39	25.6	15.4	46.2	-	12.8	3.41	1.25
6	The recruitment process are initiated by Management	40	62.5	22.5	15.0	-	-	4.47	0.75
7	Recruitment is managed by agencies	38	10.5	5.3	34.2	13.2	36.8	2.39	1.32
8	Recruitment is managed by the organisation itself	39	71.8	15.4	10.3	-	2.6	4.53	0.88
	Composite mean							*3.63*	*0.50*

n=40 P<0.05 Likert scale: 1-1.44= Very Rarely 1.45-2.44= Rarely; 2.45-3.44 =Occasionally; 3.45-4.44 = Frequently; and 4.45-5= Always

Source: Field Survey, (2019)

The result also showed that majority (36.1%) of the respondents believed that the NGOs occasionally published all job vacancies (M= 2.81, SD= 1.28). The result agrees with Anjali (2018) that one of the ways NGOs recruit

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staff is by opening the vacant positions to the public through advertisement, using various means such as newspapers and social media. The result therefore implies that from time to time, NGOs in the Central region open job vacancies to the public and give the general public an equal employment opportunity as part of their staff recruitment strategies.

The findings of the study further revealed that that more than one third (38.5%) of the sample believed that the local NGOs in the Central Region frequently involved all their departments in the staff recruitment process (means= 3.38, SD= 1.40). Involving other departments in the recruitment process will enable the person employed to be accepted by all the departments in the NGOs. This process will also ensure togetherness and commitment among the various departments. Again, involving other departments will ensure employing someone who will be capable of working in more than one department. Also, involving all the departments of an organisation in the recruitment process ensures transparency in the hiring process and most importantly, high-quality staff are hired due to collective and participatory decision-making involving a range of contributions from experts from various departments within the organisation (Kapur, 2020). The results of the study imply that the NGOs in the Central Region of Ghana ensure transparency in their recruitment process and that high-quality staff are recruited.

According to the result, 38.5% of the respondents agreed that the NGOs frequently organised their recruitment procedures to effectively avoid subjective judgement and discrimination on the bases of sex, disability or religion (M= 3.74, SD= 1.39), and close to half (46.2%) of the respondents believed that the NGOs often used quotas to ensure gender inclusion (M=3.41,

SD=1.25). Azmat and Boring (2021) asserted that firms are putting in a lot of efforts to promote the gender diversity in their businesses. The progress of these efforts has not achieved the desired outcome as the number of women occupying the apex positions in firms have rather been low. Non-discrimination will enable the NGOs to assess the prospective employees in the light of their competence and not on race, sex, or religion. The result brings to light that local NGOs in the region gave equal opportunities to both men and women to be recruited without bias.

The results of the study indicate that more than half (62.5%) of the respondents were of the view that recruitment into the various NGOs were always initiated by the management (means= 4.47, SD= 0.75). This implies that recruitment was done by the management of the various NGOs.

Training

The concept of training as a human development strategy is a process which equips employees with the needed skills, knowledge and the capacity to help them become more effective and productive for the benefit of the organisation (Onchoke, 2015). The researcher wanted to confirm this information with the study on the local NGOs in the Central Region. From the results, 41% of the respondents indicated that the NGOs often enacted policies to guide training activities in their organisations (M=4.0, SD=1.01), and almost a half (48.9%) of the respondents realised that employees frequently received initial training when they were newly employed in their organisations (M=4.25, SD= 0.90) as presented in Table 5. The result agrees with Zahra Iram and Naeem (2014) who found that training gives the employees the opportunity to improve their competence so as to become more effective and productive as

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they become more sensitive towards working as a team. This positively affects their personal quality of life and eventually leads to developing a good organisational image. This insight is important because initial training for newly appointed staff enables the staff to settle quickly in the organisation. The initial training also enables the newly appointed staff to become familiar with the old staff and the policy guiding the organisation. This is in line with Arthur et al (2003) that training is one of the most important ways for promoting the effectiveness and profitability of individuals while communicating goals and mind-set which drive the organisation to the new employees. The result therefore reveals that the local NGOs in the Central Region made some conscious efforts to train their employees. With this effort, the local NGOs in the Central Region are likely to become more productive.
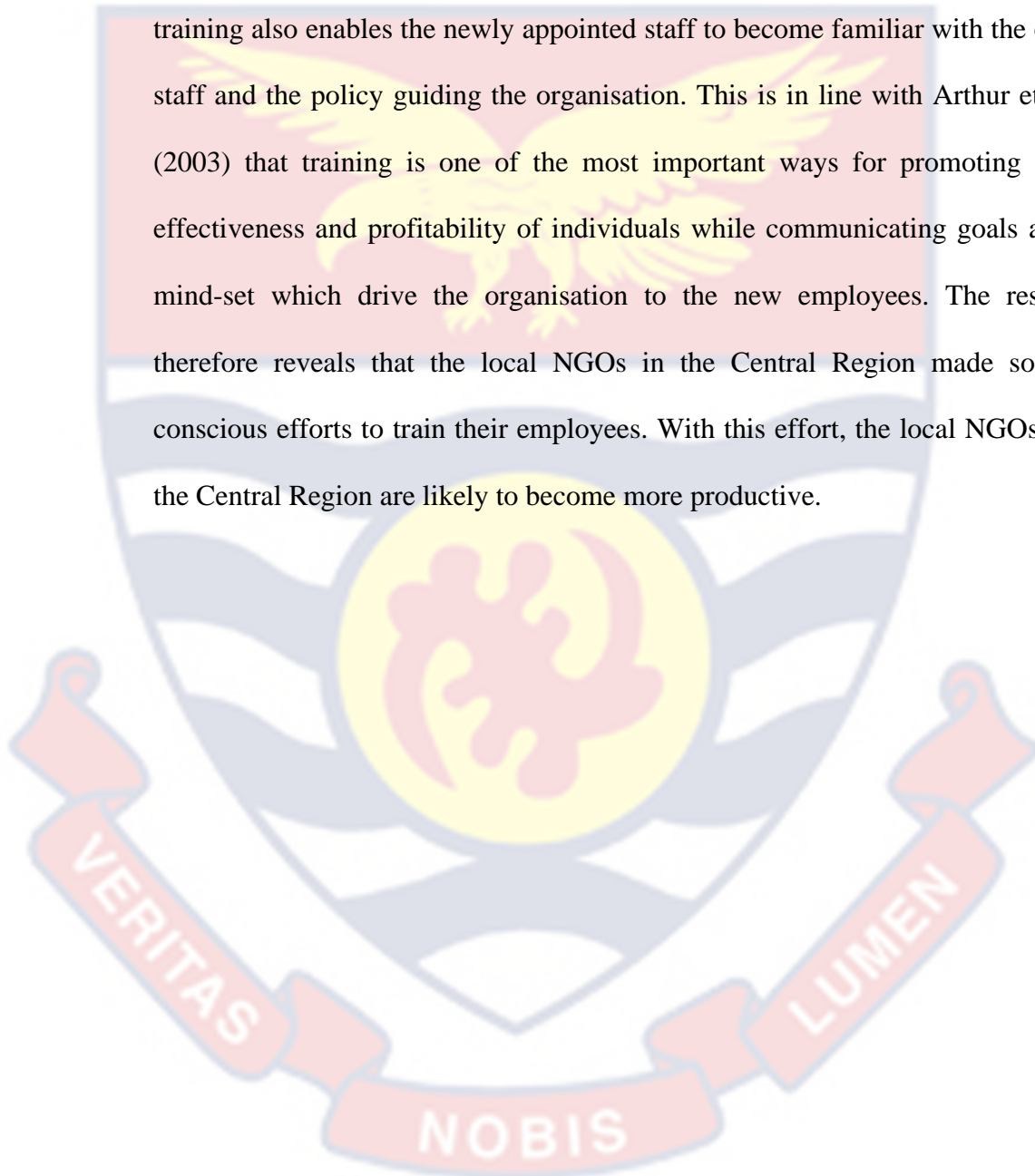
Table 5: Training as a human resource management practice used by local NGOs

