

UNIVERSITY OF CAPE COAST

EMPLOYEE DEVELOPMENT AND PERFORMANCE AT JAMAN
NORTH DISTRICT HEALTH DIRECTORATE, GHANA

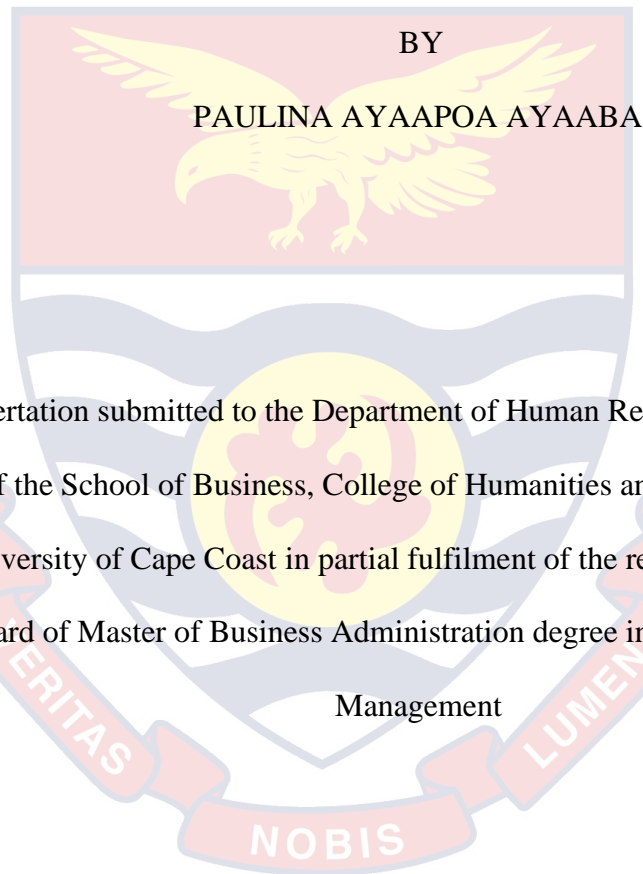


PAULINA AYAPOA AYAABA

2020

UNIVERSITY OF CAPE COAST

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NORTH DISTRICT HEALTH DIRECTORATE, GHANA



Dissertation submitted to the Department of Human Resource Management
of the School of Business, College of Humanities and Legal Studies,
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award of Master of Business Administration degree in Human Resource
Management

