UNIVERSITY OF CAPE COAST

CORPORATE GOVERNANCE AND EMPLOYEE PERFORMANCE : A STUDY OF ST. DOMINIC HOSPITAL, AKWATIA

FRANCIS KYEREBOAH

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BY

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DECLARATION

Candidate's Declaration

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

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

Name: Francis Kyereboah

Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

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

Name: Rev. George Tackie

ABSTRACT

This study examines the effect ofelements of corporate governance on employee performance at St. Dominic Hospital, Akwatia. The literature reviewed discusses five variables of employee performance, organisational culture, organisational leadership, organisational structure, and internal systems and control. Data was collected, using a questionnaire, from a sample of 14 management members, 86 senior staff and 66 junior staff. Data obtained from each respondent was then entered into excel and statistically analysed using stata 11. Through simple correlation analyses, it was concluded that there is a moderate significant relationship between employees' performance and the elements of corporate governance studied. The study also found that there is a moderate significant relationship between employees' performance and leadership style. Moreover, it was found that there is a significant relationship between employees' performance and internal systems and control and organisational culture. However, there was no significant relationship between employees' performance and organisational structure. It was again found that corporate governance practices have direct influence on the performance of employees.This study therefore, provides a new dimension to corporate governance practices and employees' performance, foundation for new policy direction in organizations. This implies that Boards and owners of organizations have to intensify their interest in the organizational culture, structure, leadership styles, and control systems exhibited in their institutions to ensure improved employee performance for overall corporate growth.

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My profound gratitude first of all goes to Reverend George Tackie, my supervisor. I owe you a special debt of gratitude for your excellent guidance throughout this work and positive criticism that has resulted in the timely completion of this work. God richly bless and increase you abundantly, Sir.

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And finally, to all who encouraged, prayed and supported me in diverse ways, May the Almighty God bless you richly.

DEDICATION

To my wife, Bernice Obuobi and my son, Obrempong Obuobi Kyereboah.

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CHAPTER ONE

INTRODUCTION

Introduction

This chapter discusses the background to the study, the statement of the problem, the purpose of the study, objectives guiding the study, hypothesis, the significance of this study, delimitations of the study and how the chapters have been organized.

Background to the Study

The contribution of employees to the success of businesses cannot be over-emphasized. However, employees have on several occasions been the prominence they deserve in decision making despite their role in ensuring the success of their organizations. Employees are mostly not involved in the decision making process of their organizations regardless of the enormous interest and power they possess, resulting in the failure of such decisions to achieve the purpose. This phenomenon has generated interest of researchers and business enthusiasts.

In recent times, there has been increasing attention on corporate governance hence the recent upsurge of interest in researches on corporate governance (Olannye & Anuku, 2014). Performance (of employees) has a link with good corporate governance for viable organizational success (Attiya & Iqbal, 2010). Agrawl and knoeber (1996) defines corporate governance as a system which has twofold mechanism to control and direct organizations; it can either be external or internal mechanism. They further assert that external interest parties to an organization define the external mechanismsas shareholding policy and outside block holding and so on. According to Agrawl and knoeber (1996) again, firm's decision makers (Board of Directors) decide the internal mechanisms like size of board, remunerations and other internal policies on organizational structure, culture, systems and control among other elements of corporate governance. This implies that the performance of employees is influenced by the corporate governance practices of an organization. Elements like remuneration, organizational structure and culture have the tendency to significantly affect employees' performance in an institution.

Performance of organizations, and for that matter employees' performance has been linked to corporate governance practices (Love, 2011). The corporate landscape is populated with employees who are considered the most valuable assets in organizations (Nmashie & Delle, 2014). Nmashie and Delle, (2014)reiterates that since employees constitute the lifeblood of organizations, effective corporate governance creates employees who have corporate conscience to be able to exhibit the kind of behaviour required to produce good organizational results.

Corporate governance is founded on the basis that organizations should not just be managed well but run effectively and internally regulated, both formally and informally (Parker, 2006). The European Corporate Governance Institute (ECGI) stresses the significance of employees in the corporate governance landscape of organizations by stating that employees should be well-thought-out within the domain of the 'best interest of the company' (Donald

&Dowling, 2000-2001); and that employees should be given the chance to be part of the decision-making process of organizations(Supra, 1987), to ensure employee productivity.

Organizational culture, structure, leadership styles exhibited by management, and internal control mechanisms (Elements of Corporate Governance) which are mostly designed and developed by the Board of Directors of Organizations for implementation by management has a direct implication on the performance of employees.

Some of the theories underpinning this study are: Agency theory, Stewardship theory and Stakeholder theory.Whiles the Agency and stewardship theories dwell more the relationship between the owners of a business (principals) and appointed managers (agents) who are expected to work in the interest of the owners, the Stakeholder theory, breaks down the interest groups and prescribes the need to meet the competing interests including the interest of employees. It is imperative to note that organizations succeed through its employees therefore the need to examine the relationship between elements ofcorporate governance and employees' performance.

Statement of the Problem

Even though surfeit of studies on corporate governance exist, very few have investigated the link between the elements of corporate governance studied and employee performance. For instance, studies have examined the relationship between corporate governance and organizational performance, and corporate governance and customer satisfaction (Al-Qudah, 2012; Duke II & Kankpang, 2011). In Ghana, Nmashie and Delle (2014) examined Good Corporate Governance and Employee Job Satisfaction: Empirical Evidence from the Ghanaian Telecommunication. They underscored in their work that although a plethora of studies on corporate governance exist, none has investigated the connection between corporate governance and employee job satisfaction. Same can be said of the health sector of Ghana which is predominantly labour intensive.

However, literature reveals the importance of employees power in organizational engagement (Claydon & Doyle, 1996). Employees have been identified as important stakeholders among all others and therefore can be expected to have the biggest influence in terms of stakeholder engagement (Greenwood, 2007).

Corporate governance structures influences the day to day performance of employees in organizations. Lack of internal controls leads to leakage of organizational resources which has the tendency to adversely affect the supply of inputs and materials that are needed by the employees to do their jobs. This makes employees unproductive. Properly laid down Structures (organogram, reporting lines and so on) allow for smooth and seamless flow of work and ensure proper monitoring of employee performance. Without proper structures, there is power play among workers and loss of manpower hours which greatly affects employee performance. Again, every situation requires a particular leadership style to handle. The ability to motivate, counsel and encourage workers leads to increased employees' performance. Organizational culture is the way of life in an organization. Where rules and procedures are not clearly spelt out with accompanying deterrent mechanisms, employees spend more time arguing, fighting, and disagreeing on issues and in attempting to resolve such conflicts. These adversely affect their output.

This study therefore seeks to study the relationship between corporate governance elements (Structure, culture, leadership styles and control systems) and employee performance. It is hoped that the provision of such vital information would inform better strategy in improving the corporate governance practices which will lead to higher employee performance in St. Dominic Hospital.

Purpose of the Study

The purpose of this study is to examine the relationship betweencorporate governance onemployee performance at St. Dominic Hospital, Akwatia.

Objectives of the Study

The study is guided by the following objectives. These are to:

1. determine the relationship between leadership style of managers and employee performance of St Dominic Hospital, Akwatia;
2. determine the relationship between internal control systems and employee performanceof St Dominic Hospital, Akwatia ;
3. determine the relationship between organizational culture and employee performanceof St Dominic Hospital, Akwatia; and
4. determine the relationship between organizational structure on employee performanceof St Dominic Hospital, Akwatia.

Hypotheses

The study was aimed at examining the relationship between employee performance, and elements of corporate governance (organizational culture, leadership, structure, and systems and control) in St. Dominic Hospital, Akwatia. Four research hypotheses were generated:

Hypothesis one

H_0: There is no significant relationship between leadership style of managers and employees performance.

Hypothesis Two

H_0: There is no significant relationship between internal controls and employees' performance.

Hypothesis Three

H_0: There is no significant relationship between organizational culture and employees' performance

Hypothesis Four

H_0: There is significant relationship between organizational structure and employees' performance.

Significance of the Study

Organizations are not just responsible to their clients, but also their employees to the extent that their welfare is paramount to organizational progress and sustainability. This falls in line with the assertion that an organizations' corporate responsibility towards the workforce relates to the payment of wages and benefits (Kharbanda, 2012). Wages and benefits relate to employee job satisfaction, and satisfaction of employee's needs creates a positive feeling between an organization and its employees (Tenkorang & Mintaa, 2012), the baseline for employee performance. Therefore, the relevance of employee performance in organizations cannot be over emphasized, hence this study into corporate governance and employee performance.

The findings will help establish the strengths and weaknesses in corporate governance practices in St. Dominic hospital, Akwatiaand also offer the management board of the institution first-hand information on the relationshipbetween employees' performance and the elements of corporate governance studied to assist the Catholic Diocesan of Koforidua Health Service Board's quest to achieving greater overall organizational performance through enhanced employees performance. Society in general will benefit from this study. This is because the findings of the study will be available to other organizations and groups who desire to implement good corporate governance structures. The study will also serve as source knowledge for further studies.

Delimitation of the Study

This study among other things is limited in scope. It would have beenbetter if the researcher included some more health facilities to be able to draw the similarities and differences in the results and findings and make the work more representative of the Ghanaian health sector. Also, due to broad nature of governance, this study focused on some of its elements: organizational structure, leadership styles, control systems and culture.

Limitations of the Study

The study was limited by time, sample size and availability of information. Even though there are many hospitals in the Eastern Region, only one was selected for the study. Financial constraint was another major limitation. As a result of these limitations, the findings of this study must be applied cautiously.

Organisation of the Study

This research work is grouped into five chapters. Chapter one focuses on the introduction to the study: background of study; statement of the problem; objectives of the study; research hypotheses; justification of the study delimitation of the study and organization of the study.

Chapter Two looks at review of literature in the study area whiles chapter three of the research borders on the research methodology. Issues under this chapter includes: research design, the study area, the population of the study, the sample size, the sampling technique, data collection method and instruments, and techniques for data analysis. Chapter Four covers data analysis and interpretation. It also contains the presentation of the analysed data and the interpretation related to it.

Finally, chapter five is made up of the report on the summary of the findings from the research, the conclusions made and the recommendations put forward by the researcher.

Chapter Summary

This chapter presented introduction to this study. The background to the study, statement of the problem, purpose of the study, objectives of the study and hypotheses were all covered. Also, the significance of the study, delimitations, limitation and how the entire work is organized are fully presented, forming the foundation and direction for the study.

CHAPTER TWO

REVIEWOF RELATED LITERATURE

Introduction

This chapter reviews the practice of good corporate governance and the principles of improving corporate governance in developing countries. It presents the benefits of good corporate governance practice. It also examines empirical studies on elements corporate governance and employee performance. It reviews works of other writers and researchers in the area of employees' performance in organizations and corporate governance practices in general.

Corporate Governance Elements

Elements of corporate governance are typically universal and considered upto certain extent as per the purview of corporate governance. Kelley & Drew (Drew, Kelley, and Kendrick, 2006) categorized corporate governance elements as the CLASS, which refers to Culture, Leadership, Alignment, Systems, and Structure. The CLASS model was designed to assess the risk, corresponding to strategic management in a firm which in a way affect the firm and employee performance. Other corporate governance elements includes shareholders, board members, committee members and managers engaged in a responsible way to set up a culture which potentially exploits the individual qualities under the leadership spotlight (CII, 2010; Ranjana, 2007; Sangmi and Jan, 2014).

Other models also referred to the elements of corporate governance as policies pertaining to a combined communication between laws, procedures, practices and implicit rules with prime efficacy. This created the atmosphere to make managerial decisions which is formed in consent with corporal claimants as shareholders, creditors, customers and employees (CII, 2010). An effective corporate governance model defines a set of objectives implying a goal, lists the required components and resources to achieve those objectives, as well as deploying an organizational structure to implement & control the behaviour underneath to achieve the goal(Megha Munjal, 2015).

Anon, (2012, p225) states “Core corporate governance elements are people, processes and the technology for most of the frameworks”. Swarup,(2011) also indicate that the major elements of corporate governance within the banking structures are: shareholders, stakeholders, board members, committee members and management teams. The shareholders elect the board members based on their experience, leadership qualities, mutual understanding, foresight on financial knowledge, opinion review & analytics, and negotiation skills. Shareholders further elect members for the committees such as risk management committee, audit committee and compensation committee etc. These committees outline the oversight roles for Chief Executive Officers (CEO’s) and team auditors. Further classification for the roles is on execution levels, which are chiefly determinant of managers and their capabilities to assess the resources and strategically use them to achieve the targets. To commence with the corporate governance practices, the role of board members is envisaged as a group of leaders, who understand the capabilities of other human resources and use them in the best possible way for strategic planning and implementation. It is also an enabler for the essential risk assessment and generating operational leadership guidelines to navigate from theories to implementation part (Anon, 2012).

Theoretical Review

This section looks at some relevant theories underlying the topic studied and its application. Three theories (agency, stakeholder and stewardship) that relates to corporate governance and employees have been reviewed.

Agency theory

Agency is a contract under which one or more persons (principals) absorb other persons (agents) to perform some services on their behalf that involves delegating some decision-making authority to the agents (Jensen & Meckling, 1976). It is a known fact that the principal-agent theory is generally considered the first point for any debate on the issue of corporate governance emanating from the classical thesis on The Modern Corporation and Private Property by Berle and Means (2002).

According to classical thesis, the fundamental agency problem in modern firms is predominantly due to the separation between finance and management. Contemporary firms are seen to suffer from separation of ownership and control and therefore are run by professional managers (agents) who cannot be held accountable by dispersed shareholders. This makes it imperative for owners (principals) of businesses to ensure that the right structure, culture, leadership and systems are put in place to enhance organizational performance which is greatly influenced by the employees of their organizations.

Stakeholdertheory

The stakeholder theory appears better in explaining the role of corporate governance than the agency theory by emphasizing the various constituents of a firm. That is, creditors, customers, employees, banks, governments, and society are regarded as relevant stakeholders. John and Senbet (2004) offer a comprehensive review of the stakeholders theory of corporate governance which points out the presence of many parties with competing interests in the operations of the firm. They also underscore the role of non-market mechanisms such as the size of the board, committee structure as important to firm performance.