	Training	N	5	4	3	2	1	$\overline{X}$	SD
					Percentage				
1	Our NGO has a policy that guides training of employees	39	41.0	35.9	15.4	5.1	2.6	4.07	1.01
2	Employees receive initial training after entry	39	48.7	35.9	7.7	7.7	-	4.25	0.90
3	Continuous training is linked with individual career path	40	35.0	47.5	12.5	5.0	-	4.12	0.82
4	Employees undergo regular training	40	30.8	41.0	23.1	-	5.1	3.92	1.01
5	Staff can apply for training programmes	39	17.9	30.8	28.2	17.9	5.1	3.38	1.13
6	Employees are allowed to engage in trainings they consider helpful to them	39	35.9	43.6	15.4	-	5.1	4.05	0.99
7	There are current reforms carried out on training	39	20.5	33.3	35.9	10.3	-	3.64	0.93
	Composite mean							*3.92*	*0.58*

n=40 Source: 2019 P<0.05 Likert scale: 1-1.44= Very Rarely 1.45-2.44=Rarely; 2.45-3.44 =Occasionally; 3.45-4.44 = Frequently; and 4.45-5 Always

Source: Field Survey (2019)

Again, 47.5% of the respondents opined that the NGOs frequently offered continuous training that were linked to the individual career path of their staff (M=4.12, SD=0.84). The finding mirrors Tunio, Nizamuddin and Pathan (2016) who revealed that NGOs in Pakistan generally do on-job, in-house and off-job training for their workers. These trainings were found to positively impact the performances of the employees. Liu and Inkabi (2015) indicate that training does not only improve employees' performance but also makes the employees feel belonged and attached to the organisation. This indicates that training is vital in ensuring that newly recruited staff perform well on their job to meet the expectations of the NGOs which may translate into desirable outputs of the NGOs and also give the employees a sense of belonging to the same. The NGOs in the Central region generally put in the effort to improve the performance and foster the sense of belonging of their employees through continuous training which was expected to increase their work output and make them productive.

The study also discovered that majority of the respondents (43.6%) revealed that staff in the NGOs often participated in training that they deemed helpful to them (mean=4.05, SD=0.99). The effectiveness of an organization's training programs is evident in the extent to which they equip employees with the necessary skills and attitudes to carry out assigned tasks. Organizations typically align their training initiatives with their missions and assess employees' performance through training needs assessments. In this context, non-governmental organizations (NGOs) organize training sessions to ensure that staff align with their mission strategies, thereby influencing both performance and attitudes toward those strategies (Fletcher, 2022).Given this,

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the study's finding implies that staff of NGOs in the Central Region of Ghana received tailor-made training that helped them to gain the needed skills to enable them to perform well on their jobs in order to achieve the mission of the organisations. The result also implies that when the organisations considered the training helpful to the individual staff, they allowed it. This is helpful in the management of the organisation because it helps control the kind of training staff receive which may synchronise with the vision and mission of the organisation.

Another interesting insight from the study was that about one third of the respondents (35.9%) indicated that reforms in training are frequently carried out in NGOs (mean=3.64, SD=0.93). Training reform is key to improving the knowledge and skills of workers to measure up to the various reforms in the industry in which the NGOs operate. These improvements positively promote workers' productivity and may eventually increase the efficiency and effectiveness of the NGO. Training reforms also enable NGOs to evaluate their training programmes to make an informed decision about what training is needed to help them progress. This is evident in the findings of Adu-Baffoe and Bonney (2021) that Action Aid's capacity development of teachers in the Tamale Metropolis in Ghana corresponded to improved quality of teaching and learning in Junior High Schools in the Metropolis. The findings of this study thus revealed that NGOs in the Central Region endeavoured to improve the performance of their staff and keep them abreast with changes in the industry through frequent training reforms. Two different types of training and development evaluation are identified Onchoke (2015). These are process and outcome. He described process evaluation as assessing what happened when the

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training was being developed and implemented. Process evaluation makes it possible for the outcomes of the training to be explained in the light of what took place during training. With this, trainers can really tell what actually led to the effects that training had on various levels of the organisation (Onchoke, 2015).

Supervision

This part presents the results of the respondents' perception of supervision as a human resource management practices by local NGOs in the Central Region of Ghana. The results in Table 6 showed that 47.5% of the respondents indicated that the NGOs in the region often have policies that guide supervision in their organisations (M=4.40, SD=1.15). Policy guides the direction of the organisation and leads to the achievement of goals. With policy guiding the supervision in their organisations, local NGOs in the Central Region were likely to have a very good supervision process in their organisation. This may lead to high performance by the employees as asserted by Basigwa (2011). With regards to the presence of an organogram, spelling out a clear line of authority in the NGOs, 52% of the respondents revealed that the NGOs in the region always have it and the general consensus among the respondents was that the NGOs often have organogram (M=4.32, SD=0.85). The study again revealed that 59.0% of the respondents perceived that supervision in the NGOs was always in the form of mentorship rather than dictatorship. In their study on multilevel mentoring and group management in technology-mediated services, Liu and Batt (2010) discovered that supervision improves employee performance through the use of mentoring and group management practices.

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This implies that the NGOs studied were highly likely to improve their employees' performance owing to the form of supervision they carry out.

Table 6*: Supervision as a human resource management practice used by local   NGOs*

	Supervision	N	Percentage 5	4	3	2	1	$\bar{X}$	SD
1	There is policy guiding supervision in your NGO	40	47.5	30.0	15.0	-	7.5	4.40	1.15
2	There is an organogram that shows a line of authority	40	52.5	32.5	10.0	5.0	-	4.32	0.85
3	Supervision is more of mentorship and not dictatorship	39	59.0	25.6	10.3	5.1	-	4.38	0.87
4	Supervision is more of teamwork	39	59.0	23.1	10.3	7.7	-	4.33	0.95
5	Supervisors involve subordinates in major decisions	40	30.0	47.5	5.0	6.5	10.0	3.80	1.24
6	Supervision is about application of personnel policies and procedures.	39	23.1	48.7	15.4	7.7	5.1	3.76	1.06
7	Supervisors are regularly monitored to ensure that they are not abusing their authority	39	38.5	38.5	15.4	5.1	2.6	4.18	0.99
	Composite mean							*4.12*	*0.56*

n=40 Source: 2019 $P<0.05$ Likert scale: 5= 1-1.44= Very Rarely 1.45-2.44=Rarely; 2.45-3.44 =Occasionally; 3.45-4.44 = Frequently; and 4.45-5= Always

Source: Source: Field Survey (2019)

Moreover, the study showed that the majority (59.0%) of the respondents concurred that supervision in the NGOs was often done in the form of teamwork and all the respondents generally agreed with this assertion (M=4.33, SD=0.95). According to Sahu (2015), teamwork fosters work efficiency and improved work relationship. The ability to work together on different projects reduces burdens for all employees by allowing them to share responsibilities or ideas. Teamwork also reduces the job burden on each employee, making it possible for them to complete their scheduled duties well. Besigwa (2011) also points out that teamwork promotes bonding among the employees which improves relations among them. Lack of teamwork, on the other hand, has been found to negatively affect employees' morale which in turn results in poor performance among the employees in the organisation. The result of the study therefore implies that the NGOs in the Central Region promoted good working atmosphere through good supervision.

Furthermore, the study revealed that supervisors in the NGOs frequently involved the subordinates in major decisions made (M=3.80, SD=1.24) and often applied the personnel policies and procedures (M=3.76, SD=1.06). Most importantly, the study found that the NGOs in the region frequently monitored their supervisors to ensure that they were not abusing their authority (M=4.18, SD=0.99). The finding concurs with Islam (2021) who discovered that the bottom-up approach accountability is what the staff members apply in their NGOs. Thus, the overall supervision mean score of 4.12 and SD of 0.56 revealed by the study connotes that generally, the NGOs in the region frequently supervised activities within their various organisations through teamwork to

ensure work efficiency and promote good employee relationships, as maintained by Sahu (2015).

Motivation

Motivation is one of the human resource management practices the local NGOs in the Central Region of Ghana used in running their organisations. The result of the respondents' perception of motivation as a human resource management practice of local NGOs in the Central Region is presented in Table 7. According to the result, the respondents indicated that yearly salary increment in their organisations occurred occasionally (M==3.34, SD=1.19), and 48.7% of them revealed that their employees frequently received allowances when necessary (M=4.20, SD=0.95). Most (69.2%) of the respondents asserted that their employees were always made to feel belonged to their organisations, with a mean perception score of 4.48 and SD of 0.99 indicating that all the respondents generally perceive this as always the case in their organisations. The result contrasts Kumar, Hossain and Jebin (2016) who found that employees in NGOs in Bangladesh indicated a low sense of belongingness. Again, it was discovered from the study that the NGOs often prompted promotions when they are due (M=3.23, SD=1.18), frequently gave end-of-year benefits (M=3.35, SD=1.31), frequently made career improvement opportunities available to employees (M=3.35, SD=1.13) and frequently recognised the exceptional performance of their employees (M=4.02, SD=1.22).