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DECLARATION

Candidate's Declaration

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

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

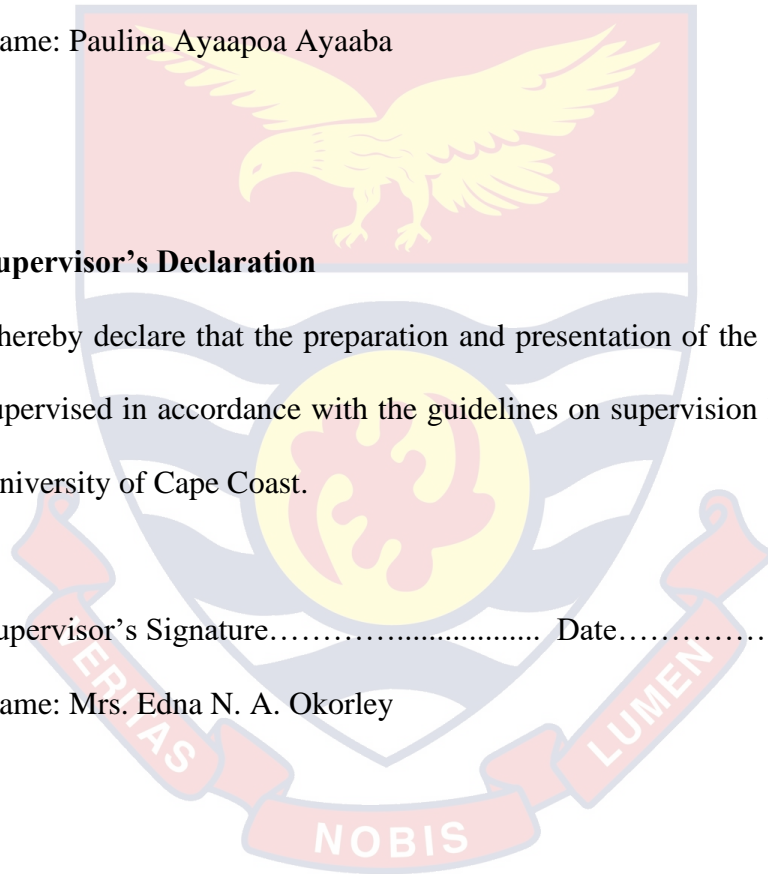
Name: Paulina Ayaapoa Ayaaba

Supervisor's Declaration

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

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

Name: Mrs. Edna N. A. Okorley



ABSTRACT

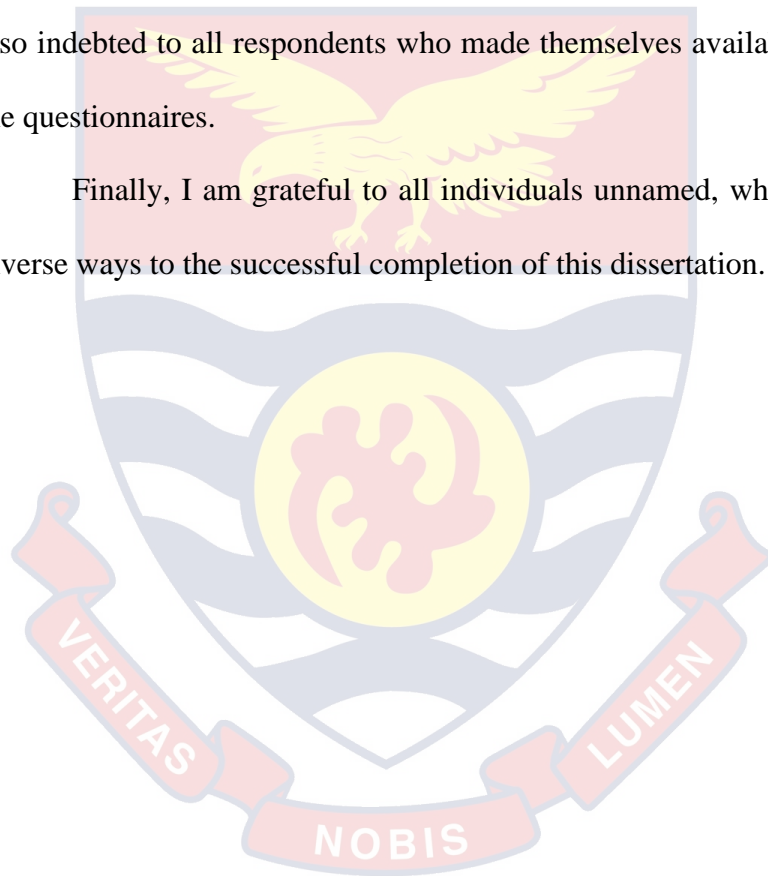
The study examined employee development and performance at the Jaman North District Health Directorate in the Bono Region, Ghana. Specifically, four research objectives were investigated; i.e., to analyse the effect of mentoring on employee performance at Jaman North District Health Directorate; to examine the effect of training on employee performance at Jaman North District Health Directorate; to analyse the effect of participation on employee performance at Jaman North District Health Directorate; and to assess the effect of delegation on employee performance at Jaman North District Health Directorate. The study relied on the quantitative approach and correlational design. A structured questionnaire was used to gather data from 169 respondents in the facilities. Using the census method, 150 valid responses with a response rate of 89% was used for data analysis. The data was then processed using the IBM SPSS Statistics (version 26) and SmartPLS (version 3) software. Inferential statistics (multiple regression through partial least squares) was used to address the objectives of the study. The study found that mentoring, training, participation and delegation as dimensions of employee development significantly and positively affect the performance of the employees in the directorate studied. The study therefore recommended that Ghana Health Service (GHS) and Ministry of Health (MoH) should emphasise on continuously strengthening the employee development in the sector.

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DEDICATION

To my family.



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CHAPTER ONE

INTRODUCTION

Employee development plays an important role in the achievement of any organisations' goals since it increases both effectiveness and efficiency not only for the organisation but for the employees too. Similarly, it plays a critical process of improving the job performance of employees in the organisation. The purpose of this study is to investigate the link between employee development and employee performance. This introductory chapter discusses the background of the study, the problem, research objectives and questions, significance, delimitation, limitation and the organisation of the study.

Background to the Study

In the era of globalisation, companies are surrounded by competitors regardless of the industry because of fierce global competition, rapid changes in technology, mergers, acquisitions, restructuring, de-layering, and downsizing (Rahayu, Rasid & Tannady, 2019). Again, with the process of economic globalisation and the prosperity of the knowledge economy, the flexibility of the organisation structure tends to be enhanced, thereby, challenging the stability of the employment relationship (Ling, Qing & Shen, 2014). Scholars such as Humphrey, Chege and Douglas (2013) and Ocen, Francis and Angundaru (2017) argued that the current expansion of the global economy and the fast changing technology and innovation necessitate organisations to constantly adopt strategies that will enhance the knowledge, skills and abilities of their employees to match with the changing trends.

It is important that companies truly leverage the workforce as a competitive weapon to win the fortunes of the organisation (Okechukwu, 2017).

To achieve these is for organisations to put in place strategies that will enhance the performance of the employees to reflect the performance of the overall organisation (Abualoush, Masa'deh, Bataineh & Alrowwad, 2018; Ibidunni, 2020; Nielsen, Nielsen, Ogbonnaya, Käsälä, Saari & Isaksson, 2017). Employees' job performance has been shown to have a significant effect on organisational performance due to the reason that individual performance is the foundation of organisational performance (Yosef, 2019). Mwangi (2012) opined that highly performing employees are motivated by their outputs and stay committed to their respective organisations. Thus, all organisations need employee's job performance in order to achieve their pre-stated objectives and duties based on specific standard stated by their managers.

According to Snell and Bohlander (2013), employee performance concerns the extent to which the employees perform to the best of their abilities in order to meet a company's goals. As stated by Rodriguez and Walters (2017), employee's performance is an aspect of performance management that explains the way employees focus on productivity, efficiency, effectiveness, quality, and attendance to their work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed or the strategic approach to enhancing organisational effectiveness (Taufek & Mustafa, 2018). Kamal, Aghbary and Atteia (2016) concurred that, job performance of the employees does not come overnight but needs strategic efforts of the organisation to ensure that employees have the information, skills, and competencies they need to work effectively in a rapidly changing and complex environment. Companies also need to consider about effective management of the relational aspects of the psychological contract between

employees and employers based on the protean careers which require individuals to acquire and develop a set of personal skills and competencies such as continuous learning, tolerance for ambiguity and uncertainty, autonomy, self-awareness and self-efficacy so as to enhance their job performance (Rahayu, Rasid & Tannady, 2019).