Employees possess some level of power and interest in the operations of an organization. The performance of employees is fundamental to the success of any organizations. It is therefore essential to involve same in the corporate governance process of any institution.

Stewardship theory

The stewardship theory debate against the agency theory posits that managerial opportunism is not relevant (Davis, Schoorman, & Donaldson, 1997; Donaldson & Davis, 1991; Muth & Donaldson, 1998). The stewardship theory says a manager's objective is primarily to maximize the firm's performance because a manager's need of achievement and success are fulfilled when the firm is performing well. One key distinctive feature of the theory of stewardship is that it replaces the lack of trust to which agency theory refers with respect for authority and inclination to ethical behaviour. The stewardship theory considers the following summary as essential for ensuring effective corporate governance in any entity:

1. Concept of corporate governance

Corporate governance has become a thought-provoking area for practical research among academics and practitioners in recent times. A plethora of definition has been provided to facilitate understanding and meaning of corporate governance. Magdi and Nedareh (2002) defined corporate governance as everything about day–to-day operation of an organization in a way that guarantees that its owners or stockholders receive a fair return on their investment, while the expectations of other stakeholders are also met. Similarly, Collier (2005) defined corporate governance as the way companies are managed, directed and controlled. With regards to the above definition, we can remark that corporate governance is the building block of organizations as well as the inspired of good employee behaviour. This is because an organization with effective corporate governance is one that safeguards the welfare of employees.

2. Internal corporate governance controls

Internal corporate governance controls monitor activities and then take corrective action to accomplish organizational goals. Examples include:

i. Monitoring by the board of directors: The board of directors, with its legal authority to hire, fire and compensate top management, and safeguards invested capital. Regular board meetings allow potential problems to be identified, discussed and avoided. Whilst nonexecutive directors are thought to be more independent, they may not always result in more effective corporate governance and may not increase performance (Bhagat

& Black, 2002). Different board structures are optimal for different firms. Moreover, the ability of the board to monitor the firm's executives is a function of its access to information.

ii. Internal control procedures and internal auditors: Internal control procedures are policies implemented by an entity's board of directors, audit committee, management, and other personnel to provide reasonable assurance of the entity achieving its objectives related to reliable financial reporting, operating efficiency, and compliance with laws and regulations. Internal auditors are personnel within an organization who test the design and implementation of the entity's internal control procedures and the reliability of its financial reporting.

3. Corporate governance structures

These are usually organized in either a centralized or decentralized manner. A centralized organization will typically place decision making authority with those who are in top management positions. The structure of the organization is a horizontal hierarchy. Decentralized corporations on the other hand give front-line employees and managers the authority to make and execute strategic decisions. Most corporate governance structures are comprised of a board of directors, an executive management team, and departments that may be organized according to function, division, or a combination of both. The board of directors usually represents the highest level of power, control, and authority in an organization. They vote on company directives and help shape executive strategies. In terms of publicly owned corporations, the board of directors also acts as a sort of liaison between the company's executive management team and its shareholders.

A centralized organization's structure makes front-line staff and managers responsible for implementing the policies and procedures of executive management. Of the two main corporate governance structures, it allows the least amount of creativity and flexibility for its staff. They are usually not involved in the decision making process that directly affects how they perform their jobs. Some organizations solicit feedback from front-line employees, but implementation of those suggestions can often be delayed or brushed aside.

Empirical Review

Good corporate governance practice

Du Plessis, Hargovan, Bagaric, Bath, Jubb, and Nottage (2011) and Farrar (2008) points out that corporate governance has become a significant worldwide issue because of the downfall of businesses like World Com, HIH, and Enron. Zheka (2006) reiterates that because firms represent more than 90% of productivity worldwide, corporate governance is one of the essential, initial ingredients for long-term economy and the power of companies (Ibrahim & Samad, 2011). That is, corporate governance is an essential element for a firm's performance and for the overall growth of a country's economy (Brav, Jiang, Partnoy, & Thomas, 2008). Different countries and markets however, have used the basic common guidelines of the OECD Principles to bring about good codes of corporate governance practice (Gul & Tsui, 2004; Maher & Andersson, 2000). Good governance means 'little expropriation of corporate resources by managers or controlling shareholders, which contributes to better allocation of resources and better performance' (Ali Shah, Butt, & Hassan, 2009, p19). Furthermore, good corporate governance shows a harmonizing role in terms of expediting the performance of firms in both developed and developing countries. However, there are differences in the social and economic circumstances of developing and developed countries, the structure of corporate governance within each country might vary. This may result in differences between the relationship of corporate governance and the value of firms in developed and developing financial markets (Rashid & Islam, 2008). Several studies have examined the relationship between corporate governance and firm performance. They include; (Bauer, Frijns, Otten, & Tourani-Rad, 2008; Ehikioya, 2009; Gürbüz', Aybars, & Kutlu, 2010). The outcomes of these researches emphasized the positive impact of good corporate governance on corporate performance.

The studies mentioned above show that good corporate governance improves firm performance and enables access to outside capital, which contributes to added sustainable economic development (Maher & Andersson, 2000). Corporate governance is responsible to a number of stakeholders, including shareholders, managers, employees, customers, suppliers, labour unions, providers of finance, regulators and the community (Jhunjhunwala & Mishra, 2009).

In addition to improving a firm's performance, Ammann, Oesch and Schmid (2011), Al-Khouri (2006), Henry (2008), Sulong and Nor (2010), Chhaochharia and Grinstein (2007), Balasubramanian, Black and Khanna (2010), Garay and Gonzalez (2008), Lee and Chen (2011)) and Chong, Guillen and Lopez-De-Silanes (2009) provide strong evidence of a significant relationship between firm-level corporate governance structure and higher firm valuation, and that practicing better corporate governance consequently leads to higher valuations in emerging markets.

Auditing under corporate governance mechanisms assistsin developing proper internal controls, to develop efficiency and stop fraud, and improve the quality of internal audits and increase their independence. This however reduces the expectation gap between the audit and the user (Goodwin & Seow, 2002; Krishnan, 2005; Lennox & Park, 2007). Ebaid (2011)ascertains that strong corporate governance augments the quality of the financial reporting process and therefore enhances auditors' decisions. Furthermore, Mitra, Hossain and Deis (2007), O'Sullivan (2000) and Salleh, Stewart and Manson (2006) examine the association between good corporate governance mechanisms and the quality of auditing, emphasizing that corporate governance has a positive impact on the quality of auditing. Lennox and Park (2007) also find that more independent audit committees seem to promote auditor independence because they are less likely to select an audit firm where key company officers are the alumni of that firm. Asare, Davidson and Gramling (2008) also report that the quality of audit committees influences internal auditors' fraud risk assessments.

Corporate governance practice in developing countries and emerging economies

McCarthy and Puffer (2002) discovers that corporate governance is imperative in refining market economies and civil societies in developing countries. Studies into corporate governance have been given attention in various developing countries. For example, Solomon, Lin, Norton, & Solomon (2003) provide evidence of the attitudes of Taiwanese company directors towards the role and function of the board of directors in Taiwanese corporate governance, examining that corporate governance reform has been highlighted by Taiwanese company directors. Bhuiyan and Biswas (2007) assess the actual corporate governance practices of 155 listed public limited companies in Bangladesh. In China studies showed that corporate governance practices of 100 of the largest Chinese listed companies from 2004 to 2006 indicate that Chinese companies have been developing corporate governance reform (Cheung, Jiang, Limpaphayom, & Lu, 2010). Abu-Tapanjeh (2009) also analyses the OECD Principles of Corporate Governance from an Islamic perspective.

Several studies have examined the level of compliance by companies in developing countries with a national code of corporate governance and international principles. For instance, Campell, Jerzemowska and Najman (2009) examined the reasons for non-compliance by Polish listed companies with aspects of the Polish code of corporate governance Best Practices in 250 Public Companies on the Warsaw Stock Exchange in 2005. Olayiwola (2010) also evaluated the practice and standard of corporate governance in Nigeria using the banking industry as a case study. Krambia-Kapardis and Psaros (2006) explored the levels of compliance with the Code by companies listed on the Cyprus Stock Exchange, including the corporate governance report in the annual reports, and then evaluated and compared the Code in 46 companies. These studies provide evidence that there is a gap between the code of corporate governance and its compliance, and weak or non-existent enforcement. In addition, the majority did not comply with all major elements of the Code, and corporate governance is at an early stage in developing countries.

Some studies have been carried out on the level of corporate governance disclosure in companies. Tsamenyi, Enninful-Adu and Onumah (2007) utilizes disclosure scores to study the corporate governance practices of Ghanaian listed firms, as well as the extent to which factors such as ownership structure, dispersion of shareholding, firm size and leverage influence disclosure practices from 22 listed companies on the Ghana Stock Exchange. Pahuja and Bhatia (2010) study the determinants of corporate governance disclosure practices in the annual reporting of 50 Indian listed companies. Betah (2013) also studies the level of corporate disclosure and transparency using the 2007–2008 annual reports of registered companies in Zimbabwe.

Some studies also studied the state of the implementation of regulatory systems. Siddiqui (2010) investigates the progress of corporate governance regulations in emerging economies using the case of Bangladesh to analyse the corporate environment and corporate governance. The study discovers that there was an absence of regulation by the professional bodies in the development of corporate governance regulations in Bangladesh. Yang, Chi and Young (2011) also found that Chinese regulatory bodies have made a significant effort to enhance the corporate governance of listed firms.

From the above literature review, developing countries attempt to ensure market transparency; investor protection and effective management in order to ensure better development of the securities market are noticeable. Therefore, developing countries have been paying increasing attention to corporate governance and trying to investigate corporate governance practice.

Barriers and enablers affecting the implementation of good corporate governance

Several challenges affect corporate governance practice in developing countries. These include; weak law enforcement, abuse of shareholders' rights, lack of responsibilities of the boards of directors, weakness of the regulatory framework, lack of enforcement and monitoring systems, and lack of transparency and disclosure (Okpara, 2011). Wanyama, Burton and Helliar (2009) examine the impact of several factors on corporate governance, including: political, legal, regulatory and enforcement frameworks; social and cultural factors; economic environment; accounting and auditing framework; corruption and business ethics; and governmental and political climates. In addition, Kaur and Mishra (2010) also study the reasons for the failure of corporate governance, including a lack of incentives, poor external monitoring systems, weak internal control and ineffective top leadership.

Ali, Qader Vazifeh and Moosa Zamanzadeh (2011), who examine associations between the Iranian culture and the degree of implementation of the principles of corporate governance in Iran, indicates that the traditional culture is one of the obstacles to the improvement of corporate governance in Iran. Similarly, Rafiee and Sarabdeen (2012) also report that the national culture is one of the barriers thwarting the effective implementation of corporate governance in emerging markets. Furthermore, Baydoun, Maguire, Ryan and Willett (2013) study corporate governance in five developing countries and report that the cultural and religious characteristics of societies affect honesty and trust, which are the key elements of an effective governance framework.

McCarthy and Puffer (2002) show that there are some factors related to corporate governance practice, namely: legal and political influences, social and cultural influences, economic influences, technological influences, and environmental factors. In their research on corporate governance practices among Asian companies, Cheung, Connelly, Jiang and Limpaphayom (2011) indicate that the management view is that the costs associated with good corporate governance practice outweigh the benefits. Dahawy (2007) examines the overview of the improvement of the level of corporate governance disclosure based on information from thirty companies listed on the Cairo Alexandria Stock Exchange. The paper reports that the disclosure level is as low as in other developing countries due to a lack of education concerning the needs and benefits of corporate governance.

Adekoya (2011) investigates the challenges to corporate governance reforms with the 2003 Securities and Exchange Commission's (SEC) code of best practices to Nigeria's 2006 Code of Corporate Governance. The research finds that governance is challenging in Nigeria because of a weak regulatory framework, high poverty, unemployment, collapse of moral values, low standard of education and institutionalised corruption. Nganga, Jain and Artivor (2003) also indicate that many developing countries have a code of governance based on the OECD Principles of Corporate Governance, the foundation of institutes of directors and international accounting standards, but that the enforcement of laws lacked efficiency. The authors suggest that education must be increased and improved because the benefits of good corporate governance for developing countries are extensive.

Mulili and Wong (2011) emphasizes that less developed countries have to adopt more effective corporate governance to resolve these problems and develop new practices to tackle the different features of corporate governance that exist in their developing economies. Accordingly, Saidi (2004)indicates that the following enablers should be employed in developing countries to improve corporate governance: reduce the cost of the implementation of corporate governance through training and other means of support; develop incentive programs for compliance companies with principles of corporate governance; learn from the experiences of other developing countries relating to corporate governance practice; develop a capital market in the country; participate in international events, conferences, meetings and committees dealing with corporate governance;

conduct research relating to corporate governance; and initiate regional corporate governance partnership programs with international organisations.

Aljifria and Khasharmeh (2006) suggest that adopting the International Accounting Standards to develop accounting practices and the profession will improve the quality of financial reporting. In addition, the authors recommend creating an effective accounting education system to update regulations and policies surrounding the accounting systems and to establish accounting development centres. Ayandele and Emmanuel (2013) also recommend that the practice of good corporate governance in developing countries should be based on learning from the experiences of other countries. The OECD evaluates the role of stock exchanges in promoting good corporate governance outcomes in 2009, concluding that the development of stock exchanges plays an important role in creating effective corporate governance frameworks among listed companies (OECD, 2012).

Harabi (2007) indicates that the possible ways to enhance corporate governance include the establishment of institutes of directors for training, the dissemination of best practices and the issuance of guidelines about the size of the board, the constitution of committees, and other useful practices. In line with these submissions, institutes of directors have been created in different countries, such as the Hawkamah Institute for Corporate Governance. Olayiwola (2010) recommends that raising awareness of, and commitment to, the value of good corporate governance practices among stakeholders, as well as a functional and responsible board of directors, the active role of internal and external auditors, and adequate and comprehensive information disclosure and transparency, could enhance the implementation of corporate governance.