Table 7: Motivation as a human resource management practice used by local NGOs

	Motivation	N	Percentage					$\bar{\text{X}}$	SD
			5	4	3	2	1		
1	There is yearly salary increment	38	13.2	42.1	21.1	13.2	10.5	3.34	1.19
2	Allowances are paid when necessary	39	41.0	48.7	5.1	-	5.1	4.20	0.95
3	There are prompt promotions when they are due	39	17.9	20.5	35.9	17.9	7.7	3.23	1.18
4	End of year benefits are given	40	25.0	20.0	32.5	10.0	12.5	3.35	1.31
5	Career improvement opportunities are available to employees	40	12.8	38.5	28.2	12.8	7.7	3.35	1.11
6	Recognition for exceptional performance	40	42.5	32.5	15.0	5.0	5.0	4.02	1.22
7	Employees are made to feel belonged to the organisation	40	69.2	15.4	12.0	-	2.6	4.48	0.91
	Composite mean							*3.74*	*0.61*

n=40 P<0.05 Likert scale: 1-1.44= Very Rarely 1.45-2.44=Rarely; 2.45-3.44 =Occasionally; 3.45-4.44 = Frequently; and 4.45-5= Always

Source: Field Survey (2019)

The study further revealed an overall mean motivation score of 3.75 which means that usually, the local NGOs in the Central Region of Ghana frequently motivated their employees. This is congruent with Replace the in-text citation with "Brown and Yoshioka (2003) who discovered that NGOs in

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Zambia have highly-motivated individuals. The importance of motivation in organisations cannot be underestimated. For example, Attrams (2013) revealed that motivation leads to employee satisfaction. Again, though nonmonetary factors play very significant roles in motivating employees, money is the most preferred motivation factor. Allowances play important role in motivating workers to give their best as it is part of financial reward. This is also in line with the finding of Attrams (2013). Motivations such as end-of-year benefits have also been considered an important motivation by employees of the organisation (Nyamekye, 2012). The study's findings therefore posit that NGOs in the Central Region motivated their employees frequently.

Retention Strategy

Table 8 presents the result of the strategies NGOs in Central Region used to retain their employees. The result showed that the majority (61.5%) of the respondents indicated that the NGOs in the Central Region frequently allowed their employees participate in management activities to ensure effective bonding between management and workers (M=4.07, SD=0.62). Another retention strategy used by the NGOs in the study area was the provision of good and conducive working environment (56.4%). This finding mirrors Gicho (2015) who found that employees at Eagle Africa Insurance Brokers Limited, Kenya, have a good and flexible working environment which encourage the employees to perform better and continue to work for the organization.

Table 8: Retention as a human resource management practice used by local NGOs

			Percentage						
	Retention	N	5	4	3	2	1	$\overline{X}$	SD
1	Job security is ensured	40	35.0	42.5	10.0	2.5	10.0	3.90	1.01
2	Good welfare measures are in place	40	23.1	43.6	20.5	12.8	-	3.76	0.95
3	There is a good working environment	39	56.4	35.9	7.7	-	-	4.48	0.64
4	Career development are encouraged	39	23.1	41.0	30.8	2.6	2.6	3.79	0.92
5	Management support higher education of employees	39	20.5	28.2	25.6	15.4	10.3	3.33	1.26
6	Workers participate in management activities	39	23.1	61.5	15.4	-	-	4.07	0.62
	Composite mean							*3.70*	*0.64*

n=40, P<0.05 Likert scale: 1-1.44= Very Rarely; 1.45-2.44=Rarely; 2.45-3.44 =Occasionally; 3.45-4.44 = Frequently; and 4.45-5= Always

Source: Field Survey Data, Kodzi (2019)

It is worth noting from the study that most of the respondents (42.5%) believed that ensuring job security is key to employee retention. This result is congruent with Clark and Postel-Vinay (2005) that ensuring job security is key to retaining employees. The finding of this study connotes that employees felt secure about their jobs in the NGOs in the Central Region of Ghana because job security gives employees the confidence to bring out the best in them and leads to them continue working for the organization.

Again, the result showed that the majority of the respondents (43.6%) indicated that there were good welfare measures in place in their organisations (NGOs), and the mean perception score was 3.76 with a standard deviation of 0.95. This implies that welfare issues were frequently checked by the NGOs and this may impact positively on worker's retention. Moreover, the study discovered that the NGOs in the Central region frequently encouraged the career development of their employees (M=3.79, SD=0.92) while occasionally taking a keen interest in their employees' higher education (M=3.33, SD=1.26).

Overall, the mean score of 3.70 and the SD of 0.64 indicated that generally, the NGOs in the region frequently retained employees. Retention has a positive correlation with the overall organization performance. This is demonstrated by Salim (2013) in his study on 'Perceived effect of retention strategies on employees' performance' at Imperial Bank Limited in Kenya. The study found a positive significant relationship between employee retention strategies and employee performance. Agreeing with him, Hunjra, Raza and Munir (2014) confirmed that there is a significant relationship between employee retention, employee productivity and organisational performance.

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Achieving the goals and objectives of the organisation is not possible without retention of the human resources (Nyamekye, 2012). He continued by saying that if an organisation desires to have a competitive advantage in the competitive business environment, it is important to ensure that their employees are retained. She further said that when employees are allowed to leave the organisation, it negatively affects the overall productivity and performance of the organisation. Considering the major findings, she recommended that it is important for the management of institutions to ensure that structures are put in place that will bring about an improvement in workers' conditions of service. Some of the condition of services include prompt payment of good salaries, benefits such as free medical care, transportation, and canteen services. Lastly, she suggested some ways management could encourage and improve job satisfaction and retention of their employees.

Performance of local Non-Governmental Organisations in the Central Region of Ghana

This section of the thesis focused on the performance of local Non-Governmental Organisations in the Central Region of Ghana. The performance was measured in terms of effectiveness, efficiency, morale, satisfaction and turnover. The results in Table 9 indicate that there is high performance (Means= 4.03, SD = 0.62) among the NGOs in the Central Region.

Table 9: Performance of the NGOs in the Central Region

Performance variables	Mean	Standard deviation
Effectiveness	4.21	0.59
Efficiency	3.98	0.75
Staff Morale	4.03	0.64
Job Satisfaction	4.09	0.54
Staff Turnover	3.85	0.59
Overall Performance	4.03	0.62

The results showed that the NGOs in the Central Region were highly effective (Means= 4.21, SD= 0.59) and efficient (Means = 3.98, SD= 0.75) in their operations. Again, the findings from the study indicated that the morale of staff of the sampled NGOs was very high (Mean= 4.03, SD= 0.64) and were much satisfied (mean= 4.09, SD= 0.54). It came out from the study that relevant policies had been put in place to reduce staff turnover.

Effectiveness of Human Resource Management Practices on Local Non-Governmental Organizations in the Central Region of Ghana.

Table 6 presents the result of respondents' effectiveness of the human resource management practices on local NGOs in the Central Region. Generally, the results showed that all the respondents agreed that the human resource management practices put up by the local NGOs made them highly effective (mean=4.12, SD=0.59). The concept of human resource management practices has come up as a strategy that ensures the improvement of the abilities

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of the workers and promotes the effectiveness of the organisation (Foster & Akdere, 2007). However, Porter (2003) posited that the NGO sector in Ghana is technically handicapped, which is negatively affecting the effectiveness and efficiency of NGOs' activities in the country. Specifically, the results showed that more than half (55%) of the respondents agreed that the integration of recruited employees into the organisations (NGOs) is very highly effective, and the mean score of 4.38 with an SD of 0.89 indicated that the respondents collectively consented that integration of recruited employees into the NGOs in the Central region made them highly effective in achieving the organisations' intended results. Integrating employees into an organisation is concerned with familiarising and acquainting them with the culture of the organisation. This way, the employees are exposed to the principles, values, policies and acceptable behaviours in the organisation that the employees must follow to add value to the organisation towards attaining its overall goal (Laube, 2022). The result showed that when this is done, it is believed to contribute to the effectiveness of the NGOs in the Central Region of Ghana to achieve their goals.