Employee development is a reliable source of competitive advantage to compete with the changing and competitive business world (Kulundu, 2013; Okechukwu, 2017; Rahayu, Rasid & Tannady, 2019). According to Kulundu (2013) employee development refers to the long term acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Muma, Iravo and Omondi (2014) describes development as a planned and systematic modification of behavior through learning events, programmes and instruction which enables individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively. It is also about making sure that everyone is able to do his or her job in a way that increases the chances that the organisation will achieve its objectives (Sila, 2014).

Bowerman and Reich (2017) claim development is a non-stop progression that affect the objectives and aspirations of the firm as it nurture it in growth as individuals grow. The authors affirm that money invested in development is money well invested and that organisations use human resource practices as important tactical tools for stimulating favourable behaviour of workforces and providing skills, knowledge and abilities which should increase employees' performance. Diriye (2015) noted that orginsations that engage in

effective coaching, mentoring, training and participation of employees in decision making are in the right direction for attaining organisational goals.

A number of studies have established the link between employee development and their job performance. Nguyen and Duong (2020) studied employee training and development and employee performance and established a significant positive relationship between the constructs. In addition, Diriye (2015) found that employee development and performance were related and that organisations that seek the continuous equipment of the employees to acquire skills and abilities for their job are worth standing out.

The resource-based theory submits that organisations that develop and utilise the skills, competences and capabilities of their employees can excel in the competitive environment (Hitt, Xu & Carnes, 2016). According to the tenets of the theory as proposed by Wernerfelt (1984), organisations that emphasised their internal resources stand to outcompete their rivals in achieving their set objectives because such resources are not easy to copy, scarce and hard to imitate. Based on these, scholars such as Almaaitah, Alsafadi, Altahat and Yousfi (2020), AlMannai, Arbab and Darwish (2017) and Lyria, Namusonge and Karanja (2017) have opined that continuous improvement and development of the skills and abilities of employees will facilitate performance among the employees to work towards the organisation's goals.

It is worthy to state that the public sector in Ghana employs the maximum sum of human assets who have different skills and ideas. One of the organisations in the public sector is the Ghana Health Service. The health sector requires highly skilled and knowledgeable personnel to handle 24-hour services and emergency cases which make their work roles very demanding and

stressful. According to the World Health Organisation (WHO, 2015), health care deliveries are highly labour intensive and thus, require constant employee development to help them meet excessive work demands. In view of this, health institutions in most developed countries such as Germany, Malaysia, Switzerland, China and USA constantly seek for unique ways of obtaining the best performances from their health workers through improved employee development programmes (Scott et al., 2018;). Similarly, in developing countries like Ghana, the roles of their health sectors cannot be overemphasised (Ayalew, 2015; Odoom, 2015).

The Ghana Health Service (GHS) is one of the public sector bodies instituted and recognised by the GHS and Teaching Hospitals Act, 1996 (Act 525). It is a self-governing agency of the Ministry of Health (MOH) and in control for executing approved national health policies. The mandate of the GHS is to provide and maintain comprehensive and reasonably priced excellent health services with a prominence on primary health care in compliance with national approved policies (GHS, 2016). As such, the service needs to continuously develop its personnel in order to help them achieve this challenging mandate.

Statement of the Problem

Globalisation, technology-dynamics, political and economic environments are making organisations to face increased competition, therefore prompting organisations to embrace employee development so as to prepare them for these dynamics, thus enhancing their performance (Evans, Pucik & Barsoux, 2002; Mwangi, 2017). It is the responsibility of every organisation to boost the employee performance and without doubt employee development is

one of the most important steps towards the achievement of employees' job performance and overall performance of the organisation (Mwangi, 2017).

Similarly, due to the high demands of efforts of health workers across Ghana, the workers sometimes are put to pressure that make them overlap their duties and perform poorly. These pressures from both patients and caregivers of the patients, one would expect that health workers be up and doing to meet the medical and other related health needs of the clients. According to a study by Nkosi (2015) on the effects of training on employee retention and employee performance in Local Municipality in South Africa, found that training impacts positively and significantly on employee performance. In a similar study by Ofobruku and Nwakoby (2015) on the impact of mentoring on employee performance and found that mentoring gives the impression of care and shows how valuable employees are to the organisation.

Although the above debate seems to prove that some components of employee development and employee performance are positively related, studies have not yet holistically examined the components of the employee development. There is lack of literature demonstrating an independent correlation of the combined dimensions of employee development with employee performance. Thus, existent studies have investigated the dimensions separately without looking at how all will synergically be combined to improve employee performance (Al-Jamma et al., 2015; Cherono, Towett & Njeje, 2016; Ofobruku & Nwakoby, 2015; Tanoli, 2016). Furthermore, the concept of training has been viewed differently by scholars, some scholars viewed training as a process of providing employees with specific skills to correct deficiencies in their job execution (Vasudevan, 2014), others viewed training as human

resource management intervention that alters employee behaviours in a direction that enables organisation to achieve its goals (Dabale, Jagero & Nyauchi, 2014).