Corporate Governance and Employee Performance

Exploring the benefits of corporate governance has been given extensive attention over the past decade (Cheung, Jiang, Limpaphayom, and Lu, 2008; Ertugrul and Hegde, 2009). Hence, many researches now shed light on the relationship between corporate governance and firm performance in developed countries (Bauer, et al., 2008; Bhagat & Black, 2001; Black, Jang, & Kim, 2006; Brown & Caylor, 2004; Lehn, Patro, & Zhao, 2007; Schmidt, 2003). However, less study has been conducted on the association between corporate governance and firm performance in developing countries (Haat, Rahman, & Mahenthiran, 2008; Kajola, 2008; Lamport, Seetanah, & Sannassee, 2011).

Furthermore, empirical studies have mainly focused on specific dimensions or attributes of corporate governance, including: board size (Anderson, Mansi, & Reeb, 2004; Brown & Caylor, 2004; Yasser, Entebang, & Mansor, 2011; Yermack, 1996), board composition (Bhagat & Black, 2002; Chung, Wright, & Kedia, 2003; Coles, McWilliams, & Sen, 2001; Hermalin & Weisbach, 2003; Hutchison & Gul, 2003; Javid & Iqbal, 2008; Weir, Laing, & McKnight, 2002), audit committees (Abbott, Park, & Parker, 2000; Anderson, et al., 2004; Brown & Caylor, 2004; Ho, 2005; Klein, 2002a, 2002b) and leadership structure (Brickley, Coles, & Jarrell, 1997; Coles, et al., 2001; Heenetigala & Armstrong, 2011; Weir & Laing, 2000; Weir, et al., 2002).

Some researchers have argued that the investigation of a special or particular characteristic of corporate governance might not reflect the influence of governance, and they have tried to evaluate the overall relationship between corporate governance and firm performance (Bauer, et al., 2008; Odegaard & Bøhren, 2003). This observation is supported by Cheng, Evans and Nagarajan (2008), whose research reveals that while the findings of previous researches are still inconclusive, much has been learned from them: 'One possible explanation is that these corporate governance attributes are working simultaneously. In some cases, they may substitute for each other, while in other cases they may be complementary'.

Brown and Caylor (2004) examine fifty-one factors in eight categories: board of directors, audit, charter/bylaws, director education, executive and director compensation, progressive practices, ownership, and state of incorporation, based on a dataset of the Institutional Shareholder Service for 2,327 US firms. The results show that better-governed firms are relatively more profitable, more valuable and pay more cash to their shareholders. De Toledo (2007) also builds a governance index for a sample of 97 Spanish non-financial public companies to test corporate governance with performance. The results indicate a significant relationship between governance and performance. Furthermore, the author concludes that Spanish firms could reduce the low level of investor protection holdings in the country by implementing better standards of governance. Lamport, Seetanah and Sannassee (2011) also examine the association between the quality of corporate governance and firm performance among a sample of top 100 Mauritian companies. The authors utilise an index of governance, including 17 factors from the literature and the Code of Corporate Governance that is applicable to Mauritius. Analysis from the study results show that there is no overall difference in the performance of companies that have poor and excellent quality of governance.

Schein (1999) points out that organizational culture is even more important today than it was in the past. Globalization, increased competition, mergers, acquisitions, alliances and various employee developments have created a greater need for harmonization and integration across organizational units in order to increase competence, value and speed of designing, manufacturing and distributing products and services; product and strategy innovation; process improvement and the ability to successfully introduce new technologies and programs; effective management of dispersed work units and increase work for diversity; cross cultural management of global enterprises and multi-national partnerships; construction of net or mix cultures that merge aspects of culture from what were distinct organizations prior to an acquisition or merger; management of employees diversity; and facilitation and support of teamwork: It becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others (Schein, 1999).

Culture and employee performance

Research shows that a high degree of organization's performance is related to an organization with strong culture and well integrated and effective set of values, beliefs and behaviours (Cameron and Quinn, 1999; Denison and Mishra, 1995; Kotter and Heskett, 1992). However, many researchers have noted that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated (Lewis, 1998; Lim, 1995; Ouchi, 1981; Pascale and Athos, 1981).

Some empirical studies have supported the positive link between culture and performance (Calori and Sarnin, 1991; Kotter and Heskett, 1992). Moreover, studies done by Denison and Mishra (1995) and Kotter and Heskett (1992), have contributed significantly to the field of culture and performance studies whereby contemporary management culture is being treated as variable for a specific research purpose.

Leadership structure and employee performance

Ultimately it is the individual employee who either performs, or fails to perform a task. In order for an organisation to perform adequately, an individual employee must set aside his personal goals, at least in part, to strive for the collective goals of the organisation (Cummings and Schwab, 1973). In an organisational context, the very nature of performance is defined by the organisation itself (Cummings and Schwab, 1973). Employees are of paramount importance to the achievement of any organisation. Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organisational performance (Bass, 1997; Mullins, 1999). The success of an organization is reliant on the leader's ability to improve human resources. A good leader appreciates the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership (Maritz, 1995b; Wall, Solum, and Sobol, 1992). In order to have an effective organization, there must be effective and stimulating relations between the people involved in the organization (Paulus, Seta, and Baron, 1996).

Researchers indicate that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988). Furthermore, it is largely accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behaviour facilitates the attainment of the follower's desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995b; Ristow, Amos, and Staude, 1999). Preliminary research undertaken by Swanepoel, Erasmus, Van Wyk, and Schenk(2000) in a South African context found that outstanding leaders, in terms of effectiveness, are perceived to show a strong and direct, but democratic and participative leadership style, and are seen as agents of change and visionaries who increase organizational performance.

Leadership is perhaps the most methodically investigated organisational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). Winning leaders understand what motivates workers and how the worker's strengths and weaknesses influence their decisions, actions, and relationships. There is agreement in the literature (Bass, 1997; Maritz, 1995b) that leadership is a critical factor in the success or failure of an organisation; excellent organisations begin with excellent leadership, and successful organisations therefore reflect their leadership. Leaders are effective when the influence they exert over their subordinates works towards achieving organisational performance (Jones and George, 2000). Additionally, leadership is often regarded as the single most critical success factor in the success or failure of an institution (Bass, 1997). Dimma (1989) believes that leadership is undoubtedly the critical factor of the success of an organisation, and thus determines organisational performance in the competitive global market.

Research into organisational behaviour in different environments found that transformational leadership has a positive influence on employee performance, and therefore organisational performance (Avolio and Bass, 1997; Ristow, et al., 1999). However, through research by Pruijn and Boucher (1994) it was revealed that transformational leadership is an extension of transactional leadership (Bass, 1997). The difference between these two models is that followers of transformational leadership display performance which is beyond expectations, while transactional leadership, at best, leads to predictable performance (Bass & Avolio, 1994). Ristow (1998) states that transactional leaders were effective in markets which were continually growing and where there was little or no competition, but this is not the case in the markets of today, where competition is fierce and resources are scarce.

Brand, Heyl, and Maritz (2000) have evidently shown that transformational leaders are more effective than transactional leaders, regardless of how "effectiveness" has been defined. Evidence gathered in South African retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany, points towards the marginal impact transactional leaders have on the performance of their followers in contrast to the strong, positive effects of transformational leaders (Brand, et al., 2000). This can be more supported by research conducted by Ristow, et al. (1999), which concluded that there was a positive association between certain styles of leadership and organisational effectiveness within the administration of cricket in South Africa.

Organizational structure and employee performance

Jones (2013) defines organizational structure as the formal system of authority relationships and tasks that control and coordinate employee actions and behaviour to achieve goals in organizations. Organizational structure describes the formal arrangement of jobs and tasks in organizations (Robbins and Coulter, 2007); it describes the allocation of authority and responsibility, and how rules and regulation are executed by workers in firms (Nahma, Vonderembse, and Koufteros, 2003).

Most of the present studies on organizational structure focus on centralization, formalization, and standardization. Centralization refers to the concentration of decision-making authority at the upper levels of an organization (Jones, 2013). In a centralized organization, decision making is kept at the top level, whilst in a decentralized organization; decisions are delegated to lower levels (Daft, 1995). Hage and Aiken (1967) indicate that centralization is composed of a hierarchy of authority and participation. Hierarchy of authority refers to the concentration of decision making authority in performing tasks and duties (Jones, 2013). If the employees are allowed to make their own decisions when performing tasks, there is a low reliance on hierarchy of authority (Hage & Aiken, 1967). Involvement in making decisions refers to the employee participating in decisions in an organization (Hage & Aiken, 1967). Decentralization is found to be related to many work related attitudes and behaviour (Subramaniam & Mia, 2001).

Subramaniam et al (2001) has confirmed that organizational structure is related to work attitudes and behaviour in organizations. The focus of this study is on the relationship between corporate governance (i.e. organizational structure) on employee performance; therefore, a review of the related literature that links organizational structure and work outcomes will be discussed.

Nahma, Vonderembse, and Koufteros(2003) investigated the correlation between various structural dimensions and the performance of the plant, and practices of time-based manufacturing practices in manufacturing firms. Abdul Hameed, Counsell and Swift(2012), examined the impact of ten organizational factors on information technology adoption. Among these factors were three structural dimensions: formalization, centralization, and organizational size. Results showed that neither formalization nor centralization was related to information technology adoption, while organizational size was found to have a moderate relationship with information technology adoption.

Schminke, Cropanzano and Rupp (2002), examined the effect of organizational structure (centralization, formalization, size, and vertical complexity) and fairness perceptions. Their result shows that centralization, formalization, and organizational level exert a strong effect on perceptions of organizational justice. Finally, organizational level moderated many of the relationships between structural dimensions and organizational justice.

Zeffane (1994) explored the relationship between management style (formalization and standardization), centralization, and organizational commitment in public and private sector firms in Australia. Results showed higher commitment among employees in private firms. Additionally, management style was perceived differently among employees in private and public firms.

Systems and control and employee performance

Siddiqui and Podder (2002) study the effectiveness of financial audit of banking companies operating within Bangladesh. For the purpose of this study, the audited financial statements of 14 sample banking companies were analysed. The study finds seven sample companies that have actually overstated their profits due to ineffective systems and control and thus affecting the performance of the firms.

However, the research explores the level of independence, objectivity and competence of the auditors assigned for auditing banking companies. Sawyer (2003) who specified that internal auditing is “a systematic, objective appraisal by internal auditors of the diverse operations and controls within an organization to determine whether (1) financial and operating information is accurate and reliable, (2) risks to the enterprise are identified and minimized, (3) external regulations and acceptable internal policies and procedures are followed, (4) satisfactory operating criteria are met, (5) resources are used efficiently and economically and (6) the organization’s objectives are effectively achieved – all for the purpose of consulting with management and for assisting members of the organization in the effective discharge of their governance responsibilities”.

Savcuk (2007) According to the Institute of Internal Auditors, (IIA, 1991; (Taylor and Glezen, 1991); IIA, 1995) internal auditing is “an independent appraisal function, established within an organization to examine and evaluate its activities as a service to the organization”. By measuring and evaluating the effectiveness of organizational controls, internal auditing, itself, is an important managerial control device (Carmichael, Willingham, and Schaller, 1996), which is directly linked to the organizational structure and the general rules of the business (Cai, 1997).

Concept of Performance Management

Performance is as vital toindividualsas much as it is to organisations. The topic of performance is not a forthright one (Corvellec, 1995). The word “performance” is appliedwidely in all fields of management. Despite the rate of the use of the word, its exactconnotation is rarely explicitly defined by authors even when the main focus of the article or book is on performance. The correct interpretation of the word performance is important and must never be misread in the context of its use. Most often performance is linked or likenedto effectiveness and efficiency (Neely, Gregory, and Platts, 1995). In fact, most of people believe that we can, and will, improve at what we do, and we expect others to improve over time as well (Temple, 2002). Performance is a relative concept defined in terms of some referent employing a complex set of time-based measurements of generating future results (Corvellec, 1995).

Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Ooosthuizen (2004) indicate that pperformance management is a vital part of effective human resource management and development plan (Hellriegel, et al., 2004). Performance management is an on-going and joint process where the employee, with the assistance of the employer, “strives to improve the employee’s individual performance and his contribution to the organisation’s wider objectives” (Hellriegel, et al., 2004). To Noe, Hollenbeck, Gerhart, and Wright (1997) the means through which managers ensure that employee activities and output are consistent with the organization’s goals are referred to as Performance Management. Amos, Ristow and Ristow(2004) define performance management as “the procedure that begins with translating the overall strategic objectives of the organisation into clear objectives for each individual employee”. Performance management can also be seen to integrate all of those aspects of human resource management that are designed to progress and/or develop the effectiveness and efficiency of both the individual and the organisation (Amos, et al., 2004). First-class performance management begins and develops with the employee's lucid understanding of the organisation's expectations (Hendrey, 1995).

To uplift and sustain the level of work performance, managers must look at past individual or team performance to a larger arena of play: the performance management system (J. Campbell, McCloy, Oppler, and Sager, 1993). The success of a performance management system is reliant on the commitment/support of an organisation's management. Performance management systems must be seen to reward personal development and achievement (Hendrey, 1995). Within the performance management field itself, it is important that targets are viewed to be fair and unbiased across all groups. It is imperative that employees have confidence in their work and recognize that management supports them (Baird, 1986; Cherrington, 1994). A good performance management system in place encourages employees to enhance their own performance, promotes self-motivation, and builds and strengthens relationships via open communication between employees and managers (Baird, 1986).

Performance management is determined by two main drives. Firstly, operational reasons which lead and control the system (Temple, 2002). Secondly, on the cultural side, the system can feature as part of the overall drive to build a more open relationship with employees (Temple, 2002). The performance management system sets out to communicate the link between an organisation's mission, strategic direction and the required employee performance (Armstrong and Baron, 1998; Foot and Hook, 1999). A performance management system will be successful if the is effective communication between employees and managers and goal agreement, resulting in complete common understanding and not unfounded expectations (J. Campbell, et al., 1993). A well-executed performance management system is a medium for managers and employees to develop an understanding of what work the mission of the organisation requires, the manner in which this work should be accomplished, and to what extent it has been achieved. Employees should be endowed and receive support from their manager without removing any of the employee's responsibility (Armstrong and Baron, 1998).