Table 10: Effectiveness of human management practices of local NGOs

			Percentage						
	Effectiveness	N	5	4	3	2	1	$\overline{X}$	SD
1	Recruited employees are well integrated into the organisation.	40	55.0	30.0	12.5	2.5	-	4.38	0.89
2	Recruited employees are conversant with the vision and mission of the organisation.	39	59.0	23.1	17.9	-	-	4.41	0.79
3	Recruited employees' contribution to the organisation's growth is quite significant.	40	40.0	42.5	12.5	-	5.0	4.13	0.99
4	There is high commitment on the path of the recruited employees.	39	46.2	41.0	7.7	5.1	-	4.28	0.83
5	Management is satisfied with the performance of recruited employees.	39	28.2	48.7	23.1	-	-	4.05	0.72
6	The organisation can be described as stronger.	39	38.5	41.0	17.9	2.6	-	4.15	0.81
7	Recruitment of employees over the last three years can be described as successful.	40	32.5	47.5	17.5	2.5	-	4.10	0.78
8	There is better uniformity of procedures among the workers.	39	33.3	51.3	10.3	-	5.1	4.07	0.96
	Composite mean	*40*						*4.21*	*0.59*

n=40 Source: Kodzi: 2019 P<0.05: Likert scale: 1.0-1.44=Least Effective;

1.45-2.44=Lowly effective; 2.45-3.44= Moderately Effective; 3.45-

4.44=Highly Effective; and 4.45-5= Very Highly Effective

Source: Field Survey (2019)

The result further showed that the majority (59%) of the respondents also believed that making employees conversant with the mission and vision of the organisation contributed very highly to the effectiveness of the human

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resource strategy of the organisation. This is very important in the sense that being conversant with the vision and mission of an organisation enables employees to understand what an organisation stands for and also helps them to work towards the achievement of the stated mission and vision of the organisation. This finding is in line with Dvir, Kass and Shamir (2004) that employees are more committed when they are conversant with the vision of the organisation. The result, therefore implies that NGOs in the Central Region of Ghana can increase their effectiveness by socialising recruited employees into the organisations. The result further indicated that slightly above half (51.3%) of the respondents believed that ensuring employees are well acquainted with the policy direction of the organisation (better uniformity) make them highly effective. Fowler (2013) intimated that when the capacity of the human resource is enhanced, it strengthens the NGO's ability to perform specific functions, and ensures consistency at all levels of actions within the organisation that may possibly lead to a continual learning and necessary adaptation. Overall, all the respondents perceived the human resource management practices in the local NGOs in the Central Region as highly effective (mean=4.12, SD=0.59) in contributing to the achievement of the organisational goals.

Perceived Efficiency of Human Resource Management Practices of Local Non-Governmental Organizations

Results in table 11 represent the perceived response of the respondents on the efficiency of human resource management practices in local NGOs in the Central region. From the result, it could be observed that all the respondents agreed that the human resource Management Practices of the local NGOs made

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their employees highly efficient in the performance of their roles (mean=3.98, SD=0.75).

Table 11: Efficiency of human management practices of local NGOs

			Percentage						
	Efficiency	N	5	4	3	2	1	$\bar{X}$	SD
1	Trained employees are able to make better economical use of materials and equipment.	40	40.0	47.5	12.5	-	-	4.28	0.68
2	Wastage is low and mistakes are fewer.	39	30.8	53.8	12.8	-	2.6	4.10	0.82
3	Cost of production is low as a result of the trainings.	39	23.1	35.9	23.1	7.7	10.3	3.53	1.23
4	Trial and error approach to work is lessened significantly.	39	23.1	41.0	23.1	6.1	7.7	3.67	1.13
5	Productivity significantly improved.	40	35.0	55.0	7.5	-	7.5	4.20	0.79
	Composite mean	40						3.98	0.75

n=40 Source: Kodzi: 2019 P<0.05: Likert scale: 1-1.44=Least Efficient; 1.4 2.44=Lowly Efficient; 2.45-3.44=Moderately Efficient; 3.45- 4.44=High Efficiency; 4.45-5=Very Highly Efficient

Source: Field Survey (2019)

The majority of the respondents (47.5%) believed that HRMP of the NGOs in the Central Region made them highly efficient in the use of materials and equipment of their NGOs due to training that they had undergone. It can therefore be deduced that when employees are given the right training, they can

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use the resources of the organisation more efficiently making the organisation more efficient. Alsaadat, (2019) identified seven outcomes of training that will lead to organisational productivity and high performance when they adhere to the right approaches to economy of operation. Trained personnel can make an informed and economical use of materials and equipment, minimising wastage, minimising the rate of accidents and damage to machinery and equipment, and lower cost of production. In addition, when staff are trained well, they can perform well and this leads to increased productivity. This is in line with the findings of Vijayabanu1 and Amudha (2012) that if an organisation effectively develops its human resources, it automatically enhances their performance and productivity. From the result, local NGOs in the Central Region can be said to be efficient.

The result further showed that over half (53.8%) of the respondents indicated that there is high efficiency on the part of the NGOs to reduce wastage and mistakes in their organisations. This is not surprising because the result earlier indicated that the employees can use the materials and equipment of the organisation more judiciously. When employees know what they are supposed to be doing and have the necessary skills for doing their work, wastages will likely be minimised which may lead to efficiency on the part of the organisation (Alsaadat, 2019).

Again, the result revealed that the majority (41.0%) of the respondents believed that the NGOs in the region were highly efficient in reducing the trial and error approach by staff. This may be due to the training that the local NGOs had given their employees over the years. The findings moreover showed that less than half of the respondents (35.9%) agreed that the NGOs were highly

efficient in reducing cost of production. It is common knowledge that when an organisation can train its employees, it leads to a reduction in the cost of production because they know what to do. This enables the organisation to become efficient. According to Zahra, Iram and Naeem (2014), when training is given to workers, they become more productive as a result of enhancement of the sense of teamwork among the staff. As a result, there is improvement of work and the life of the workers. This eventually enhances the good image of the organisation.

Interestingly, the study also discovered that the majority of the respondents (55.0%) revealed that there was been high efficiency among the NGOs in terms of improvement in their productivity. This result contrasts Baumann (2004) who asserted that managers of NGOs in South Africa are encountering significant challenges in the area of productivity improvement. The result implies that the local NGOs in the Central region were making a concentered effort to increase their productivity, compared with other NGOs in the other parts of the world.

Morale of Human Resource Management Practices of Local Non-governmental Organisations of the Central Region

Table 12 presents the result on how the HRM boost the morale of NGO employees in the Central Region. From the result, all the NGOs in the Central Region of Ghana agreed that (mean=4.02, SD=0.64) HRM boosted the morale of employees. This implies that there is high morale among the employees in the local NGOs studied. In his study on quality of supervision and employee performance in Mairye Estate Limited, Uganda, Besigwa (2011) found that poor

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supervision affects teamwork and employee morale. According to the study, quality of supervision affects task completion and also affects the productivity of employees. The result from this study indicated that 52.5% of the respondents agreed (mean 4.32, SD=0.76) that bonding between supervisors and subordinates increased employees' morale. This is in line with Rad and Yarmohammadian (2006) that when relationships between supervisors and their subordinates are good, it leads to a healthy atmosphere in the organisation and improves the operations of the organisation, leading to a boosted morale and better performance of employees. The result of this study confirms the previous findings that a strong positive bond between supervisors and subordinates is effective in creating a good working environment to motivate employees to work best. From the study, it was also observed that almost half (46.2%) of the respondents agreed (Mean= 4.18, SD= 0.72) that effective supervision boosted the morale of employees in the NGOs in the study area.

Table 12: Morale of human resource practices of local NGOs.

			Percentage						
	Morale	**N**	**5**	**4**	**3**	**2**	**1**	**$\bar{X}$**	**SD**
1	There is better bonding between supervisors and subordinates	40	42.5	52.5	2.5	-	2.5	4.32	0.76
2	There is higher performance by supervised employees	39	35.9	46.2	17.9	-	-	4.18	0.72
3	There are less complaints by supervisors about their subordinates	40	35.0	47.5	15.0	2.5	-	4.15	0.77
4	There is mentorship for supervised employees	39	28.2	46.2	15.4	10.3	-	3.92	0.93

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5	Morale is boosted among supervised employees	39	15.4	56.4	20.5	2.6	5.1	3.74	0.94
6	There is improved skills among supervised employees	38	26.3	47.4	26.3	-	-	4.00	0.74
7	There is better understanding between supervisors and supervised employees	40	27.5	62.5	5.0	5.0	-	4.12	0.72
8	There are less complaints among employees	39	43.6	38.5	17.9	-	-	4.26	0.75
9	Employees' absenteeism and lateness to work has reduced significantly	39	17.9	59.0	23.1	-	-	3.95	0.65
10	There is better uniformity of procedures among employees.	40	32.5	45.0	20.0	2.5	-	4.08	0.79
	Composite mean	40						4.03	0.641

n=40 Likert Scale: 1-1.44= Very Less Agree; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree; 3.45-4.44=Much Agree; 4.45-5=Very Much Agree

Source: Field Survey (2019)

The result agrees with Liu and Batt (2010). Their study investigated how the role of supervisors improve employee performance through coaching and group management practices. The result showed that the improvement of objective performance of workers has a direct bearing on the amount of training they receive on monthly basis. It is justifiable that the performance among staff in the study area is perceived to be high since there is a good relationship between the senior employees and their juniors.