In addition, studies examining the constructs have been foreign bias with evidence in the Ghana particularly in the health sector. This study, therefore, filled these gaps by investigating the effects of the dimensions of employee development (mentoring, training, participation and delegation) on the job performance of the employees in the Jaman North District Health Directorate.

Purpose of the Study

The main objective of the study was to investigate the effect of employee development on the job performance of the employees in the Jaman North District Health Directorate.

Objectives of the Study

The specific objectives of the study were set to examine the effect of the dimensions of employee development on employee performance including;

1. to analyse the effect of mentoring on employee performance at Jaman North District Health Directorate.
2. to examine the effect of training on employee performance at Jaman North District Health Directorate.
3. to analyse the effect of participation on employee performance at Jaman North District Health Directorate.
4. to assess the effect of delegation on employee performance at Jaman North District Health Directorate.

Research Questions

The following questions were set to address the objectives of the study.

1. what is the effect of mentoring on employee performance at Jaman North District Health Directorate?
2. what is the effect of training on employee performance at Jaman North District Health Directorate?
3. what is the effect of participation on employee performance at Jaman North District Health Directorate?
4. what is the effect of delegation on employee performance at Jaman North District Health Directorate?

Significance of the Study

An organisation such as the Ghana Health Service should aim at evaluating its employee development policies in order to determine whether it has accomplished its development needs or there are amendments to be made in designing future employee development policies. It is, therefore, a source of contribution to the existing knowledge in the practice of employee development in the Ghana Health Service and offers for further research to bring behavioural change in the area of employee performance. Also, the study would enable management of GHS to know the various employee development policies which directly meet the expectations of their employees. This would therefore assist them implement the relevant policies that would address the various challenges facing their employees and in turn improve upon both individual and organisational performances. Finally, this study adds up to the existing insightful body of literature on the subject matter. This would enable researchers

to support or disapprove findings on studies related to worker development and employee performance especially those who may focus on the health sector.

Delimitations of the Study

The study was limited to the Jaman North District Health Directorate. Even though, several Health Directorates and Hospitals exist in all Districts, and Municipalities in Ghana, time constrain, cost and the large structure of hospitals are some of the reasons why this study does not cover all the health directorates and hospitals. Jaman North District Health Directorate has been chosen because of the various health centres and CHPS compounds that fall under it. The lack of training and development plans and reports on employee development at the District Health Directorate (RHD Monitoring Feedback, 2019) is also one factor that informed the choice of Jaman North District Health Directorate as the study area. Accessibility of staff unlike other districts and municipalities also did not pose a challenge to the study. The study limited its sample population to 169 the total number of health staff of all categories under the Jaman North District Health Directorate where the sample size was selected as the representative of the total employees of the Directorate.

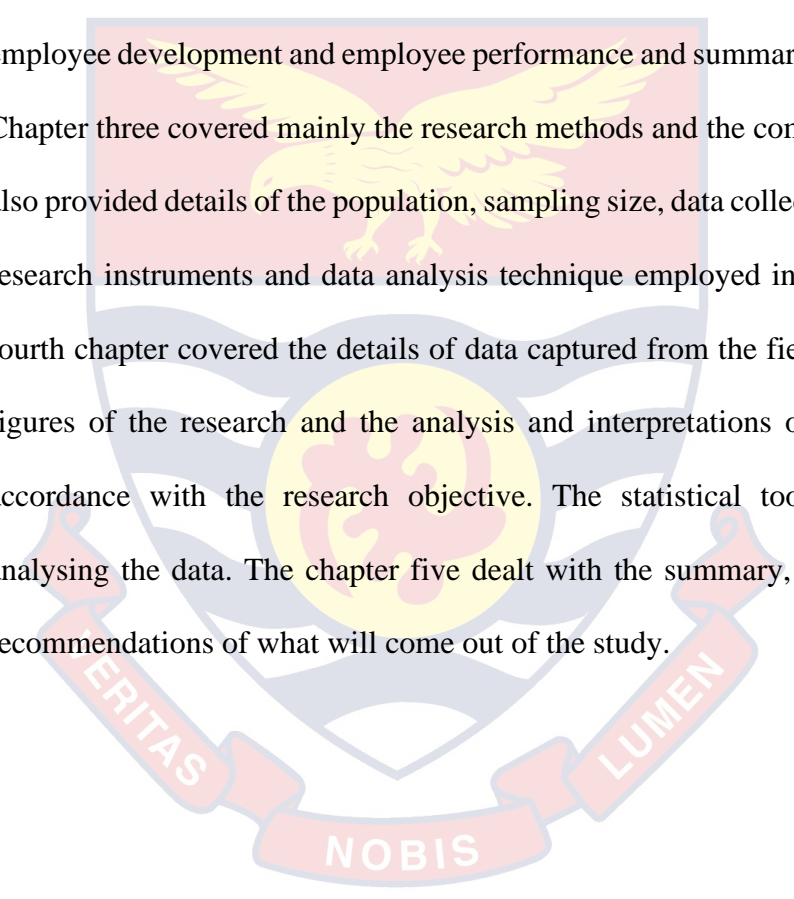
Limitation of the Study

A major limitations of the study was getting information and assistance from some of the workers of the health centres to respond to the questionnaire. Due to the outbreak of the COVID-19 in the early year of 2020, most workers were reluctant to associate themselves with researcher to participate in the study. This made some of them unable to answer the questionnaires which also affected the response rate. Although, the researcher was faced with these

challenges, nonetheless, appropriate measures were put in place to ensure that the results of the study were not affected.