Torrington and Hall (1995) identifies three key aspects of the effective performance cycle as planning performance, supporting performance and reviewing performance. Torrington and Hall (1995) recognized performance planning or objective setting as the beginning of the cycle. According to them the first recognizes the importance of collective view of expected performance between manager and employee. The collective view can be expressed in a variety of ways such as traditional job description, key accountabilities, performance standards, specific objectives and essential competencies. In most cases the combination of approaches is necessary. There is a clear trend to use specific objectives with time scale completion in addition to the generic tasks, with no beginning and no end – that tend to appear on traditional job descriptions. Such objectives give individuals a much clearer idea of performance expectations and enable them focus on the priorities when they have to make choices about what to do.

Conceptual Framework

Drew et al, (2006) identified five integrated elements that underpin a firm's ability to manage risks and hence improve the overall organisational performance, engage in effective corporate governance, and implement new regulatory changes: Culture, Leadership, Alignment, Systems, and Structure. Several researches have been made to evaluate performance of organization based upon the elements of corporate governance (culture, leadership style, organisational structure and systems and controls) as they show significant association. The four contributions of the corporate governance elements on employee performance have been defined as follows:

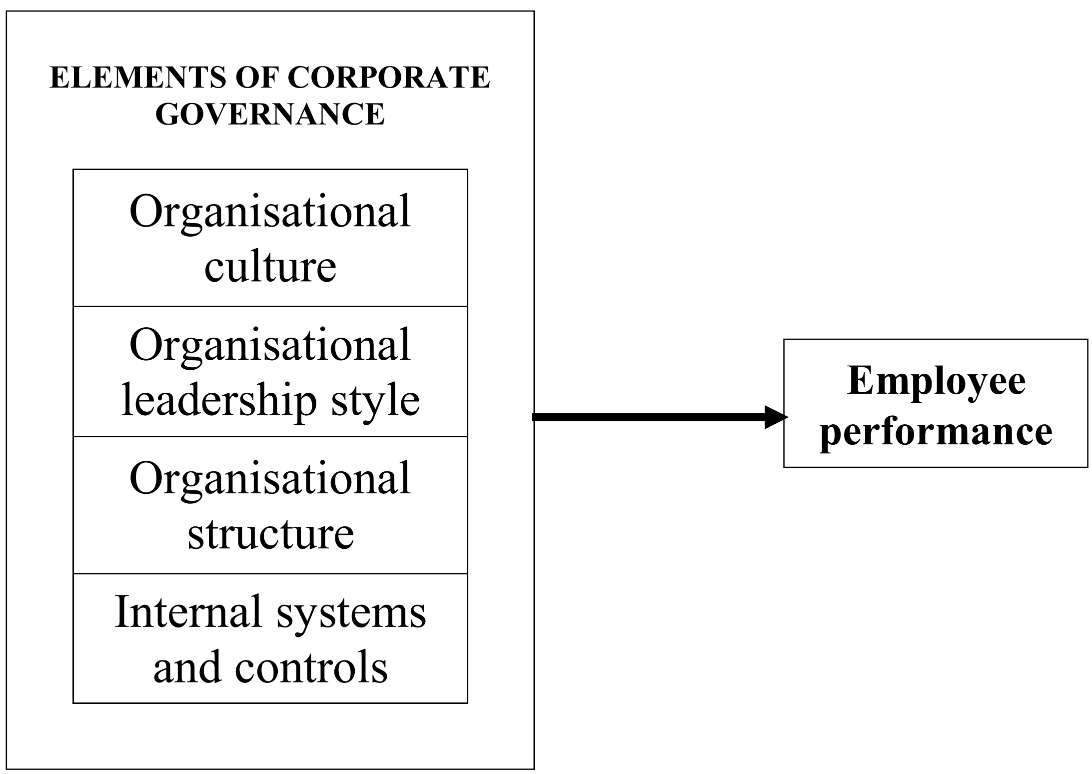

Figure 1: Conceptual framework

Culture and performance were considered interrelated to each other by forceful management. Nature and scope of culture based upon theoretical point of view have been presented more appropriately. While strong association between management practices, performance and culture management have been presented so that culture establishment takes place effectively. Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem solving (Kotter, 2012).

It has also been widely accepted that effective organisations require effective leadership, and organisational performance will suffer in direct proportion to the neglect of this (Amos, et al., 2004; Maritz, 1995a).

Nahma, Vonderembse, and Koufteros(2003) Other studies investigated the correlation between various structural dimensions and the performance of the plant, and practices of time-based manufacturing practices in manufacturing firms. Zeffane (1994) also established relationship between management style (formalization and standardization), centralization, and organizational commitment in public and private sector firms in Australia. The results showed higher commitment among employees in private firms. Additionally, employees see management style differently in private and public firms.

Savcuk (2007) indicate that according to the Institute of Internal Auditors, (IIA, 1991; (Taylor and Glezen, 1991); IIA, 1995) internal auditing is “an independent appraisal function, established within an organization to examine and evaluate its activities as a service to the organization". By measuring and evaluating the effectiveness of organizational controls, internal auditing, itself, is an important managerial control device (Carmichael, et al., 1996), which is directly linked to the organizational structure and the general rules of the business (Cai, 1997).

CHAPTER THREE

RESEARCH METHODS

Introduction

The preceding chapter has reviewed the literature pertaining to corporate governance elements (i.e. organizational culture, leadership, structure and systems and control) and employee performance. This chapter describes the research methodology used in the study. The study population, research design, instrument for data collection, target population, sample size determination, sample size and sampling technique, data sources, data management and analysis, and data validity are presented. A description of the data analysis and statistical techniques utilized in the study is also provided. Finally, this chapter highlights the ethical considerations and procedures that were taken into account. The study is aimed at among others investigating the effect ofcorporate governance onemployee performance in St. Dominic Hospital, Akwatia.

StudyArea

St. Dominic Hospital was founded in 1960 and has served as a District Hospital and Referral Centre in the Denkyembour and Kwaebibirem District of the Eastern Region since 1989. The Hospital is a mission facility, founded by the Catholic Dominican Sisters of Speyer and is currently run by an eight (8) member management team with assistance from the Koforidua Diocesan Health Service (DHS). The Management Team comprise of Medical Superintendent, The Hospital Administrator, the Health Service Administrator, The Nursing Administrator, The Clinical Coordinator, The Financial Controller (Bishop's representative), The Pharmacist and Head of Finance. The decisions of the team are taken by consensus building and no member of the team has a veto power (SDH Annual Report, 2015).

Though the Dominicans have now left for their motherland (Germany) after over fifty (50) years of altruistic service to mankind there is continuity and expansion of their good works by the local management team with assistance from the Diocesan Health Service (DHS) and the Handmaids of the Divine Redeemer (Sisters). St. Dominic Hospital is a member of Christian Health Association of Ghana (CHAG). The Association comprises of some church related hospitals and clinics in Ghana that have coalesce to go on with the healing Ministry of Christ (SDH Annual Report, 2015).

The Hospital is located at Akwatia in the Denkyembour district of the Eastern Region of Ghana. According to the 2010 census as released by the Ghana Statistical Service, the Denkyembour District had a projected population of 87,082 and shares common boundaries with Kwaebibirem District on the North, Akyemansa District on the West, Birim Central Municipal on South-West, West Akim Municipal on the South-East and East Akim Municipal on the East. It is estimated that the District population is growing at 1.4 percent per annum. Akwatia is about 11km from Kade, and 96km from Koforidua, the Regional Capital. Akwatia is connected with good road network, which makes it accessible to other towns and villages in the district and elsewhere (SDH Annual Report, 2015).

The hospital provides a 24 hour emergency and therapeutic service to the public.

The hospital has these objectives: -

- To respond to God's summons to mankind to carry on the vocation of Christ in the world, of making man complete; physically, emotionally and spiritually.
- To give confidence and promote high standard of Christian medical care, for the wellbeing and benefit of the people.

The hospital has total staff of four hundred and thirty-nine (439). Services provided by the hospital includes: Eye care, Dental care, OPD services which includes a Diabetes Clinic on Wednesdays, Sickle Cell and Asthma Clinics on Tuesdays, Obstetrics and Gynaecology, General Surgery, Reproductive and Child Health/Family Planning (Natural), HIV Counselling and Testing (CT), Elimination of Mother to Child Transmission (eMTCT), ART Services, Mental Health and Physiotherapy services. Diagnostic services include X-ray, automated laboratory services and blood transfusion, ultrasound scanning, mortuary services, endoscopy, etc. The following medical doctors are currently at post: Ophthalmologist, Surgeon, Family physician, Paediatrician, Dentist, Obstetrician Gynaecologist, Public Health Specialist, Medical officers and House officers (SDH Annual Report, 2015).

Study Methodology

Kelliher (2005) defines research design as the blueprint for fulfilling research objectives and answering questions where it aids the researcher in the allocation of limited resources by posing crucial choices in the methodology. Other definitions are that research design is an activity- and time-based plan and a guide for selecting sources and types of information to obtain answers to research questions (Blumberg, Cooper, & Schindler, 2008). Research design `deals with a logical problem and not a logistical problem' (Yin, 1984).

Though it can be complicated in selecting an appropriate research design, Cooper and Schindler (2008) are of the view that by creating a research design which uses a combination of methodologies, researchers can achieve greater insight than if they were to follow methods which used frequency or methods which have been mentioned the most in media. It is therefore erroneous to equate a particular research design with either quantitative or qualitative methods. Yin (1993), a respected authority on case study design, has stressed the irrelevance of the quantitative and qualitative distinction for case studies.

For the purpose of conducting this study however, quantitative method was used. There are inherent advantages to quantitative research method. The quantitative method chosen in this research work is a survey method in which data was collected at one point in time. This involved self-completing questionnaires. To Miron (1996), survey research can provide information that is generalizable to larger groups, although the information that can be collected is typically limited to information that the respondents are prepared and able to provide.

Research Design

The study employed a cross-sectional survey design to collect data on the characteristics of working at the hospital with focus on corporate governance structures and employee performance. Victor (2011) opines that in a cross-sectional study, people are studied at a "point" in time. He further asserts that, follow-up is not commonly a part of the cross-sectional study, though sometimes a cross-sectional study serves as the reference point for a cohort study or intervention trial.

Babbie and Mouton (2010), states that survey research in general offers benefits in terms of economy, the amount of data that can be collected, and the chance to sample a large population. The standardization of the data collected epitomizes another special strength of survey research. On the other hand, survey research has several weaknesses: it is somewhat artificial, potentially superficial, and relatively inflexible. Using surveys to gain a full sense of social processes in their natural settings is difficult. In general, survey research is relatively weak on validity and strong on reliability.

Study Population

Permanent employees (staff on government payroll, both management and staff) of St. Dominic Hospital were set as the target population of this research. Contract staff were excluded, due to their short and unstable period of engagement. The total number of permanent employees in the hospital at the time of this was three hundred and thirty-seven (337).

Sample and Sampling Technique

In order to have a sample size which is more representative and reduce standard errors, a simple technique formulated by Yamane (1967) was adopted to determine the sample size for the study. That is:

Sample size (n) = $N/1 + N(e^2)$

Where "n" is the sample size to be determined; "N" is the target population; "e" is the acceptable sample error (5%).

St Dominic Hospital, Akwatia had permanent staff strength (N) of three hundred and thirty-seven (337) at the time of this study. Therefore the representative sample size for this study is calculated as follows:

Sample size (n) = $337/1 + 337(0.05^2)$

= $337/1 + 0.8425)$

= $337/1.8425)$

n = 183

The sample size that was finally aimed at for the study was one hundred and eighty-three (183).

A sample size is a representation of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey (Neuman, 1997).

The researcher used stratified sampling technique. The target population was classified into three main groups (strata) namely: Management (three core management members, and heads of departments and wards), senior staff (job entry requirement of diploma and above but not in management position) and Junior staff (job entry requirement below diploma). The senior and junior staff strata consisted of Nurses, Doctors, Laboratory staff, Pharmacy and Dispensary staff, X-Ray staff, Accounts and Administration staff, Health Information staff and Ground Staff. The following numbers were sampled from each stratum disproportionately:

Table 1
Sample Size Distribution

Category of Staff	**Population**	**Sample**
Management	18	18
Senior Staff	192	95
Junior Staff	129	70
Total	**337**	**183**

Source: Field survey, Kyereboah(2016)

All management staff were deliberately selected because the researcher believed that this group constitutes the leadership of the organization and their contribution was more likely to impact the result of this study.

Instrument for Data Collection

Questionnaire/interview schedule was used to collect responses from the subject selected for the study. The questionnaire consisted of three component parts. The first part consisted of questions that made it possible for the bio-data to be collected. This part of the questionnaire was intended to produce information about the sex, age, and working category and employment duration of the respondents. The other part of the questionnaire contained the independent and dependent variables which were designed to collect responses from respondents on familiarity dimension and to find out the extent to which this affects their performance to work and increase productivity.

In designing the questionnaire, the researcher followed the following procedure:

1. Decided what information should be sought;
2. Decided what type of questionnaire should be used;
3. Developed first draft of the questionnaire; and
4. Edited the questionnaire and specified procedures for its use.

Subsequently, care was taken to safeguard the information collected on implication of corporate governance on employees' performance.

Instrument Scoring Scale

The scale of response on the questionnaire was designed on Likert scale type from Strongly Agree, Agree, Undecided, Disagree to Strongly Disagree. The calibrations for the positive items were such that they were scored: 5, 4, 3, 2 and 1. The negatively structured items were scored as follows: 1, 2, 3, 4, and 5. Different factors concerning corporate governance were aggregated and the total for each found. Items on the dependent variables (employee performance) were also aggregated and the total computed.

Data Analysis Technique

Response rate

Respondents were given two days to complete the questionnaires whiles the interview schedules were administered within the same period. Out of 183 questionnaires/interview schedules, 166 questionnaires representing 90.7% were received and considered for the study as respondents working in various functions within the hospital.

Data analysis

A total of 183 questionnaires (interview schedules) were circulated but those with missing data were discarded. The remaining questionnaires and interview schedule were considered for the study as respondents working in various functions within the organization. The researcher personally administered the questionnaires and carried out the interviews. Respondents were given two (2) days to complete the questionnaires.