Interestingly, close to half (47.2% and 46.2%) of the respondents agreed that fewer complaints by supervisors and mentorship for employees

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respectively enhanced organisational morale. This is not surprising because the result has established earlier (Table 8) that there is better bonding between these categories of employees. With good bonding, issues are more easily resolved so that employees and senior officers do not have much to complain about. The result also showed that mentoring goes on between the supervisors and their subordinates in the local NGOs in the Central Region. Mentoring plays an important role in the operations of organisations as it enables the supervisor to transfer skills and knowledge to their subordinates and promotes continuity of the organisation.

The study further revealed that 62.2% of respondents agreed that (Mean=4.12, SD=0.72) there was better understanding between supervisors and supervised employees to boost employee morale in the organisations. The result mirrors Sirota and Klein's (2013) assertion that a good relationship between senior and junior staff enhances conflict management and creates a peaceful atmosphere at the workplace. This can encourage the employees to be confident about performing their duties and to reach out for help or advice if there is the need, thereby increasing their working morale. Moreover, it was discovered from the study that 59.0% pointed out that efforts by the NGOs to check absenteeism as part of the human resource is a source of morale. According to Iverson and Deery (2001), absenteeism and lateness negatively impact organisations. This implies that any effort at reducing such phenomena in organisations may have a positive impact on the organisation by ensuring that employees are always at the post and working as required of them.

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Satisfaction of Human Resource Management Practices of Local Non-Governmental Organisations of the Central Region

This section presents the results of the respondents' perceived satisfaction with the human resource management practices of local NGOs in the Central Region. Generally, the result indicated that respondents were much satisfied (mean 4.09, SD= 0.54) with the human resource management practices that the local Central Region NGOs are using (Table 13).

Table 13: Respondents satisfaction with human resource management practices of local NGOs.

			Percentage						
	Satisfaction	N	5	4	3	2	1	$\overline{X}$	SD
1	Employees' commitment has increased significantly	39	35.9	46.2	12.8	5.1	-	4.13	0.83
2	There is improved employee satisfaction	39	15.4	74.4	10.2	-	-	4.05	0.51
3	Employees feel more appreciated by management	40	30.0	47.5	17.5	2.5	2.5	4.00	0.91
4	Employees' basic needs are satisfied	39	17.9	51.3	28.5	10.3	-	3.77	0.87
	Composite mean	40						4.09	0.54

n=40, P<0.05*: Scale: 1.00-1.44= Very Less Satisfied; 1.45-2.44= Less Satisfied; 2.45-3.44= Moderately Satisfied; 3.45-4.44= Much Satisfied; 4.45-5=Very Much Satisfied.

Source: Field Survey (2019).

With regards to the individual HRM, the majority (46.2%) of respondents indicated that they were much satisfied with the employees'

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commitment to the organisations (mean=4.13, SD=0.83). A large majority (74.4%) felt much satisfied with the improvement in employee satisfaction (mean=4.05, SD=0.51). Satisfaction among employees is a key factor that leads to improvement in the operations of the organisation. The result further revealed that almost half (47.5) of the respondents were much satisfied with how employees were appreciated by the management of their organisations (mean=4.00, SD=3.77). Bouville and Alis (2014) posit that healthy relationships among workers lead to a healthy organisation. In line with this, it is important that employees feel appreciated by their management because it leads to a healthy relationship between the two categories of workers and eventually improves the productivity of their organisations.

Moreover, it was discovered from the study that more than half (51.3%) of the respondents were much satisfied (Mean=3.77, SD=0.87), with how the NGOs in the Central Region assisted in providing the basic needs of their employees. This is very important because when workers' basic needs are satisfied, they are motivated to give up their best contribution. Boamah (2014) studied the effect of motivation on employees' performance using the Education Directorate in the Brong Ahafo Region of Ghana. From the findings of the study, opportunity for advancement, appreciation for work done, promotions and good relationship with colleagues were some of the factors that motivated staff and led to satisfaction among the employees. In addition to these, working environment, compensation packages and job security also influenced performance of employees. It is concluded therefore that indeed positive relationship exists between satisfaction and performance, and satisfaction indeed has a tangible effect on employees' performance. Abonam (2011) used

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the University of Development Studies in Ghana, Wa Campus, as a case study to find the role of satisfaction on employees' performance in the public sector. The result was that satisfaction was weak among the workers and the resultant effect was absenteeism, low output from the workers, while the rate at which workers were leaving the outfit was high. The conclusion was that workers who are satisfied at the workplace are willing to meet specific assignment exactly how it should be done, thus they are ready to go all length to please their bank rollers (Abonam 2011).

Effect of Human Resource Management Practices on Turnover of Local Non-Governmental Organisations in the Central Region

This aspect of the study sought to determine respondents' effect of human resource development strategies on the turnover of the local NGOs in the Central Region. According to the result, local NGOs in the Central region put in place relevant HRM that reduced employee turnover (Mean=3.85, SD=0.75) (Table 14). Ebong, Udoh and Obafemi (2014) reported that there was high staff turnover among NGOs in Nigeria because the staff were said to have been demanding higher remuneration and other attractive conditions of service. It was also found that because of the lavished way of life by most of the Nigerian NGOs in the form of using of state-of-the-art vehicles, people got the impression that NGOs had a lot of money. This perception made many people join these NGOs leaving the public sector jobs. It turned out that the NGOs could not satisfy the perceive needs of these new recruits and majority had to leave the NGO sector, creating high staff turnover in the NGO sector and leading to declined performance by these NGOs.

The study revealed that the majority of the respondents (52.6%) agreed that the HRM of the NGOs had resulted in significant increase in employees' commitment which in turn reduced their turnover (mean=3.89, SD=0.79). According to Randall (1987), increased commitment gives the perception that management is performing better in the organisation for which reason employees are increasing their commitment. Increased commitment is imperative for the growth of the organisations because it contributes to boosting organisational productivity. The result of the study therefore implies that the NGOs in the region valued employee commitment as they believe that it is a harbinger of their organisations' turnover. The results also showed that there is improved satisfaction among the employees.

Again, the result revealed that about a third (35.6%) of the respondents perceived the HRM of the local NGOs as much effective for improving employees' satisfaction (mean=3.53, SD=1.18). Agreeably, employees are the most important resource of the organisation (Çalişkan, 2010). Ensuring the employees' satisfaction is therefore paramount to the smooth running of the organisation. As a result, where there is significant satisfaction among the employees, turnover seems to be low.

The results further showed that, HRM of the local NGOs in the Central Region reduced employee's turnover significantly in the past three years (Mean=4.07, SD=0.89). Hunjra, Raza and Munir (2014) found that there was a positive relationship between employee retention and organisational performance when they studied the role of employee turnover and employee productivity on the performance of the oil and gas sector in Pakistan. This gave them satisfaction knowing that they are making a valuable contribution to the

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organisation's growth. They become willing to stay with the organisation. The study of Salim (2013) wanted to find out the effect of retention strategies on employees' performance at Imperial Bank Limited, Kenya. The findings of the study revealed that there is a positive significant relationship between employee retention strategies and employee performance. That is, where there are good retention strategies, most likely, employees would be retained in the organisation for a longer period than where their retention strategies are bad. According to Nyamekye (2012), the retention of human resources is momentous to the development and the accomplishment of the organisation's goals and objectives. She said that an organisation has a competitive advantage in the business sector if it is able to maintain its staff for a reasonable period of time. Nyamekye (2012) further asserted that employee departures can have a significant effect on the execution of business plans and may eventually cause a parallel decline in productivity. She suggested that management improve the condition of service to their employees by encouraging them to take courses such as distance learning and correspondence courses to help improve job satisfaction. This is very important to the sustainability of the organisation as it will enable the more experienced employees to continue to transfer the knowledge and skills to the newly employed before they leave the scene.

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Table14: Respondents turnover of human resource management practices

of local NGOs

	Turnover	N	5	4	3	2	1	$\bar{X}$	SD
			Percentage						
1	Employees' commitment has increased significantly	38	21.1	52.6	21.1	5.3	-	3.89	0.79
2	There is improved employee satisfaction	39	23.1	33.3	35.6	10.3	7.7	3.53	1.18
3	Employees turnover in the past three years has significantly reduced	40	42.5	22.5	35.0	-	-	4.07	0.89
	Composite mean	40						3.85	0.59

n=40, P<0.05: Likert Scale: 1-1.44= Very Less Agree; 1.45-2.44=Less Agree;

2.45-3.44=Moderately Agree; 3.45-4.44=Much Agree; 4.45-5=Very Much

Agree

Source: Field Survey Data, Kodzi (2019).