Organisation of the Study

This study was organised in five chapters. The first chapter discussed the statement of the problem, the objective of the research, the research questions and the significance of the study. The second chapter dealt with a review of related literature which gave details of the theories, concepts of employee development and employee performance and summary of the chapter. Chapter three covered mainly the research methods and the company profile. It also provided details of the population, sampling size, data collection procedure, research instruments and data analysis technique employed in this work. The fourth chapter covered the details of data captured from the field, presentation figures of the research and the analysis and interpretations of the results in accordance with the research objective. The statistical tool employed in analysing the data. The chapter five dealt with the summary, conclusion and recommendations of what will come out of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

The general objective of this chapter is to present the review of relevant literature on the employee development and employee performance. The review of related literature is aimed at getting supporting theories and empirical evidence for the study as well as help the study to adopt the appropriate methodology. This chapter is structured into three main sections. The first section discusses the theoretical review on the relationship between employee development and employee performance. The second section looks at the conceptual review on the study's constructs. The final section in this chapter presents a review of empirical literature on employee development and employee performance.

Theoretical Review

The theory that underpin this study is the resource-based theory. This theory together with its relevance to the study was thoroughly reviewed.

Resource-Based Theory (RBT)

Resource-based theory (RBT, combines the views of organisation economics and strategic management by Penrose (1959) and Wernerfelt (1984 respectively. Competitive advantage was achievable if the resource of the organisation is costly, rare and valuable. RBT enable firms to gain competitive advantage by utilising all resource available which includes human resource to be able to highly perform. The resource-based theory submits that organisations that develop and utilise the skills, competences and capabilities of their employees can excel in the competitive environment (Hitt, Xu & Carnes, 2016).

According to the tenets of the theory, organisations that emphasised their internal resources stand to outcompete their rivals in achieving their set objectives because such resources are not easy to copy, scarce and hard to imitate.

It is then important to develop major resources to counter futuristic fulfilment of market competition. This gives the organisation a super position in order to solve the dynamics of the market and resources available in the organisation. The above theory is applicable to the study as it highlights the need for the organisations to enable its resources meet two of the outlined characteristics. For an organisation to remain competitive and thus improve its performance, its employees must undergo employee development so as to become valuable and costly to imitate. There is a need therefore for an organisation to enable its employees which is the most important resource that they have, to meet the criteria. This can only be achieved through employing effective employee development so as to make them different and unique from the employees of other organisations.

Conceptual Review

The purpose of this section is to help enhance our knowledge with respect to the variables (employee development and job performance) used in this study. The definition given in the literature concerning employee development will initially be addressed before proceeding to job performance.

The Concept of Employee Development

Cherono (2012) claims development is a non-stop progression that affect the objectives and aspirations of the firm as it nature it in growth as individuals grow. The author affirms that money invested in development

is money well invested and that organisations use HR Practices as important tactical tools for stimulating favourable behaviour of workforces and providing skills, knowledge and abilities which should increase employees' performance. Gubbins, Garavan, Hogan and Woodlock (2006) support this argument by affirming that it is for this reason that HR Development has been recognized as the most first activity of the human resource system.

Kirigia (2020) argue in the perspective that human resource is an intellectual property of the organisation and is a source of competitive advantage to the organisation this can be enhance more through building the competencies of the manpower. The author further observes that the employee should obtain necessary skills to improve so as to committing to their task. Another study was carried out by Asfaw, Argaw and Bayissa (2015) on the effect of employee development on the performance and effectiveness of the employee in Addis Ababa, Ethiopia at District five administrative office. Data was collected through systematic technique with a respond rate of ninety-four percent indicated that there was correlation and significant relationship between employee development and the performance of employee. This study relied on the dimensions of employee development by Tiedeman and Ohara (1963) who posit that a successful development program encompasses mentoring, training, participation and delegation of duties to employees. To this end, employees, by virtue of their exposure to these development activities lead to the performance of the employees (Bohlmann, van den Bosch & Zacher, 2018; Salas et al., 2012; Theocharis & Van Deth (2017).

Mentoring

Ofobruku and Nwakoby (2015) defined a mentor as the person that facilitates personal and professional growth of an individual by sharing the knowledge and insight that have been learned through the years. Mentoring is a personal developmental relationship in which a more experienced or more knowledgeable person helps less experienced ones (Kram, 1985). Hester and Setzer (2013) viewed mentoring as a process by which persons of superior rank, and prestige instruct, counsel, guide, and facilitate the intellectual and /or career development of persons identified as protégées. Mentoring is a close, developmental relationship between two people in which a partner willingly avails him /herself of the full range of superior experience, knowledge, skills, or status of the other partner in all spheres of human endeavour (Okurame, 2013). Nordin, Saraih and Ishak (2017) posited that mentoring is a set of tailor-made advice and incentive that a more experienced staff, in an innovative way can offer less experienced members in a plethora way and on a range of competencies.