Once the questionnaires were collected, they were coded. The scores were then captured into a Microsoft Excel Spreadsheet version 10, in order to be statistically analysed. These scores were then imported into Stata 11 for analysis.

The data was presented in a manner that allowed for easy analysis and testing using Stata 11. Once the data was imported into a Stata 11 Spreadsheet, the researcher continued to calculate the necessary corporate governance factors or scales as per the MLQ scoring key (Avolio & Bass, 1997). The factor scores were computed for each respondent by using the sum of the relevant questions. A table containing the applicable sample sizes, means, confidence intervals and standard deviations for each of the factors were generated. Sekaran (2000) defines the mean of a sample as a measure of central tendency that offers a general picture of the data without inundating one with each of the observations in a data set. In addition, the standard deviation of a sample is defined as an index of the spread of a distribution or the variability in the data (Sekaran, 2000).

"In a study project that includes numerous variables, beyond knowing the means and standard deviations of each of the variables, one would often like to know how one variable is related to another" (Sekaran, 2000, p135). A correlation, the linear relationship between two quantitative variables, is derived by evaluating the variations in one variable as another variable also varies (Sekaran, 2000). Bless and Higson-Smith (2000) defines correlation as "the association between two variables where change in one variable is accompanied by predictable change in another variable" (p.133). Following the descriptive statistics the researcher produced correlation matrices such as organizational culture, leadership, structure and systems and control correlated against the same organizational culture, leadership, structure and, systems and control factors.

The population correlation coefficient, ρ, was estimated by the sample correlation coefficient, r. The correlation coefficient (r) provides the researcher with knowledge of the extent of the linear relationship between the variables. The correlation coefficient (r) differs between positive one and negative one. A positive correlation coefficient (r) indicates a positive linear relationship and negative correlation coefficient (r) indicates a negative linear relationship between the two variables (Sekaran, 2000). The nearer the correlation coefficient is to one, the stronger the positive correlation between the variables and the nearer the correlation coefficient is to zero the weaker the correlation between the variables (Sekaran, 2000). The closer the correlation is to negative one the stronger the negative correlation between the variables.

Data Sources

Primary data

Primary data can be collected in a number of ways, such as observations, interviews, as well as questionnaire administration. However, questionnaire (interview schedule) was deemed to be the most appropriate tools in seeking answers to the research questions and objectives. The two tools provided an efficient way of collecting responses from the large sample prior to the quantitative analysis.

Validity

The researcher sorted opinion of a senior researcher on the representativeness and suitability of questions. In this way the validity of the data collected was ensured.

Mugenda & Mugenda (1999) says that the validity of research is concerned with the extent to which the researcher can depend confidently on the information gathered through various source of data chosen.

Ethical Consideration and Procedures

General agreements among researchers need to be reached about ethical research considerations. This section briefly outlines some of these broadly agreed-upon norms in ethical research. In doing so, this section explains the most important aspects of ethical research and how these aspects were operationalized and included in the current research study.

Brett Anthony Hayward (2005) recognized the problem of persuading participants to co-operate with a researcher in his work during data collection. Bless and Higson-Smith (2000) generally accepts the ethical rights of a participant to be: the right to privacy and voluntary participation; anonymity and confidentiality.

Participation in research often interrupts the respondent’s regular activities (Babbie and Mouton, 2001) and can possibly invade the person’s privacy (Bless and Higson-Smith, 2000). Participation in research must be volunteering and participants must have the option to refuse to divulge certain information about them. Research often requires that participants reveal personal information that may be unknown to their friends and associates (Babbie and Mouton, 2001).
However, many people are prepared to divulge information of a very private nature on condition that their names are not mentioned (Bless and Higson-Smith, 2000). The researcher cannot generalise the sample survey findings to an entire population unless a considerable majority of the selected sample actually participates (Babbie and Mouton, 2001). In terms of this study, the St Dominic Hospital, Akwatia was very forthcoming with confidential information and assistance and it was agreed that the research data would be used solely for the purpose of the research, and should the researcher wish to publish the dissertation, the organization would be consulted.

Agreement was reached with the hospital administrator that no information would be made public without his prior consent. One of the biggest concerns in research is the protection of the respondents' interests and well-being through the shielding of their identity. If revealing their survey responses would injure them in any way, adherence to this norm becomes all the more important. A respondent may be considered anonymous when the researcher cannot identify a given response with a given respondent (Babbie and Mouton, 2001). The researcher took note of all these to ensure respondents' anonymity.

Another ethical consideration is that of confidentiality. The participants were assured that the data collected will only be used for the stated purposes of the research and that no other person will have access to the research data (Bless and Higson-Smith, 2000).

Confidentiality can identify a given person's responses but essentially promises not to do so publicly. In an effort to ensure this, all names and addresses were not written on the questionnaires but with identification numbers (Babbie and Mouton, 2001). All completed questionnaires were coded and names of respondents did not appear to ensure confidentiality.

Chapter Summary

This chapter discussed the approach used in collecting the data for the research and the method of analysis.It also illustrates the sampling procedures, research design, sources of data and data analysis techniques including correlation and regression. In all, one hundred and eighty-three (183) participants were sampled for the study, however, only one hundred and sixty six (166) representing

90.7% responded adequately by fully completing the questionnaires. The study further discusses the study population, sample and sampling technique, data analysis, means of validity and ethical considerations.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results of the study. It begins with thedemographic characteristics of the study respondents. Thereafter, descriptive statistics in tandem with correlation matrix are presented.

Demographic Characteristics

The study sought to examine the relationship between elements of corporate governance and employee performance St. Dominic Hospital, Akwatia. In addressing this objective, data were collected from 166 respondents in the hospital. The data were collected using questionnaires. The relevant demographic characteristics of the respondents are shown in table 2.

Table 2
Demographic characteristics of respondents associated with employee performance - St. Dominic Hospital, Akwatia

Characteristics	Number	Proportion (%)
Gender		
Male	76	45.78
Female	90	54.22
Age-group (years)		
17 – 30	67	40.36
31 – 40	83	50
41 – 50	11	6.63
50+	5	3.01
Marital Status		
Married	77	46.39
Single	83	50
Divorced	3	1.81
Widowed	3	1.81
Education		
Masters	6	3.61
BSc/Bachelor	79	47.59
HND/Diploma	40	24.1
SHS	12	7.23
Others	29	17.47
Years of service		
1-5 years	85	51.2
6-10 years	54	32.53
11-15 years	20	12.05
16+ years	7	4.22
Category of staff		
Management	15	9.04
Senior staff	85	51.2
Junior staff	66	39.76
Total	**166**	**100**

Source: Field survey, Kyereboah (2016)
Data are presented as frequencies and percentages.

The majority of the respondents were women (54.22%) and 45.78% were males. The study further shows that the majority of the workers were in the age bracket of 31 to 40 years. 40.36% of the staff were also in the age group of 17 to 30 years while 6.63% and 3.01% were in the age group of 41 to 50 years and above 50 years respectively.

The study also indicates that 50% of the respondents were single which represent the majority. 46.39% are married while divorced and widowed represent 1.81% each. Bachelor degree holders among the respondents accounted for 47.59% followed by HND/Diploma with 24.1%. 3.6% however are master degree holders while 17.47% have other qualification apart from university degree. Senior high school certificate holders represent 7.23%. The majority (51.2%) of the respondent have served the institution for up to 5 years, 32.53% have served for 10 years, 12.05% have served for 15 years and 4.22% have served for 16 plus years.

The study also revealed that majority (51.2%) of the staff is in the senior staff category while 9.04% and 39.76% are management members and junior staff respectively.

Relationship between Corporate Governance and Employee Performance

Descriptive statistics for each corporate governance subscale and employee performance are presented in Table 3, with mean scores for organizational culture (3.84), leadership style (3.48), internal systems and controls (3.35), organizational structure (3.14) and employee performance (3.96). All the subscales exceed the mid-point (range = 1–5). The reliability analysis showed the scale to be internally consistent (DeVellis R. F., 2012), with Cronbach's coefficient alpha ranging from

0.76 – 0.94 for each subscale. The correlations between corporate governance subscales and employee performance ranged from 0.0673 (Organizational Structure and Employee performance) and 0.493 (Leadership Style and Employee performance).

Table 3
Descriptive statistics, reliability and Spearman's rank correlations between elements of corporate governance and employee performance

Subscale	Mean	SD	Range	α	Organizational Culture	Leadership Style	Internal Systems and Controls	Organizational Structure	Employee performance
Organizational culture	3.843	0.579	2.4-5.0	0.8780	1.0000				
Leadership style	3.483	0.580	1.7-4.9	0.8881	0.6349**	1.0000			
Internal Systems and Controls	3.35	0.637	1.6-5.0	0.9381	0.6247**	0.7657**	1.0000		
Organizational Structure	3.139	0.540	2.1-5.0	0.6126	0.2268*	0.0076	0.1712***	1.0000	
Employee performance	3.964	0.703	1.5-5.0	0.7600	0.4029**	0.4932**	0.4218**	0.0673	1.0000

Source: Field survey, Kyereboah (2016)
Notes: *p<0.01, **p<0.0001, ***p<0.05, SD = Standard deviation and α = Cronbach's alpha

Table 3 again describes the correlation analysis of corporate governance structures (organizational culture, leadership style, internal systems and controls, and organizational structure) to employee performance. The study shows that all the variables including organizational culture, leadership style, internal systems and controls have significantly positive relationship with employee performance. The value of organizational culture on employee performance is 0.4029 significant at $p<0.0001$. The value for leadership style is 0.4932 ($p<0.0001$) and the value of internal systems and control is 0.4218 ($p<0.0001$). The three subscales (organizational culture, leadership style, and internal systems and controls) show high significance of relations. Only the organizational structures do not significantly reveal any association with employee performance ($r=0.0673$; $p=0.3891$).

Relationship between organisational culture and employee performance

Table 4
Analysis of Variance on the relationship between organizational culture and employee performance

Source	Sum of Squares	Degrees of freedom	Mean sum of squares	F	Prob > F
Between groups	25.0011	17	1.4707	7.18	0.0000
Within groups	30.3066	148	0.2048		
Total	55.3077	165	0.3352		

Source: Field survey, Kyereboah (2016)

Table 4 shows analysis of variance on the relationship between organizational culture and employee performance. The calculated F-Value of 7.18 at 5% level of significance shows that there is a significant relationship between the organizational culture and employee performance in the hospital with $p<0.0001$.

Furthermore, the scatterplot in figure 1 also shows a positive association between organizational culture and employee performance with $r=0.4029$ and $p<0.0001$. The study also revealed most of the responses were rated high above the mid-point scale of 1 to 5.

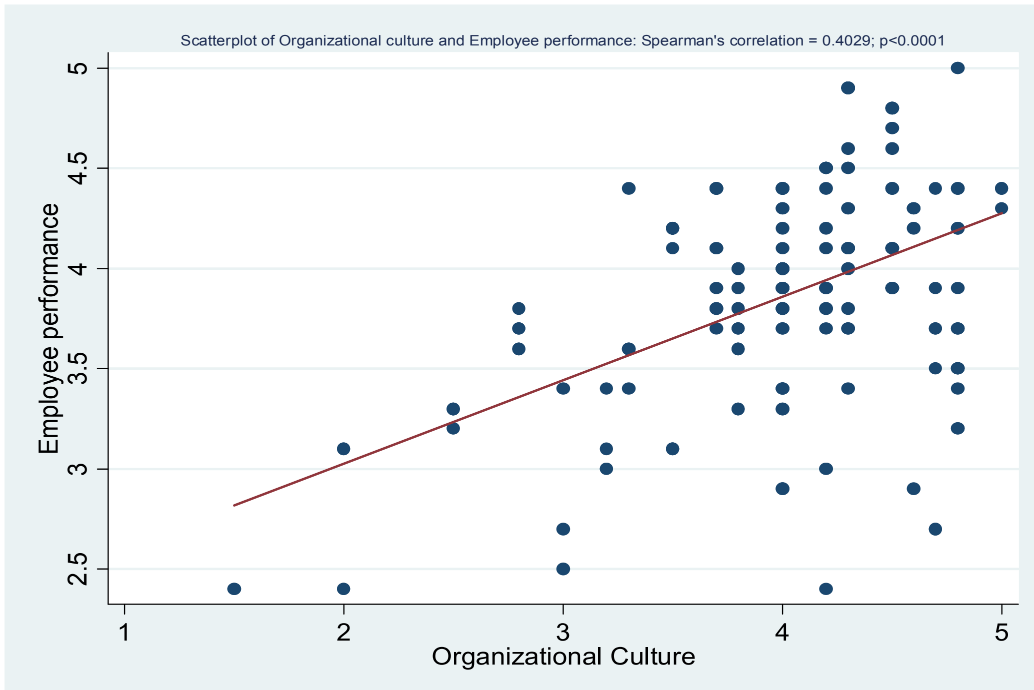

Figure 2: Scatterplot of Organizational culture and Employee performance: Spearman's correlation = 0.4029; p<0.0001
Source: Field data, Kyereboah (2016)

Relationship between leadership style and employee performance

Table 5
Analysis of Variance on the relationship between leadership style and employee performance

Source	Sum of Squares	Degrees of freedom	Mean sum of squares	F	Prob > F
Between groups	24.6303	17	1.4488	6.96	0.0000
Within groups	30.8090	148	0.2082		
Total	55.4393	165	0.3360		

Source: Field survey, Kyereboah(2016)

Table 5 shows analysis of variance on the relationship between leadership style and employee performance. The calculated F-Value of 6.96 at 5% level of significance shows that there is a significant relationship between the leadership style and employee performance in the hospital with p<0.0001.

Furthermore, the scatterplot in figure 2 also shows a positive association between leadership styles and employee performance with r=0.4932 and p<0.0001. The study also revealed most of the responses were rated high above the mid-point scale of 1 to 5.