Relationship between the human resource management practices and the

performance of local NGOs in the Central Region.

The third objective examined the relationship between human resource

management practices and the performance of local Non-Governmental

Organisations in the Central Region of Ghana using the Pearson product-

moment correlation. The result showed that generally, there was a significant

relationship between human resource development strategies and the

performance of NGOs (r= 0.661). This result set the basis for refusing to accept

the null hypothesis (Table 15). The result implies that when the local NGOs in

the Central Region apply the required HRMP, their performance is likely to

increase. Katou (2009), employed information from organisations operating in

the Greek manufacturing sector to find the relationship between HRMP and

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organisational performance. The results indicated that there is a positive relationship between HRMP and organisational performance. This is made possible through the development of employee's skills, attitudes and behaviour.

Specifically, the results showed that all the HRM practices, have significant relationship with performance. Using the Davis convention, recruitment (r=0.367[*]) and supervision (r=0.483) had a statistically significant positive and moderate association with performance. Motivation (r=0.657) and retention (r=0.647) were also positively and significantly associated with performance strongly. These findings connote that by recruiting the right personnel and providing effective supervision, the performance of the local NGOs will go up. Also, motivation is the intrinsic and extrinsic factors that urge people to give off their best. As such, motivating people can result in increasing the performance of workers. Moreover, since NGO work is mostly voluntary, people need to be motivated to give off their best. Retention has to do with the NGOs ability to retain its employees for a reasonable period. As people remain in the organisation for a longer time, they tend to gather lots of experiences, learn about the culture of the organisation and also reduce the number of errors they could commit. This, therefore follows that as people stay on a particular job for a longer time, they perform better due to the accumulated experiences. The findings of the studies indicated that there is no significant relationship between training and performance, although the correlation coefficient indicated a positive relationship (r= 0.292). In their study, Rawashdeh, Elayan, Shamout, & Hamouche, (2022) found that there is a positive relationship between human resource management practices and organisational commitment from the study they did on the effect of human resource development on

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turnover intentions of staff. Furthermore, the result as presented in Table 15, shows that there was a statistically significant association between motivation and effectiveness (r=0.518). Thus, as employees are motivated, they also become effective in their jobs. Again, the results indicated that there is a significant and moderate association between HRMP such as recruitment (r=0.446), training (r= 0.381), supervision (r=0.384), retention (r= 0.441) and effectiveness. The findings also indicated that there was a very strong association between overall HRMP and efficiency (r=0.710). The remaining result revealed that the HRMP of the local NGOs had a positive association with the various performance indicators of the NGOs. This shows that the HRMP improved the performance measures of the local NGOs in the Central Region of Ghana.

Table 15: Relationship between human resource management practices and performance.

	Performance	Effectiveness	Efficiency	Morale	Satisfaction	Turnover
HRD Strategy	0.661^{**}	0.581^{**}	0.710^{**}	0.695^{**}	0.476^{**}	0.370^{*}
Recruitment	0.367^{*}	0.446^{**}	0.418^{**}	0.427^{**}	0.183	0.099
Training	0.292	0.381^{*}	0.393^{*}	0.361^{*}	0.133	0.029
Supervision	0.483^{**}	0.384^{*}	0.610^{**}	0.506^{**}	0.274	0.277
Motivation	0.657^{**}	0.518^{**}	0.598^{**}	0.661^{**}	0.579^{**}	0.477^{**}
Retention	0.647^{**}	0.447^{**}	0.627^{**}	0.627^{**}	0.564^{**}	0.514^{**}

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Davis (1971) convention correlation coefficient criteria: 0.7-1.0 very strong association; 0.5-0.69 substantial association; 0.30-0.49 moderate association; 0.1-0.29 low association; 0.01-0.09 negligible association.

Source: Field Survey (2019).

From the study's result, it can be inferred that there is a relationship between motivation and performance, and motivation does have an effect on employees' performance. When Shahzadi et al (2014) studied the impact of employee motivation on employee performance among 160 teachers of both the public and the private sectors in Pakistan, they found the results to be significant and positively related to employee motivation and employee performance.

Effect of human resource management practices on the performance of local Non-Governmental Organisations in the Central Region of Ghana.

An Ordinary Least Squares (OLS) regression analysis was conducted to quantify the magnitude of the associations between the HRMP and the performance of local NGOs in the Central Region of Ghana using the stepwise entry method. Concerning Table 16, the results indicated that all the human resource development strategies (independent variables) had a significant effect on the performance of local NGOs in the Central Region of Ghana, with $F(2.37) = 18.726$, $p< 0.001$ and $R^2 = 0.503$. The R-squared value means that human resource development strategies (the independent variables) can explain 50.3% of the variance in the performance of local NGOs in the Central Region of Ghana. This implies that applying the relevant (motivation and supervision) human resource development strategies is likely to improve the performance of local NGOs in the Central Region by at least 50%. Mohamud, Ibrahim, & Hussein, (2017) researched the effect of motivation on employee performance of Hormuud Company in Mogadishu, Somalia. The research results indicated that there is positive relationship between employee motivation and employee performance. Salleh, Dzulkifli, Abdullah, & Yaakob (2011) wanted to know the kind of relationship that existed between and job performance. They did this by

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using employees who worked at the public sector. The result indicated that there is a positive relationship between motivation and performance. The motivating factor was progression in increased annual salary. The result showed that motivation (β= 0.556, p=0.000), and supervision (β = 0.285, p=0.027) were the only human resource development strategies that positively and significantly affected performance. From the study, a unit increase in employees' motivation will cause about a 56% increase in employees' performance. Similarly, the result indicated that a unit increase in supervision will increase employees' performance by about 29%. This, therefore calls for local NGOs in the study area to put in place appropriate measures to motivate their employees and supervise their work activities to improve their performance. Sudarjat, Abdullah, & Sunaryo, (2015) conducted a study on junior high schools in the city of Bogor, West Java, Indonesia. The study sought to find the effect of supervision, leadership and working motivation on teachers' performance. The result revealed that there is a positive relation found among all variables. By observing coefficient of determination, it is concluded that supervision can boost the performance up to 72.4%, leadership reaches 72% and working motivation contributes 77.2 %.

Table 16: The effect of human resource management practices on performance.

HRD strategies	B	Standard Error	Beta	T-value	P-value
Constant	1.085	0.517	-	2.10	0.43
Motivation	0.485	0.108	0.556	4.482	0.00
Supervision	0.273	0.119	0.285	2.302	0.027
F-statistics	18.726				0.00
R	0.709				
R²	0.503				
Adjusted R²	0.477				
R² change	0.071				