Mentoring is therefore a process in which mature and more experienced managers share their wisdom and experience with the younger employees on a one on one basis. Mentoring is a method growing in use for establishing relationship between junior and senior employees, a method gaining popularity in facilitating both employee and management development in the organisation (Valerie, Asikhia, Makinde & Egbuta, 2019). Mentoring relationship involves exchange of wisdom, learning and development of skills and knowledge about the organisation for the protégé's career growth (Popoola, Adesopo & Ajayi, 2013). Kram (1983) suggested two major dimensions of the mentoring

relationship which are career support and psychosocial support functions. Career support function include sponsorship, coaching, exposure to important contacts and resources, visibility, facilitating protection of the mentee and assignment of challenging work to enhance the protégé's career (Kram, 1983).

Training

Training is one of the several human resource management functions that is designed to equip employees with the requisite competencies to enable them perform their currently assigned duties better and efficiently (Ling et al., 2014; Bulut & Culha, 2010). Jayawarna, Macpherson and Wilson (2007) defined organisational training as any attempt, within or outside the organisation, to increase job related knowledge and skills of either managers or employees. It is designed to add value to the organisation (Ahmad & Bakar, 2003) and can be measured and achieved through the assessment of the training policies of organisations as well as quantifying the organisation's practice data on training. Organisation's practice data can be determined by the number of training courses it conducts, the time allotted to training in the course of the year and the plans the organisation has for training the following year (Salas et al., 2012). Training is equally designed, facilitated and evaluated to improve the level of competencies of employees, their efficiency and production capacities and helps to ensure that organisations are able to influence job related attitudes, behaviour and skills. The human resource needs of organisations currently and for the future can be better planned and achieved through sustainable training.

Participation

Another management strategy that have been developed to enable organisations attain their objectives is participatory management. Hopen (2010)

defines participation as the active involvement of subordinates or followers in the making of decisions that directly affect them in the workplace. Participation in decision making is generally regarded as a sign of an enlightened and democratic management. It may be through giving and receiving of information, suggestion and the sharing of experience among members of an organisation (Bartol & Srivastava, 2002). Prisca and Campus (2011) opined that participation particularly applies to allowing the employees to have a voice in shaping policies, procedures and processes that directly or indirectly affect their performance of their roles. It is therefore a process of sharing among managers and employees the information and ideas towards the effective execution of organisational goals.

Through the use of participation, individual employees will be able to think strategically so to contribute meaningfully to the organisation. Yeguaah (2017) stated that participation is a mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibility for them. In the same vein, Theocharis and Van Deth (2017) pointed that participation serves as a mode of organisational operation in which decision as to how activities are arrived at by the person to whom it is assigned. Thus organisations that engage their employees are in the right direction increasing their performance.

Delegation

According to Al-Jammal (2015) delegation is one of the current trends that manager's practice and its function stand out as it supports the increase of the level of motivation of workforce. When motivation is elevated the performance of an employee increase. On organisational level it leads to

increase in productivity, innovation and invention, competitive advantage and speed finalising tasks effectively. Akinola, Martin and Phillips (2018) argue that there are numerous reasons that can lead to manager delegating where the main reason is to develop the confidence and skills of their junior.

Employee Performance

Employee's performance means how well employees perform on the job and assignments assigned them measured against the generally accepted measure of performance standards set by their companies (Rodriguez & Walters, 2017). This means there are general expectations expected of employees in relation to their performance in every company. Employees can be said to have performed when they have met the expectations and performed up to standard. Employee performance can also be defined as the functioning and presentation of employees. This means, how employees are able to effectively administer their task and assignments and also how they present their assignment to reflect the quality and good service desired by their companies. Kahtani (2013) stated that job performance is outcome of work that is achieved by a person or group of people with the authority and responsibility in their respective efforts to achieve company goals legally and ethically.

Kahtani (2013) concluded that employee performance refers to the endless or series of activities undergone by employees to achieve the objectives. Employee performance could also mean the general measurement to see if employees are achieving their set targets by accomplishing targets they have been assigned in a desired manner by the assigning authority and this can be measured in terms of quality, timeliness, quantity and efficiency with which it

is completed. Employee performance refers to the achievement of goals in an effective and efficient manner (Rotundo & Sackett, 2002).

It is an individual level variable which significantly contributes to overall organisational performance (Campbell et al., 1990). Employee performance is divided into two distinct dimensions of in-role performance and extra-role performance. In-role performance consists of completing obligatory job tasks formally required by a job (Diefendorff, Brown, Kamin & Lord, 2002) whereas extra-role performance includes organisational citizenship behaviors which positively contribute in achievement of organisational goals by creating a positive impact on the social and psychological conditions of an organisation (Bohlmann, van den Bosch & Zacher, 2018).

Empirical Review

Ocen, Francis and Angundaru (2017) assessed the role of training in building employee commitment and the task of job satisfaction in the association between training and employee commitment in the banking sector in Uganda. The results of the study revealed that there is a positive relationship between training and employee commitment ($r = 0.507, p < 0.01$), a positive relationship between training and job satisfaction ($r = 0.744, p < 0.01$) and a positive relationship between job satisfaction and employee commitment ($r = 0.519, p < 0.01$). The regression model showed that the predictor variables explain at least 29.7 per cent of the variance in employee commitment (adjusted $R^2 = 0.297$). MedGraph results revealed a partial type of mediation because the correlation between training (independent variable) and employee commitment (dependent variable) decreased from 0.507 to 0.271 by inclusion of job satisfaction (mediating variable).