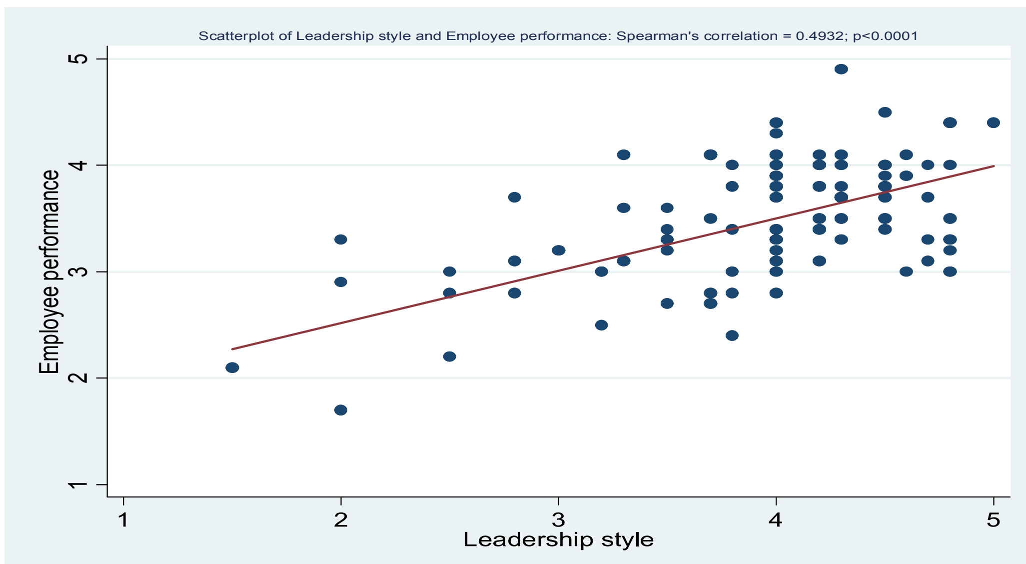

Figure 3: Scatterplot of Leadership style and Employee performance: Spearman's correlation = 0.4932; p<0.0001
Source: Field data,Kyereboah (2016)

Relationship between internal systems and controls and employee performance

Table 6 shows analysis of variance on the relationship between internal systems and controls and employee performance. The calculated F-Value of 5.52 at 5% level of significance shows that there is a significant relationship between the internal systems and controls and employee performance in the hospital with p<0.0001.

Furthermore, the scatterplot in figure 3 also shows a positive association between internal systems and controls and employee performance with r=0.4218 and p<0.0001. The study also revealed most of the responses were rated high above the mid-point scale of 1 to 5.

Table 6
Analysis of Variance on the relationship between Internal Systems and Controls and employee performance

Source	Sum of Squares	Degrees of freedom	Mean sum of squares	F	Prob > F
Between groups	25.9353	17	1.5256	5.52	0.0000
Within groups	40.9397	148	0.2766		
Total	66.8750	165	0.4053		

Source: Field data, Kyereboah (2016)

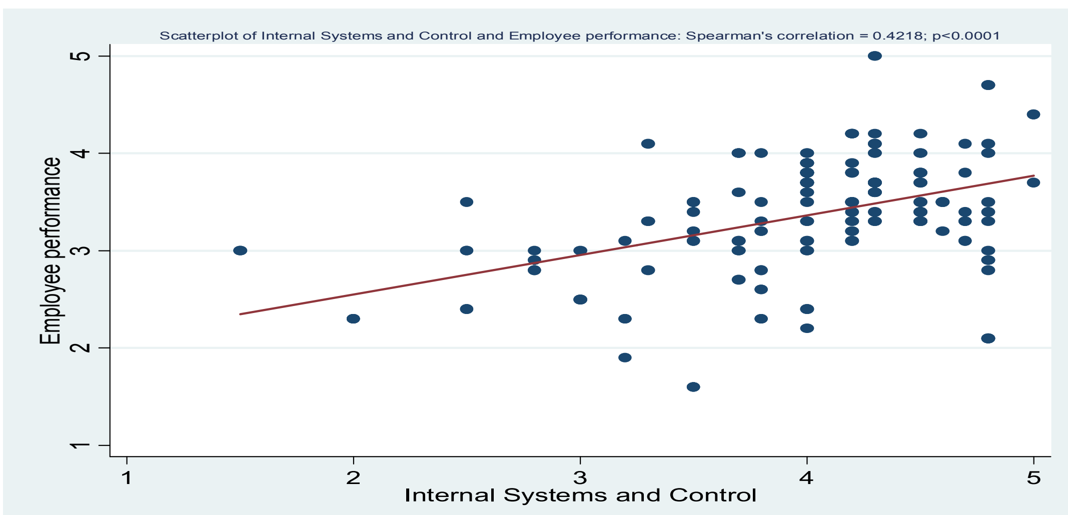

Figure 4: Scatterplot of Internal Systems and Control and Employee performance: Spearman's correlation = 0.4218; p<0.0001
Source: Field survey, Kyereboah 2016

Relationship between organizational structure and employee performance

Table 7
Analysis of Variance on the relationship between Organizational Structure and employee performance

Source	Sum of Squares	Degrees of freedom	Mean sum of squares	F	Prob > F
Between groups	12.1303	17	0.7135	2.93	0.0002
Within groups	36.0229	148	0.2434		
Total	48.1533	165	0.2918		

Source: Field survey, Kyereboah(2016)

Table 7 shows analysis of variance on the relationship between organisational structure and employee performance. The calculated F-Value of 2.93 at 5% level of significance shows that there is a significant relationship between the organisational structure and employee performance in the hospital with p=0.0002.

Furthermore, the scatterplot in figure 2 also shows a positive association between organisational structure and employee performance with r=0.0673 and p=0.3891. The study also revealed that the relationship is not significant even though most of the responses were rated above the mid-point scale of 1 to 5.

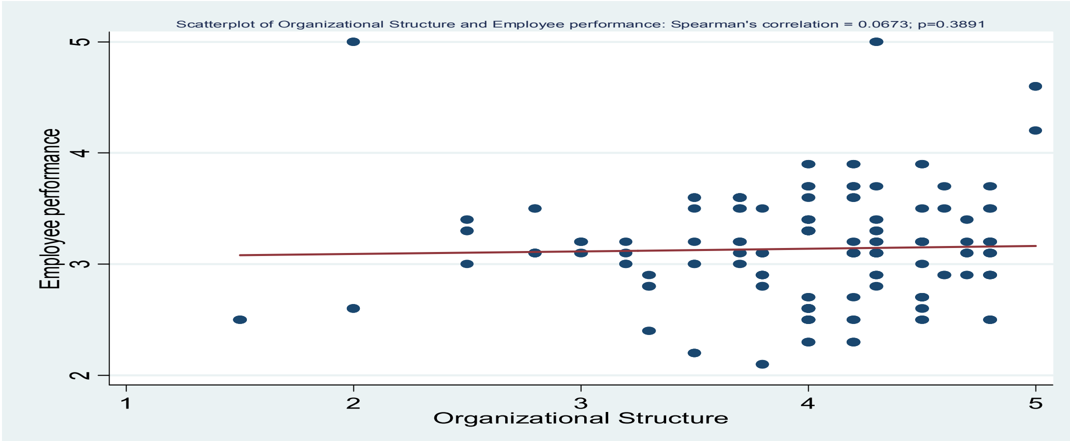

Figure 5: Scatterplot of Organizational Structure and Employee performance: Spearman's correlation = 0.0673; p=0.3891
Source: Field survey, Kyereboah (2016)

Relationship between corporate governance and employee performance

Table 8
Descriptive statistics and Spearman's rank correlations between elements of corporate governance and employee performance

Indicator	Mean	SD	Range	α	Over all Elements of Corporate Governance	Employee performance
Over all Elements of Corporate Governance	3.453	0.4326	2.4-4.4	0.954 1	-	
Employee performance	3.964	0.703	1.5-5.0	0.760 0	0.4862 p<0.0001	-

Source: Field survey, Kyereboah(2016)
Notes: SD = Standard deviation, α = Cronbach's alpha and P<0.05 was considered to be significant.

Table 8 describes the overall correlation analysis of elements of corporate governance to employee performance. The overall reliability coefficient alpha for the total 89 item scale was 0.95. The study further revealed that there is a moderate positive significant relation of corporate governance structures to employee performance (r=0.4862; p<0.0001).

Table 9
Analysis of Variance on the relationship between overall elements of corporate governance and employee performance

Source	Sum of Squares	Degrees of freedom	Mean sum of squares	F	Prob > F
Between groups	14.4852	17	0.8521	7.69	0.0000
Within groups	16.3883	148	0.1107		
Total	30.8735	165	0.1871		

Source: Field survey, Kyereboah (2016)

Table 9 shows analysis of variance on the relationship between the overall corporate governance structures and employee performance. The calculated F-Value of 7.69 at 5% level of significance shows that there is a significant relationship between the overall corporate governance structures and employee performance in the hospital with p<0.0001.

Furthermore, the scatterplot in figure 5 also shows a positive association between overall corporate governance structures and employee performance with r=0.4862 and p<0.0001. The study also revealed most of the responses were rated high above the mid-point scale of 1 to 5.

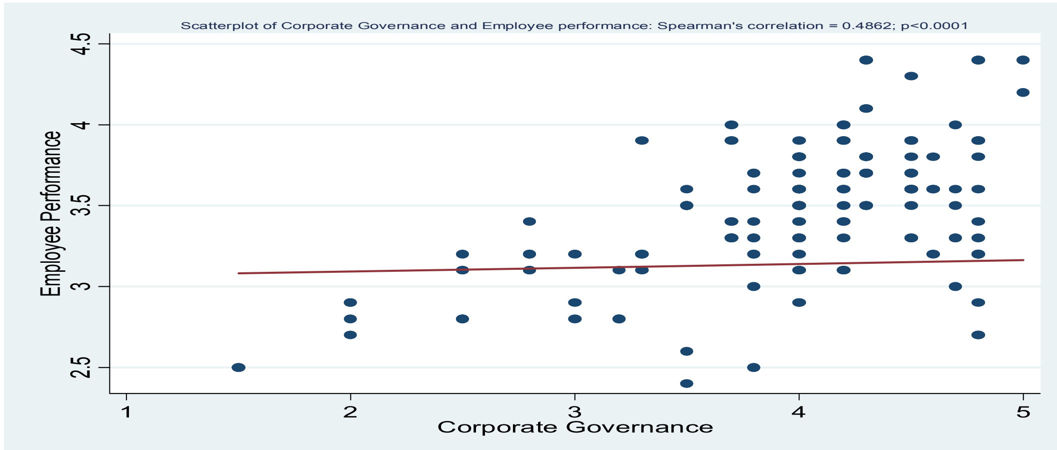

Figure 6: Scatterplot of Corporate Governance and Employee performance: Spearman's correlation = 0.4862; p<0.0001
Source: Field survey, Kyereboah (2016)

Discussion

The basis of the study was to draw a relationship betweenelements corporate governance structures and employee performance. The study drew a correlation between the assertions that 'corporate governance structures relate to the overall performance of employees'. The analysis showed a Spearman correlation value of 0.4862 and a significance asymptotic or probability value of 0.0000 (approximately 0.0001) between the two indicators. This indicates that there is a positive relation between the overall corporate governance and employee performance. Given the $p<0.0001$, it is apparent that the correlation is significant and that the more good corporate governance structures are in place, employees are motivated to perform well and this improves the overall efficiency or productivity of both the employees and institution.

Detailed analysis revealed that there is significant positive relationship between organisational culture and employee performance. This findings is in line with Owens R. G (2004) which suggest that a strong culture brings out the positive energy of people to perform with loyalty and at deeper level while having emotional bonds of attachment with the organization. The findings is also in line with Md. Zabid Abdul Rashid, Murali Sambasivan and Juliana Johari(2003)that a strong organizational culture will provide superior performance. Arogyaswamy & Byles (1987) also found that organizational culture has a significant impact on employee performance. Similarly, a study by Xenikou & Simosi (2006) stated that strong organizational culture determines the performance of the employees. Amran, T. G. and P. Kusbramayanti (2007) stated that organizational culture has a very important role to improving employee performance.

The study also revealed a significant and positive relationship between leadership style and employee performance at the St. Dominic Hospital. This implies that leadership style is one of the several factors affecting employee performance. The study reveals that there is a close relationship between leadership styles and employee performance. This study was in agreement with Wambugu Lydiah Wairimu(2014) who stated that improving the leadership skills to enhance better leadership styles would not only enhance employees job performance but as well the organization climate which has a strong relationship with leadership styles.

It is remarkable to note from the study that Internal Systems and Controls have a significant positive relation to employee performance. The results of the test show a direct relationship between employee performance and management control. Therefore it can be explained that the management control with indicator control environment, risk assessment, information and communication, control activities and monitoring can improve the performance. The results of this study can be comparable to the results of previous studies conducted by Shon (2009) which states that the management control is of significant effect on performance. Also, a study by Billy Tat Wai Yuand To Wai Ming(2008) examined the control of a dominant factor in determining the organization's capacity for improvement, to improve employee performance.

The overall findings suggest that elements of corporate governance significantly and positively affect the overall performance of employees. A study by (Chiang, 2005) revealed that there is a significant impact of corporate governance on performance. Similarly, this study is consistent with a study (Mba, 2014) that finds a positive and direct effect of corporate governance on performance. A good corporate governance practices will positively affect a company's value and its performance. Another similar study concludes that corporate governance through ethical behaviour has positive effect on employees' productivity(Olannye & Anuku, 2014). Corporate governance is all about ensuring transparency, building trustworthiness and ensuring accountability as well as maintaining an effective channel of information disclosure that would enhance good corporate performance and for that matter the performance of employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

A number of studies have been conducted in respect of corporate governance practices in organizations and how these practices have impacted overall organizational performance or success. Research works drawing a link between elements of corporate governance and the performance of employees of organizations remains quite limited.

The purpose of this study therefore was to identify and determine the relationship and influence (effect) between some corporate governance elements such as: organizational culture, leadership styles, structure and internal systems and control on how individually and together relate to and influence employees' performance at St Dominic Hospital, Akwatia.

The study was guided by the following hypothesis based on which the summary of the findings is subsequently presented:

Hypothesis one

H_0: There is no significant relationship between leadership style of managers and employees performance.

Hypothesis Two

H_0: There is no significant relationship between internal controls and employees' performance.

Hypothesis Three

H_0: There is no significant relationship between organizational culture and employees' performance

Hypothesis Four

H_0: There is significant relationship between organizational structure and employees' performance.