n=40, P<0.05: Source: Field Survey (2019).
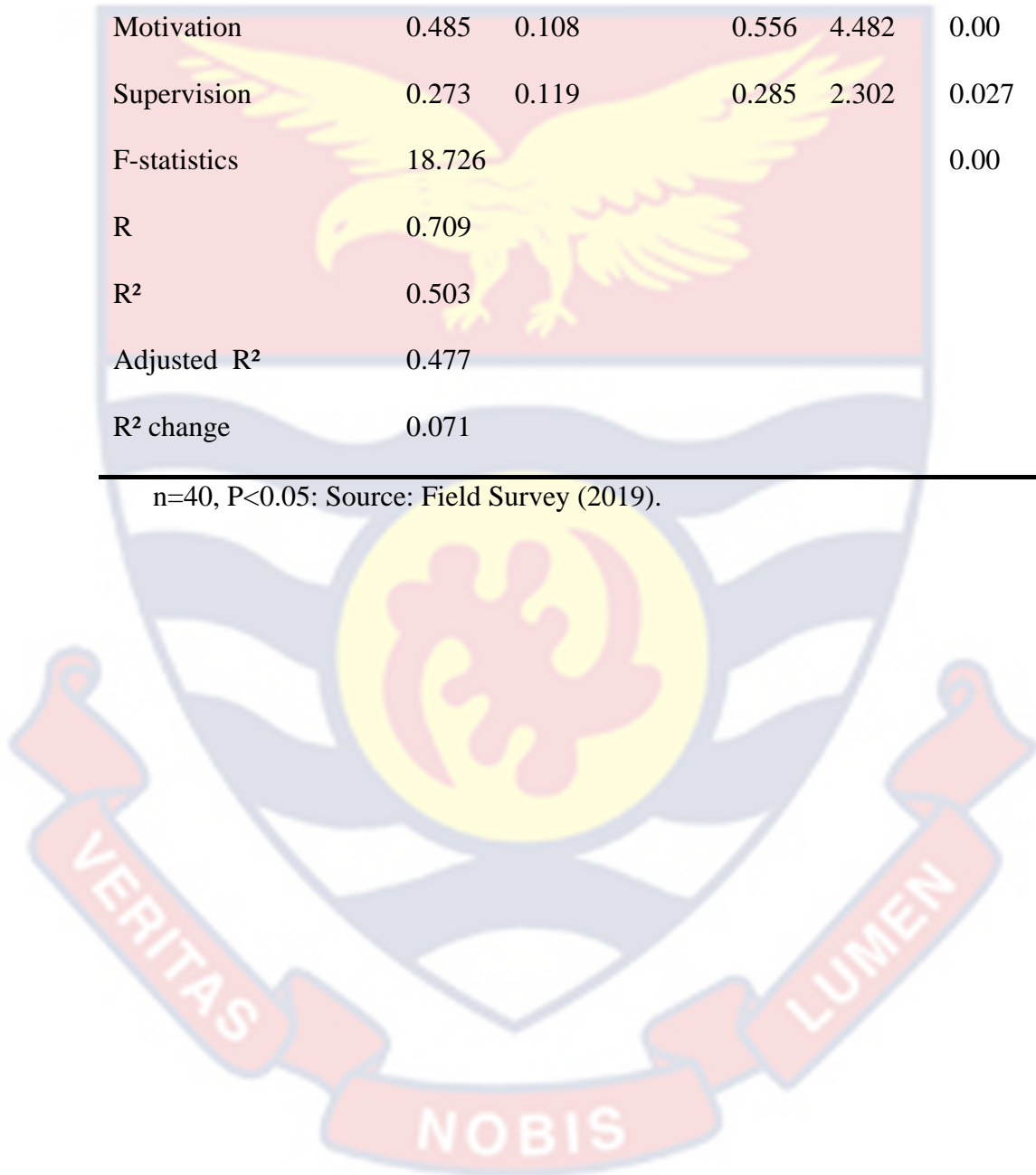
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter of the thesis presents the summary, conclusions and recommendations of the study.

Summary

The main objective of the study was to determine the effect of human resource management practices on the organisational performance of local NGOs in in the Central Region of Ghana. The study was anchored by the Human capital theory and the Human relation theory. To achieve the objectives, the study employed the descriptive survey as the study design. The population of the study involved all the local non-governmental organisations (NGOs) in the Central Region of Ghana. Due to the small number of the NGOs, a census was used to include all the NGOs in the study. Out a total of 72 registered NGOs in the Central Region, only 40 representing 55.6% agreed to be part of the study. Structured questionnaire was used to collect the data and the SPSS software version 25 was used to analyse the data.

The summary of the key findings of the study are presented based on the specific objectives as follows:

Human resource management practices of local Non-Governmental Organisations in the Central Region of Ghana.

The local NGOs in the Central Region frequently (means 3.63-4.12) use supervision, training recruitment, motivation and retention as the main human resource development strategies in their operations. The mostly used strategy is supervision while the least used strategy is recruitment.

1. The local NGOs frequently followed standard recruitment procedures (mean 3.63; SD 0.05).

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2. The strength of their recruitment procedures is that, it is well planned to effectively avoid subjective judgment and discrimination. The process is initiated by management and it is internally managed by the organisations.

3. The local NGOs studied involved all departments in the NGO in the recruitment process in order to ensure that persons employed are well accepted by all.

4. Local NGOs in the Central Region made conscious efforts to train their employees (mean 3.92; SD 0.58).

5. The local NGOs in Central Region's HRMP training is focused more on the provision of policy guidelines to streamlines training, conducting in-service training to newly recruited staff and continuous training to keep the staff abreast with current happenings in the NGO world.

6. The local NGOs studied have in place policy guidelines that direct their supervision operations. Their key measures of ensuring effective supervision involve the use of organizational structure that shows clear line of authority, use of mentorship and teamwork.

7. The study generally revealed that the local NGOs in the Central Region of Ghana frequently motivated their employees, mainly through monetary and non-monetary incentives, and opportunities for career development.

8. Overall, the NGOs in the Region largely retained their employees, mainly by ensuring job security, good working environment and career development for the staff.

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9. Perceived performance of local Non-governmental Organisations in the Central Region of Ghana.

10. Overall, the local NGOs performance could be considered as very high (mean 4.03 SD= 0.62) as derived from its effectiveness, efficiency, staff morale, job satisfaction and staff turnover.

11. Overall, the results showed that the human resource management practices used by the local NGOs in the Central Region are highly effective (mean=4.12, SD=0.59) in contributing to the achievement of the organisational goals.

12. The HRMP made NGOs effective through integration of employees into the organization, and keeping the employees abreast with the vision and mission of the NGOs.

13. The results showed that the local NGOs in the Central Region are efficient through increased productivity and regular training of staff to keep them abreast with current information, and reduction in wastage.

14. From the result, morale (mean=4.02, SD=0.64) among employees of the NGOs in the Central Region of Ghana was high. This was achieved mainly through supportive supervision and mentorship by supervisors.

15. The result indicated that employees in local NGOs in the Central Region were much satisfied (mean 4.09, SD= 0.54). This was mainly because they were committed to the organisations, received appreciation from the organisations, and met their basic needs through the organisations' help.

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16. From the result, local NGOs in the Central region has put in place relevant HRMP that reduce employee turnover (Mean=3.85, SD=0.75), mainly as a result of commitment in the last few years.

17. The result showed that generally, there was a significant relationship between human resource management practices and the performance of NGOs (r= 0.661). The result implies that when the local NGOs in the Central Region apply the required HRM strategies, their performance is likely to increase.

18. The results indicated that all the human resource management practices (independent variables) have a significant effect on the performance of local NGOs in the Central Region of Ghana, with $F (2.37) = 18.726$, $p< 0.001$ and $R^2 = 0.503$. However, motivation and supervision were found to be the best predictors of performance among the local NGOs

Conclusions

Based on the findings, the following conclusions are made:

1. Local NGOs in the Central Region use standard human resource management practices including recruitment, supervision, training, motivation and retention process as their human resource development strategies, with much emphasis on supervision rather than recruitment.

2. Organisational performance of local NGOs in the Central Region of Ghana as perceived by the organisations is high in terms of their effectiveness, job satisfaction, staff morale, efficiency, and staff turnover in a decreasing level of importance.

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3. There is a positive and significant relationship between human resource management practices and organisational performance of local NGOs in the Central Region of Ghana.

4. Motivation and supervision as human resource management practices were the best predictors of organisational performance of local NGOs in the Central Region of Ghana.

Recommendations

The following recommendations are made based on the conclusions of study.

1. Local NGOs should follow standard human resource management practices with much attention on recruitment by involving all departments in the selection process to ensure that best personnel are hired.

2. Local non-governmental organisations in the Central Region should invest more into the motivation and supervision of their respective organisations to improve performance.

3. To invest in motivation, the NGOs should provide monetary and non-monetary incentives in terms of promotions and opportunity for carrier development for their staff.

4. The NGOs should invest in supervision by provision of supportive supervision through mentorship programmes for staff and promotion of teamwork.

Suggestions for further research

1. Since the research was done using only the local NGOs in the Central Region of Ghana, similar research could be done

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in other locations in the country to confirm the findings and conclusions of this study.

2. Comparative studies should be conducted to compare the human resource development strategies that influence local and international NGOs in Ghana

3. Research could also be conducted into the performance variables from the perspectives of beneficiaries of the NGOs for comparison.