Tanoli (2016) carried out a study on the impact of training and mentoring on employee performance – Empirical analysis of Public and Private Universities 'members of Islamabad. The study had one major objective which was to examine the relationship between training, mentoring and employee performance. The research made use of data from two hundred and fifty staff members chosen from different public and private sector universities of Islamabad. The research made use of survey research method and data were analyzed using regression method of data analysis through SPSS. The study finding shows that employee training and mentoring influence employee performance.

Cherono, Towett and Njeje (2016) studied the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya. The broad objective of this study was to determine the influence of mentorship practices on employee performance in small manufacturing firms. A cross-sectional survey design was used in the study and questionnaires were administered to collect data. Both descriptive and inferential statistics were used to arrive at conclusions on the relationships between study variables. Multiple regression analysis was used to test the set hypotheses and construct the model of interest. The study established a significant relationship between leadership mentorship, innovative mentorship, knowledge transfers mentorship, talent development mentorship and the performance of the employees. The study recommends that mentorship practices be considered as part of the organisations strategy to improve the performance of the employees.

Ofobruku and Nwakoby (2015) researched on effects of mentoring on employee's performance in selected family businesses in Abuja, Nigeria. The

study objective focused on the effects of mentoring on employee performance in family businesses. The construction Industry in Abuja was critically investigated. The study employed a survey research design using both quantitative and qualitative approaches. Responses from three hundred and sixty-seven construction employees were analyzed. The data collected were analyzed using the Pearson correlation coefficient statistics technique. The findings of the study revealed that mentoring had positive effects on employee performance and that career support had a more positive effect on employees' performance than psychosocial support. This research concluded that performances among employees are based on the degree of mentorship program put in place in the organisation. Employees respond better to career support in terms of performance. The study concluded that mentorships had a significant relationship with employee performance. The study recommends that for a family business to sustain better employee performance, the organisation should be encouraged to have a mentorship program for the employees of the organisation, which will result in better employee performance for the business to achieve its objectives.

Grantson (2015) drew on a sample size of 235 employees of SSNIT in his study to test the four hypotheses using correlation and linear regression. The findings indicate that motivation for training, access to organisational training, benefits from training and support for training had statistically significant and positive relationship with employees' organisational commitment. Conversely, training benefits had the strongest impact on employees' organisational commitment. The study further recommended that, organisations in Ghana can elicit the commitment of their employees through the design and

implementation of training programmes that clearly communicate access to training, benefits to employees and support for those who enrolled in such programmes.

Nkosi (2015) sampled a total of one hundred and thirty employees in a Local Municipality situated in Mpumalanga Province, South Africa to participate in a study. A structured questionnaire in a likert scale format was employed to gather data on training, employee commitment, retention and performance. Data was analysed using SPSS statistical package. A cronbach's alpha of 0.813 and the Keiser-Meyer-Olkin of 0.865 were obtained from the data analysed. The findings derived from multiple regression analysis using the ordinary least squares regression technique confirmed that; training has a significant effect on employee performance, retention and performance enhancement within the local municipality examined.

Al-Jamma et al (2015) examined the impact of the delegation of authority on employees' performance at great Irbid municipality. They measured employee performance via efficiency, effectiveness and empowerment. And the data obtained were analysed via mean, standard deviation and T-test statistic. Their findings indicated that efficiency, effectiveness as well as empowerment of employees are statistically significant to delegation of authority in Irbid municipality.

A study carried out by Prisca and Campus (2011) on employee participation in decision making and its impact on productivity in Nigeria. The study used three publishing firms in Nigeria in Enugu urban. The study conducted used 105 questionnaires and through interview the study obtained information from manager and employees. The study revealed that there is a

positive relationship between participative management and performance. It revealed that investors who practice participation has not yield the desired output to the desired level of production. The above study presents a research gap as it does not investigate the impact that employee participation has on innovation in the organisation.

Another study on the influence of participation in decision making of and employee to the commitment among the staff of the university both private and public in Kenya was carried out by Wainaina, Iravo and Waititu (2014). The findings indicated that employee participation in making decision affected the university academic staff's through increasing their commitment and organisation performance in Kenya. The statistic was derived from sample 16 universities selected randomly from Kenya.

The study of Shekari et al (2011) on the relationship between delegation authority process and rate of effectiveness: case study municipality regions of Mashhad. Findings of this study suggested that in general, between the delegation authority process and rate of effectiveness there is a significant correlation ($P\text{-value} = 0.000$), also, between delegation authority process, including: preparation, appreciation stage and effectiveness, there is a significant relationship. The greatest effect among five stage of delegation authority process, the aspects of appreciation and preparation is related to, so that the power of explains appreciation equal to 0.165 and the power of explains preparation equal to 0.142.

The study of Fehr et al. (2013) on the lure of authority: motivation an Authority and power. The study studied the motivation and incentive effects of authority experimentally in an authority-delegation game. Individuals often

retain authority even when its delegation is in their material interest suggesting that authority has nonpecuniary consequences for utility. Authority also leads to overprovision of effort by the controlling parties, while a large percentage of subordinates underprovide effort despite pecuniary incentives to the contrary. Authority thus has important motivational consequences that exacerbate the inefficiencies arising from suboptimal delegation choices' incentive effects of power.