A cross-sectional survey research methodology was employed in the data collection. Therefore the findings depict a snapshot of how the elements corporate governance relates and influencesemployees' performance at the time data of collection. Correlation analytical technique was engaged in arriving at the findings of this study.

Summary,Key findings and Conclusions

1. Relationship between leadership style of managers and the performance of employeesof St Dominic Hospital, Akwatia.

The study found a significant relationship between leadership styles of managers of the hospital and employees' performance. This relationship is found to be positive, meaning as leadership styles "improves", employee performance also" improves" and vice-versa but the cause of this association cannot be said in this study to be as result of changes in either variable. According to Hinkle and Wiersma (2003), thumb rule for interpreting the size of correlation coefficient (r), "r" of 0.5 shows a moderate positive relationship between the two variables.

The study also found an average response for leadership styles to be 3.483. This is above the midpoint scale of 1 to 5. This shows that employees of St

Dominic Hospital Akwatia perceive all the leadership styles demonstrated by managers of the facility to be moderately good.

2. Relationship between internal control and systems and the performance of employees of St Dominic Hospital, Akwatia.

The study found a significant relationship between internal controls and systems of the hospital and employees' performance. This relationship is found to be positive, meaning as internal controls and systems "improves", employee performance also" improves" and vice-versa but the cause of this association cannot be said in this study to be as result of changes in either variable. According to Hinkle and Wiersma (2003), thumb rule for interpreting the size of correlation coefficient (r), "r" of 0.4 shows a low positive relationship between the two variables.

The study also found an average response for internal controls and systems to be 3.35. This is just a little above the midpoint scale of 1 to 5. This shows that employees of St Dominic Hospital Akwatia find the hospital's internal control and systems to be just a little above average.

3. Relationship between organizational culture and the performance of employees of St Dominic Hospital, Akwatia.

The study found a significant relationship between organizational culture in the hospital and employees' performance. This relationship is found to be positive, meaning as organizational culture "improves", employee performance also" improves" and vice-versa but the cause of this association cannot be said in this study to be as result of changes in either variable. According to Hinkle and

Wiersma (2003), thumb rule for interpreting the size of correlation coefficient (r), "r" of 0.4 shows a low positive relationship between the two variables.

The study also found an average response for organizational culture to be 3.843. This is above the midpoint scale of 1 to 5 that was used to collect responses. This shows that employees of St Dominic Hospital Akwatia find the hospital's culture to be above average. .

4. Relationship between organizational structure and the performance of employees of St Dominic Hospital, Akwatia.

The study did not find any significant relationship between organizational structure in the hospital and employees' performance. Even though there was an element of association (r=0.0673), the relationship is not significant (p=0.3891).

The study also found average response for organizational structure to be 3.139. This is above the midpoint scale of 1 to 5 that was used to collect responses. This shows that employees of St Dominic Hospital, Akwatia, find the hospital's structure just a little above average of an expected structure.

Overall, the research found a significant relationship and influence between corporate governance elements studied and employees' performance. This influence is found to be positive, implying that as the elements ofcorporate governance improve in the hospital, employees' performance also improves and vice-versa. The study found that the cause of this association is partly due to the influence of the elements of corporate governance on employee performance. According to Hinkle and Wiersma (2003), thumb rule for interpreting the size of correlation coefficient (r), “r” of 0.5 shows a moderate positive relationship between the variables.

The study also revealed that employees and managers alike in the hospital rated the variables above the midpoint scale of 1 to 5.

In conclusion, the study found a significant relationship and influence of corporate governance on the performance of the employees. The relationship is however moderate and positive. This suggests that corporate governance explains in part the level of employees’ performance. The study has revealed that the Board of Directors and management of the hospital should not take corporate governance issues (organizational culture, leadership styles and control systems) for granted. Once there is some level of association and influence between the two variables, there is the need to search for best corporate governance practices and implement same.

One unexpected finding of the study is the association between organizational structure and culture. Though significant relationship exists between the two variables, organizational structure was expected to have a strong positive relationship with organizational culture. However the relationship was found to be negligible ($r = 0.2268$). This means that what the hospital leadership intends to be the culture, for which the structure is designed and implemented, is not what is on the ground. This suggests that the organogram, lines of reporting and authority put on paper do not work as expected in reality.

Recommendations

From the research, it appears the current and existing findings on elements of corporate governance in regard to organizational culture, leadership styles, internal systems and controls and organizational structure requires much work to be done in the hospital to create their prove in day to day work within the institution.

Based on the findings coupled with the literature reviewed, certain recommendations may provide useful insight to the Catholic Diocesan Health Service Board of Koforiduaand Management of the hospital and the general public. The following recommendations are made based on the entire research work:

1. There should be continues professional development for all managers (both top and middle-level) and employees on some principles that are important for effective employee productivity.
2. Management of the hospital ought to constantly measure and assess the satisfaction and commitment of employees, to strengthen ideal organization culture that will enhance and maintain high performance from the employees
3. Employees should be motivated and as such create opportunities for realizing various individual goals and aspirations.
4. The Catholic Diocesan Health Service Board of Koforidua should create an enabling environment and rules for both middle-level managers and working colleagues/subordinates to carry out activities together as this will

give all employees sense of belonging and hence increases their performance.

5. The Catholic Diocesan Health Service Board of Koforidua should reflect on current ways of communicating and develop strategies to enhance effective communications across all levels of the organization, specifically the construction of messages to align performance of employees and organizational culture.
6. It is recommended that the Diocesan Health Service Board of Koforidua takes a thorough look at the organizational structure, thus, reporting lines, organogram and the legitimate authority conferred on managers of the hospital to improve its adherence by employees.
7. Internal control systems need to be strengthened in the hospital. A weak control system leads to wastage of resources including human resources. An average rating of 3.3, a little above the mid-point on a scale of 1 to 5 is rather not encouraging. It indicates leakages in the system which needs to be fixed for greater productivity.
8. Since the study found a significant effect of elements of corporate governance on employees' performance, it is recommended that organizations institute proper corporate governance practices which have been found to reflect employees' performance. This will in effect impact overall organizational performance.

Recommendations for Future Research

Due to the fact that the research was limited in terms of the methodology and sample used, other researchers can expand the scope of the research to include more health facilities to see if there would be a variation in the relationship between corporate governance and employees' performance.

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APPENDICES

Appendix A: Rule of Thumb for interpreting the size of a Correlation Coefficient

Size of Correlation	Interpretation
0.90 to 1.00 (-0.90 to -1.00)	Very high positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 to 0.30 (0.00 to -0.30)	Negligible correlation

(Hinkle & Wiersma, 2003)

Appendix B: Correlation of individual indicators of organizational structure

	OGC1	OGC2	OGC3	OGC4	OGC5	OGC6	OGC7	OGC8	OGC9	OGC10	OGC11	OGC12	OGC13	OGC14
OGC1	1.0000													
OGC2	0.6643	1.0000												
OGC3	0.5503	0.6504	1.0000											
OGC4	0.5268	0.3979	0.5366	1.0000										
OGC5	0.3003	0.2189	0.3846	0.3825	1.0000									
OGC6	0.3943	0.2991	0.3555	0.3182	0.6510	1.0000								
OGC7	0.5022	0.3673	0.4702	0.3889	0.3648	0.5492	1.0000							
OGC8	0.3298	0.4161	0.5062	0.2787	0.3297	0.3958	0.4443	1.0000						
OGC9	0.3229	0.3519	0.4635	0.4976	0.3768	0.3787	0.4370	0.5729	1.0000					
OGC10	0.3757	0.2812	0.4169	0.4116	0.2686	0.2999	0.2734	0.3830	0.4392	1.0000				
OGC11	0.1796	0.1616	0.2790	0.2778	0.3160	0.4004	0.3759	0.3236	0.2661	0.6273	1.0000			
OGC12	0.1657	0.1192	0.1912	0.2624	0.3475	0.4249	0.4343	0.2211	0.1801	0.3347	0.4851	1.0000		
OGC13	0.2173	-0.0157	0.1026	0.2916	0.4023	0.4538	0.3288	0.1063	0.3458	0.2901	0.2119	0.4097	1.0000	
OGC14	0.0723	0.0283	0.0349	0.1271	0.2775	0.3678	0.2599	0.0666	0.2154	0.1943	0.2912	0.4357	0.5809	1.0000
OGC15	0.0867	0.0742	0.0719	0.0941	0.1198	0.2064	0.0943	0.1838	0.1968	0.1546	0.3196	0.2192	0.3254	0.4526
OGC16	0.3355	0.3807	0.3305	0.3105	0.2812	0.4099	0.2301	0.2701	0.2811	0.2158	0.2168	0.2982	0.3305	0.2848
OGC17	0.3880	0.4493	0.4753	0.3161	0.2406	0.2238	0.3322	0.3563	0.3080	0.3493	0.3244	0.2710	0.1929	0.2827
OGC18	0.1443	0.1453	0.2741	0.0715	0.2529	0.3596	0.1902	0.2011	0.1271	0.1676	0.3785	0.1750	0.0898	0.2565

	OGC15	OGC16	OGC17	OGC18
OGC15	1.0000			
OGC16	0.4156	1.0000		
OGC17	0.2059	0.5298	1.0000	
OGC18	0.1438	0.4601	0.3645	1.0000

Appendix C: Correlation of individual indicators of Leadership style

	LS1	LS2	LS3	LS4	LS5	LS6	LS7	LS8	LS9	LS10	LS11	LS12	LS13	LS14
LS1	1.0000													
LS2	0.1845	1.0000												
LS3	0.1532	0.3353	1.0000											
LS4	-0.0277	0.3727	0.1620	1.0000										
LS5	0.1974	0.3445	0.4846	-0.0190	1.0000									
LS6	0.2894	0.4811	0.2255	0.1809	0.4474	1.0000								
LS7	-0.0860	0.4551	0.4251	0.4100	0.4686	0.4835	1.0000							
LS8	0.2469	0.5545	0.2369	0.1790	0.4999	0.5117	0.4765	1.0000						
LS9	0.1166	0.3995	0.2370	0.2174	0.2987	0.5583	0.4010	0.5393	1.0000					
LS10	0.0071	0.4092	0.4030	0.0860	0.4162	0.5066	0.5008	0.3505	0.6387	1.0000				
LS11	0.1766	0.0889	0.4777	0.1025	0.5070	0.2924	0.3957	0.1643	0.3274	0.3877	1.0000			
LS12	0.3317	0.0127	0.0701	-0.0433	0.2146	0.3328	0.0766	0.2359	0.4318	0.3081	0.2353	1.0000		
LS13	0.0752	-0.2146	0.1369	0.0187	0.0628	0.0339	-0.0349	-0.1777	0.0652	0.0130	0.1449	0.2517	1.0000	
LS14	0.1260	0.1721	0.0208	0.3225	0.1063	0.3106	0.3660	0.3495	0.1515	0.1885	0.1692	0.1313	0.0234	1.0000
LS15	0.3710	0.1689	0.2508	0.0474	0.3985	0.3745	0.1257	0.3255	0.2964	0.2562	0.3400	0.2686	0.2180	0.1587
LS16	0.1935	0.2450	0.3176	0.1717	0.2438	0.1914	0.1601	0.2468	0.3083	0.3085	0.1553	0.3194	0.0222	0.2665
LS17	0.2077	0.2928	0.1290	-0.0076	0.1868	0.5165	0.1671	0.4277	0.4195	0.4700	0.0566	0.3389	-0.1201	0.1987
LS18	0.0771	0.2835	0.2678	0.0973	0.3101	0.3662	0.4087	0.3327	0.5225	0.4735	0.3496	0.2154	0.0600	0.3015
LS19	0.1348	0.3102	0.1258	-0.0532	0.1789	0.4001	0.1487	0.3468	0.3502	0.4097	0.0558	0.2609	0.0202	0.0552
LS20	0.1311	0.3221	0.0831	0.0778	0.3123	0.3467	0.2637	0.4485	0.3118	0.2835	0.0743	0.1405	-0.1422	0.2064
LS21	0.2058	0.2468	0.2399	0.1150	0.3050	0.2849	0.2625	0.4113	0.3432	0.4808	0.2782	0.1864	-0.1366	0.2513
LS22	-0.0869	0.3127	0.2735	0.1328	0.3440	0.2426	0.4208	0.4023	0.3961	0.4778	0.2805	0.1576	-0.0392	0.3398
LS23	0.0683	0.3665	0.2629	-0.1013	0.5072	0.4158	0.2792	0.4935	0.3722	0.4622	0.2900	0.2397	-0.2938	0.1297

	LS15	LS16	LS17	LS18	LS19	LS20	LS21	LS22	LS23
LS15	1.0000								
LS16	0.4712	1.0000							
LS17	0.3928	0.3821	1.0000						
LS18	0.4431	0.4344	0.4155	1.0000					
LS19	0.5230	0.2367	0.6394	0.4648	1.0000				
LS20	0.3188	0.3501	0.4525	0.4030	0.3091	1.0000			
LS21	0.4423	0.4463	0.4862	0.4845	0.4203	0.4606	1.0000		
LS22	0.3419	0.4867	0.3017	0.6411	0.3671	0.3877	0.3510	1.0000	
LS23	0.2386	0.3232	0.4802	0.3188	0.4000	0.4366	0.3390	0.3753	1.0000