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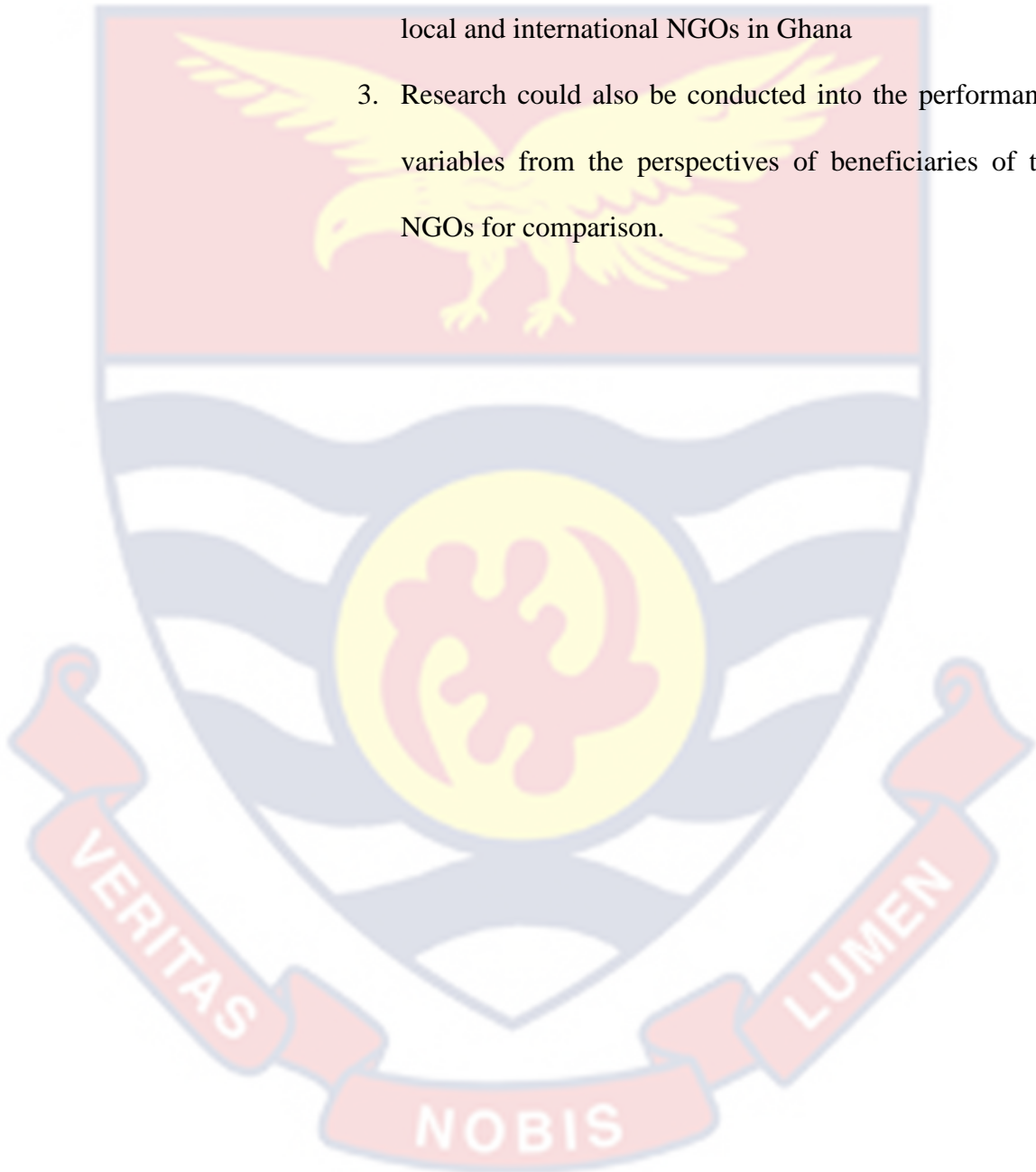
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APPENDIX 1

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

DEPARTMENT OF AGRICULTURAL ECONOMICS AND

EXTENSION

Dear respondent,

This is a study on; 'The effect of human resource development strategies on organisational performance of local NGOs in the Central Region of Ghana'. It is in partial fulfilment of a requirement for the award of a Masters in Philosophy degree. I would be very grateful if you could help answer this questionnaire for me. This is purely for academic purpose and your response will be treated with the strictest confidentiality and anonymity. Thank you for your time and co-operation.

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	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					
	Recruitment: How do you recruit employees in your NGO?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	Through competitive examination					
2	Through individual application to each post					
3	Both, depending on the post/categories					
4	All vacancies are published					
5	Recruitment are made with various panel including the HRM Department and/or recruitment cabinets					
6	Recruitment procedures are organised to effectively avoid subjective judgement and discrimination against categories of people including women, people with disabilities and religious backgrounds					
7	Quotas are used for gender inclusion					
8	The recruitment process initiated by Management					
9	Recruitment is managed by agencies					
10	Recruitment is managed by the organisation itself					
11	Current reforms are related to the recruitment procedures					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					

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	Training: How do you train employees in your NGO	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	Our NGO has a policy that guides training of employees					
2	Employees receive initial training after entry					
3	Continuous training is linked with individual career path					
4	Employees undergo regular training					
5	Staff can apply for training programmes including contractual employees					
6	Employees are allowed to engage in trainings they consider helpful to them					
7	There are current reforms to be carried out on training					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					
	Supervision: How is supervision of employees done in your NGO?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	There are clear cut levels of management in relation to supervision					
2	Supervision is more of mentorship in my NGO					
3	Supervision is more of teamwork					
4	There are standard operation procedures in supervision					

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		1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
5	Senior management regularly monitors supervisors in their line of authority.					
6	Supervisors are regularly monitored to ensure that they are not abusing their authority					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45=5=Very Much Agree					
	Motivation: How do you motivate your employees in your N.GO?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	There is yearly/regular salary increment					
2	Allowances are paid when necessary					
3	There are prompt promotions when they are due					
4	Awards for excellent performance are given at the appropriate times					
5	End of year benefits are given					
6	Career improvement opportunities are available for employees					
7	Recognition for exceptional performance					
8	Employees are made to feel belonged to the organisation					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45=5=Very Much Agree					

	Retention: How do you retain employees in your NGO	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	By ensuring job security					
2	By providing promotion opportunities					
3	Good welfare measures					
4	Good working environment					
5	Job rotation and new assignment					
6	Help in career development					
7	Location transfer opportunities and promotions					
8	Management support for higher education					
9	Training and development programmes					
10	Reward and recognition					
11	Fringe benefits are paid					
12	Workers participate in management activities					

PART TWO: OUTCOME OF HUAMN REOURCE DEVELOPMENT STRATEGIES

	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					
	Effectiveness: How will you rate the effectiveness of your employees over the last five years?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	Recruited employees are well integrated into the organisation					
2	Recruited employees are conversant with the vision					

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	and mission of the organisation				
3	Recruited employees' contribution to the organization's growth quite significant				
4	There is high commitment on the path of the recruited employees				
5	Management is satisfied with the performance of recruited employees				
6	The organization can be described as stronger as a result of the employees' presence				
7	Recruitment of employees over the last three years can be described as successful				
8	There is better uniformity of procedures among the workers				
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree				
	Efficiency: How will you rate the efficiency of employees your employees over the last five years?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	Recruited employees are well integrated into the organisation				
2	Recruited employees are conversant with the vision and mission of the organisation				
3	Recruited employees' contribution to the				

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	organization's growth quite significant					
4	There is high commitment on the path of the recruited employees					
5	Management is satisfied with the performance of recruited employees					
6	The organization can be described as stronger as a result of the employees' presence					
7	Recruitment of employees over the last three years can be described as successful					
8	There is better uniformity of procedures among the workers					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					

	Efficiency: How will you rate the efficiency of employees your employees over the last five years?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	Trained employees are able to make better economical use of materials and equipment					
2	Wastage is low and mistakes are fewer					
3	Cost of production is low as a result of the trainings					
4	Trial and error approach of to work is lessoned significantly					
5	Productivity significantly improved					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					

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	Morale: How will you rate the morale of your employees over the last five years?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	There is better bonding between supervisors and subordinates					
2	There is higher performance by supervised employees					
3	There are less complaints by supervisors about their subordinates					
4	There mentoring between supervisors and supervised employees					
5	Morale is boosted among supervised employees					
6	There is improved skills among supervised employees					
7	There is better understanding between supervisors and supervised employees					
8	There are less complaints among employees					
9	Employees morale can be described as have been boosted					
10	Employees' absenteeism and lateness to work has reduced significantly					
11	There is better uniformity of procedures among employees.					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					
	Satisfaction: How will you rate the effect of satisfaction your	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5

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	employees over the last five years?					
1	Employees' commitment has increased significantly					
2	There is improved employee satisfaction					
3	Employees feel more appreciated by management					
4	Employees feel more motivated to work					
5	Employees' basic needs are satisfied					
	Likert Scale:1-1.44= Very Less Agree ; 1.45-2.44=Less Agree; 2.45-3.44=Moderately Agree;3.45- 4.44=Much Agree; 4.45-5=Very Much Agree					
	Turnover: How will you rate the retention of employees in your NGO over the last five years?	1-1.44	1.45-2.44	2.45-3.44	3.45- 4.44	4.45-5
1	There is less staff turnover in the last five years					
2	There is improved employee loyalty to the organization					
3	Employees feel part of the organization					

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