Appendix D: Correlation of individual indicators of internal systems and control

	SIC1	SIC2	SIC3	SIC4	SIC5	SIC6	SIC7	SIC8	SIC9	SIC10	SIC11	SIC12	SIC13	SIC14
SIC1	1.0000													
SIC2	0.7245	1.0000												
SIC3	0.4533	0.5919	1.0000											
SIC4	0.6258	0.5788	0.6828	1.0000										
SIC5	0.5522	0.5329	0.6564	0.6611	1.0000									
SIC6	0.2605	0.4536	0.3439	0.3581	0.4939	1.0000								
SIC7	0.4463	0.5754	0.5508	0.4523	0.5495	0.4527	1.0000							
SIC8	0.3544	0.4604	0.5308	0.4982	0.6171	0.4812	0.4472	1.0000						
SIC9	0.4353	0.5246	0.2555	0.2499	0.4083	0.4420	0.4935	0.4272	1.0000					
SIC10	0.4211	0.5840	0.3898	0.4470	0.4490	0.4044	0.5646	0.3967	0.4323	1.0000				
SIC11	0.2877	0.4835	0.2963	0.3724	0.3639	0.3780	0.4417	0.3695	0.5051	0.5316	1.0000			
SIC12	0.3134	0.4162	0.4737	0.4092	0.3972	0.2692	0.4268	0.4188	0.3506	0.5098	0.6586	1.0000		
SIC13	0.4157	0.3993	0.5022	0.5329	0.5540	0.3469	0.5538	0.3989	0.4991	0.5275	0.4879	0.6159	1.0000	
SIC14	0.3859	0.5174	0.3723	0.3394	0.4679	0.5170	0.5472	0.4923	0.6068	0.5444	0.5313	0.4522	0.5502	1.0000
SIC15	0.3588	0.3654	0.1939	0.2644	0.3386	0.4093	0.3852	0.3315	0.5524	0.5082	0.5744	0.4622	0.4634	0.6334
SIC16	0.3758	0.4294	0.2845	0.3937	0.2981	0.3194	0.3493	0.3348	0.4583	0.3377	0.3289	0.3648	0.4738	0.4471
SIC17	0.4929	0.6068	0.4284	0.4108	0.6202	0.5543	0.4971	0.5251	0.4257	0.4708	0.4315	0.4264	0.3430	0.4737
SIC18	0.4636	0.4748	0.4797	0.4064	0.4190	0.1987	0.4319	0.2362	0.2977	0.3147	0.3546	0.4273	0.3511	0.2483
SIC19	0.2462	0.3321	0.1728	0.2443	0.2396	0.3455	0.4906	0.1809	0.3912	0.4077	0.3022	0.2646	0.3617	0.3909
SIC20	0.4659	0.5424	0.2628	0.3866	0.4571	0.3772	0.4034	0.3931	0.3322	0.4949	0.3287	0.3352	0.2299	0.3500
SIC21	0.3114	0.4036	0.3338	0.2792	0.4815	0.4146	0.3292	0.4664	0.2688	0.3695	0.1428	0.2883	0.2149	0.3593
SIC22	0.3068	0.3499	0.2385	0.3758	0.4434	0.3817	0.3195	0.3739	0.1095	0.3590	0.3191	0.3532	0.2706	0.2760
SIC23	0.4722	0.4728	0.2633	0.3057	0.3659	0.3512	0.4087	0.3198	0.3483	0.3284	0.2808	0.2817	0.2516	0.4728
SIC24	0.3282	0.4364	0.3618	0.4119	0.4556	0.4822	0.3751	0.5073	0.4167	0.4057	0.3030	0.3433	0.4112	0.4102

	SIC15	SIC16	SIC17	SIC18	SIC19	SIC20	SIC21	SIC22	SIC23	SIC24
SIC15	1.0000									
SIC16	0.4596	1.0000								
SIC17	0.3279	0.3205	1.0000							
SIC18	0.1737	0.3369	0.4910	1.0000						
SIC19	0.2436	0.3103	0.2950	0.4601	1.0000					
SIC20	0.2452	0.2495	0.6529	0.3360	0.3342	1.0000				
SIC21	0.3217	0.3457	0.5014	0.2987	0.2882	0.5550	1.0000			
SIC22	0.2898	0.2382	0.3934	0.2671	0.2040	0.4615	0.4714	1.0000		
SIC23	0.4105	0.2091	0.3837	0.2296	0.2222	0.4625	0.4266	0.5731	1.0000	
SIC24	0.4578	0.4202	0.4010	0.2535	0.1904	0.3543	0.4505	0.5799	0.5318	1.0000

Appendix E: Correlation of individual indicators of organizational structures

	OGS1	OGS2	OGS3	OGS4	OGS5	OGS6	OGS7	OGS8	OGS9	OGS10	OGS11	OGS12	OGS13	OGS14
OGS1	1.0000													
OGS2	0.4537	1.0000												
OGS3	-0.1797	-0.1602	1.0000											
OGS4	0.4194	0.1388	-0.1142	1.0000										
OGS5	-0.3095	-0.3002	0.5191	-0.0389	1.0000									
OGS6	0.0574	0.2920	0.1149	0.3165	0.0653	1.0000								
OGS7	-0.0512	-0.0906	0.1526	0.0513	0.1856	0.1022	1.0000							
OGS8	0.3480	0.2252	-0.2170	0.2401	-0.1840	0.3498	0.0918	1.0000						
OGS9	-0.0801	-0.1868	0.1573	-0.0404	0.3199	-0.0122	0.2879	0.0565	1.0000					
OGS10	0.0129	0.1308	-0.0581	-0.0087	0.0437	0.0454	-0.0256	0.1798	0.1432	1.0000				
OGS11	0.0673	0.3561	-0.1192	0.0934	-0.0012	0.2877	0.0177	0.3042	0.0897	0.4302	1.0000			
OGS12	-0.1645	-0.1563	0.0864	-0.1016	0.1105	0.1157	0.1742	0.1612	-0.0005	0.4478	0.1856	1.0000		
OGS13	0.0964	0.1072	0.1426	-0.1018	0.1240	0.1103	0.3582	0.2794	0.1543	0.3350	0.3379	0.3912	1.0000	
OGS14	-0.0279	0.1628	-0.0619	-0.0488	0.1032	0.2914	0.0894	0.2227	-0.0100	0.3202	0.5586	0.0996	0.3005	1.0000
OGS15	-0.0601	-0.1190	-0.1459	0.3362	-0.0380	0.0845	0.1972	0.1142	0.0159	0.0592	0.0161	0.0698	0.2207	-0.0133

	OGS15
OGS15	1.0000

Appendix F: Correlation of individual indicators of employee performance

	EP1	EP2	EP3	EP4	EP5	EP6
EP1	1.0000					
EP2	0.4871	1.0000				
EP3	0.4881	0.6479	1.0000			
EP4	-0.0120	0.2040	0.2921	1.0000		
EP5	0.2953	0.5006	0.5207	0.3388	1.0000	
EP6	0.2098	0.2763	0.3351	0.4331	0.2886	1.0000

Appendix G: Data collection instrument

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS
DEPARTMENT OF ACCOUNTING AND FINANCE

QUESTIONNAIRE/INTERVIEW SCHEDULE

Dear Respondent,
This questionnaire is intended to assist the researcher to make an impartial assessment of the impact that corporate governance has on employee performance, using St. Dominic Hospital, Akwatia as a case study. The exercise is basically academic and your answers would be treated with the utmost confidentiality they deserve. Your maximum co-operation is highly anticipated.

Thank you in advance for your co-operation.

PART I

SECTION (A) – DEMOGRAPHIC BACKGROUND

Please tick ( ) the response applicable to you.

1. Gender: Male ☐ Female ☐
2. Age: a. 17-30 ☐ b. 31-40 ☐ c. 41-50 ☐ d. 50+ ☐
3. Current position/grade: ……………………………………………………………
4. Educational Background: a. Masters ☐ b. BSc/Bachelors ☐ c. HND ☐ d. SHS ☐
d. Other ….
5. Marital Status: a. Married ☐ b. Single ☐ c. Divorced ☐ d. Widow ☐
6. Years of Service: a. 1 to 5 years ☐ b. 6 to 10 years ☐ c. 11 to 15 years ☐
d. Other ….

PART II

In sections **A to D** below, the response to each statement is rated on a scale of 1, 2, 3, 4, and 5. Five (5) is the highest value on the scale; while 1 represents the lowest.

Please tick ( ) the response as applicable to you and the hospital.

SECTION A – ORGANIZATIONAL CULTURE

	STATEMENT	**RESPONSE (please, tick)**				
		1	2	3	4	5
		Very Minimal	**Minimal**	**Moderate/ Uncertain**	**High /Agree**	**Very High/Strongly Agree**
1	My performance goals are clear and measurable					
2	My performance goals are achievable					
3	I have the necessary skills to achieve my goals					
4	I am familiar with the overall organizational strategic plans					
5	I am encouraged to be innovative within my role					
6	I am empowered to perform my role to the best of my ability					
7	My supervisor trusts me to perform within my role without micro managing me					
8	I am encouraged to think independently in the course of carrying out my duties					
9	I am familiar with the organizations standard operating procedures (SOPs)					
10	Hierarchical structure of management within the organisation is clearly defined					
11	Rules set out within the organization are practical					
12	Rules set out within the organization are fair					
13	I feel valued at my place of work					
14	Employees work together as a team in the organization					
15	My colleagues are warm and sociable					
16	I am committed to the values of the organization					
17	I am loyal to the vision, mission and goals of the organisation					
18	The traditions of the organization are preserved and maintained					

SECTION B – LEADERSHIP STYLE

	STATEMENT	RESPONSE (please, tick)				
		1	2	3	4	5
		Very	Minimal	Moderate/	High /Agree	Very
1	People in my team focus on achieving results for the organization.					
2	My leader ensures adequate training to handle any new work demand					
3	The organization has an annual set of performance standards.					
4	My leader is very punctual to work					
5	In the organization, the necessary tools and materials are provided for prompt service delivery.					
6	The organization ensures maximum job satisfaction for the employees.					
7	Our Leader makes sure that employees understand what is expected of them.					
8	There is effective working relationship between Management and Staff at all levels of the organization.					
9	My leader gives me regular feed-back on my performance.					
10	Leadership resolves issues very quickly					
11	In this hospital, the Leader encourages participation and discussion during meetings.					
12	People in my team can challenge existing ways of doing things					
13	Decision making process in the hospital involves only the Management.					
14	In this hospital, the team leader does not discriminate on religious, ethnic or gender grounds.					
15	Management regularly keeps employees informed about work processes.					
16	As a Health Institution Leadership treats everyone as professionals					
1	There is an effective mechanism to respond in a timely manner					

17	to workers' needs.					
18	Leader inspires me to do my best.					
19	In this Institution the Leaders ensure that career counselling programs are made available to employees					
20	I have opportunities to advance in my line of function.					
21	The Manager speaks with Staff members individually to hear the other side of the story to an issue.					
22	The Leader takes time to visit employees in their offices and units.					
23	There is an effective mechanism in place whereby employees' problems are attended to promptly.					

SECTION (C) – SYSTEMS AND CONTROLS

	STATEMENT	RESPONSE (please, tick)				
		1	2	3	4	5
		Very Minimal	Minimal	Moderate/ Uncertain	High /Agree	Very High / Strongly
1	There are formalized policies and procedures for all major operations of the entity.					
2	Policies and procedures for authorizations established at an adequately high level					
3	Specific lines of authority and responsibility has been established to ensure compliance with the policies and procedures					
4	Organizational structure does adequately reflect chain of command					
5	Responsibilities are delegated and follow up action is made to get feedback on results of performance of all tasks delegated					
6	There is honest and fair dealings with all stakeholders for the benefit of the organization					
7	Management is committed to the operation of the system					
8	Management provides feedback on systems and control measures on regular basis to all employees.					

9	Management has defined appropriate objectives for the organization.					
10	Management identifies risks that affect achievement of the objectives.					
11	Management has a criteria for ascertainment of which fraud-related risks to the organization are most critical					
12	Management has put in place mechanisms for mitigation of critical risks that may result from fraud					
13	Management has identified individuals who are responsible for coordinating the various activities within the entity					
14	All employees understand the concept and importance of internal controls, including the division of responsibility					
15	Communication helps to evaluate how well guidelines and policies of the organization are working and being implemented.					
16	The reporting system on organizational structures spells out all the responsibilities of each section/unit in the organization Control Activities					
17	Individual independent of receivables record keeping promptly investigate disputes with billing amounts that are reported by customers.					
18	Accounting records are limited to employees with designated responsibility for such records					
19	Changes to the prescribed billing amount require the approval of an authorized individual					
20	Procedures exist to prevent the interception or alteration by un-authorized persons of billings or statements before posting					
21	There are independent process checks and evaluations of controls activities on ongoing basis.					
22	Internal reviews of implementation of internal controls in units are conducted periodically.					
23	Monitoring has helped in assessing the quality of performance of the organization over time					
24	Management has assigned responsibilities for the timely review of audit reports and resolution of any non-compliance items noted in those audit reports					

SECTION (D) – ORGANISATIONAL STRUCTURE

	STATEMENT	RESPONSE (please, tick)				
		1	2	3	4	5
		Very	Minimal	Moderate/	High /Agree	Very High /
1	The hospital uses Specialised Workforce					
2	The hospital has a tall Standardisation Procedure (SOPs)					
3	Work processes not clear and inadequately structured					
4	Authorisation resides in high chain of command or hierarchy of authority					
5	No clear lines of authority and accountability					
6	Large span of control of work force working with					
7	Work Groups And Units Are Inadequate For carrying out tasks					
8	Having to co-ordinate with many departments					
9	Departmental lines are jealously guarded, serving as impediments to collaboration					
10	High centralised decision making					
11	High formalisation of work procedure					
13	Competing priorities and loss of focus due to many project being handle					
14	There is Scramble For Resource With Other Department					
15	There is Easy Flow Of Communication And Access To Information					
16	Power Struggle And Conflicts exist among management					

SECTION E – EMPLOYEE PERFORMANCE

		1	2	3	4	5
		Strongly Disagree	**Disagree**	**Uncertai n**	**Agree**	**Strongly Agree**
1	I like my job, i.e. the work I do					
2	I feel secure that I am able to work for the hospital as long as I do a good job.					
3	I have an annual set of performance standards					
4	I receive regular job performance feedback.					
5	I believe there is fairness in the way my performance is assessed					
6	I have opportunities to advance in my line of function					

Given that employees work output is measured on a scale of 1 to 10, where 1 is the lowest level of work output and 10 is the highest level of workoutput:

1. how would you rate the level of employees' workoutput in the health sector of Ghana? *[please, circle your rating]*

   1 2 3 4 5 6 7 8 9 10

2. how would you rate the level of employees workoutput in this hospital? *[please, circle your rating]*

   1 2 3 4 5 6 7 8 9 10

3. how would you rate your own level of work output? *[please, circle your rating]*

   1 2 3 4 5 6 7 8 9 10