The study of AL-joqi (2010) on the impact of delegation of authority on the effectiveness of management decisions. The results of study have shown that the level of applying authority delegation in yamen Oil Company was low. Also, there is a strong and positive relation between successes of delegation process and heads' sufficiency. The company has sought for achieving its objectives in the light of taking effective decisions. In addition, if the company doesn't apply authority delegation among employees, this will depress them and there is no motivation in implementing managerial decisions. So, high managements decisions will not be effected and have important value.

Wadi (2009) conducted study on the impact of authority delegation on managerial performance. The study aimed at identifying the impact of authority delegation on workers' performance of Sudan University of Science and Technology (SUST). Sample of the study was consisted of (60) workers and they were randomly selected. The study has reached for following results: delegation of authority strengthens human relations among members of the organisation, enhance self-confidence among workers and increase the level of achievement in tasks and work assigned for workers and speed of implementation.

Carla (2008) researched the effects of mentorship on job satisfaction among military academicians in the United States of America. The study examined the effect of mentoring relationship on job satisfaction and faculty members' perceptions of the effectiveness of the mentoring relationship. The study made use of primary data sourced through questionnaires. The study sample was drawn from military and civilian faculty located at the United States Air Force Academy. Out of the six hundred and fourteen solicited participants, one hundred and sixteen responded. Correlation analysis was used to test the hypotheses. Findings suggest that faculty members with mentors had higher levels of job satisfaction than faculty members without mentors. The perceptions of protégés with regard to the effectiveness of the mentoring relationship on job satisfaction did not reveal significant results.

The Conceptual Framework

One of the important components of the research is how well to represent one's ideas diagrammatically for easy comprehension of readers. Adom, Adu-Gyamfi, Agyekum, Ayarkwa, Dwumah, Abass and Osei-Poku (2016) argued that the conceptual framework forms the "blueprint" of every research and gives clarity to the ideas being expressed in such research. The framework gives direction and impetus for a research work (Adom et al., 2016). Grant and Osanloo (2014) emphasised the importance of a conceptual framework by stating that, it is the foundation upon which a research is constructed. Thus, the conceptual framework for this study is presented in Figure 1.

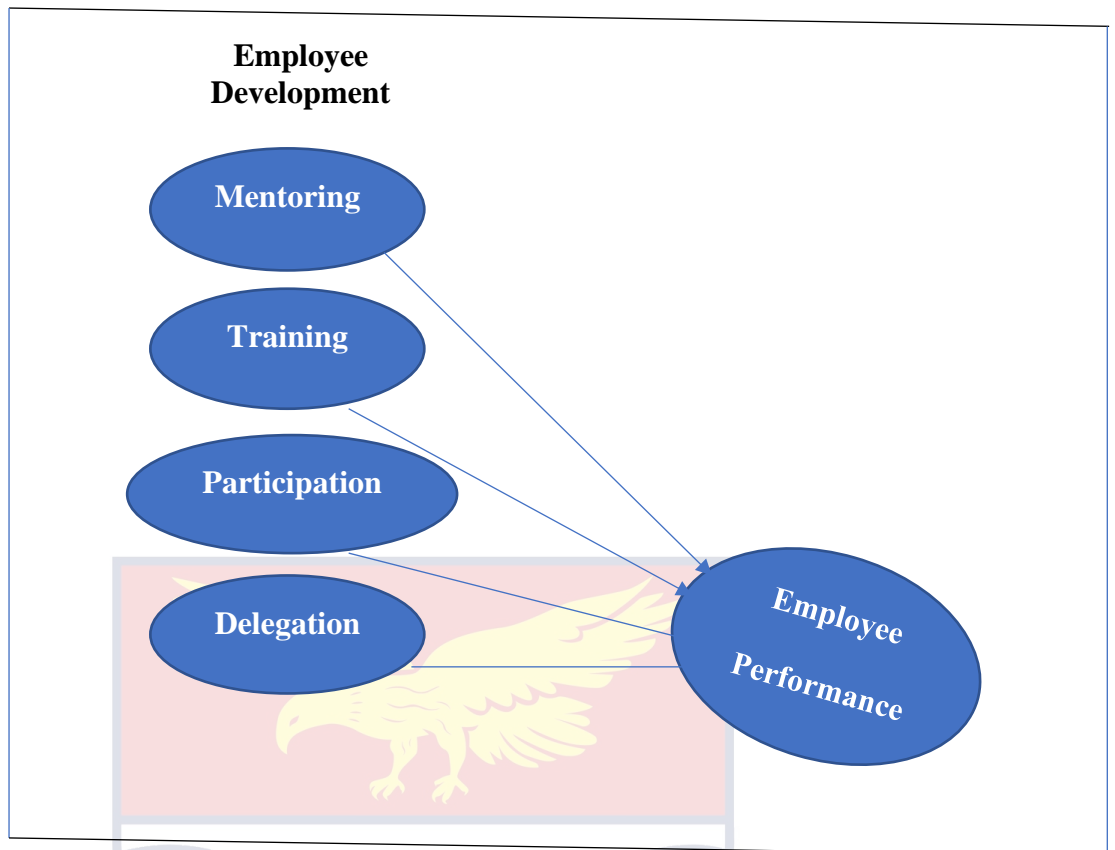


Figure 1: Conceptual Framework

Source: Author's Construct (2020)

The framework of this study describes the relationship between employee development and employee performance of workers at the Jaman North District Health Directorate. Employee performance is the dependent variable and employee development is the independent variable having mentoring, training, participation and delegation as measurement variables. The dependent variable, which is performance of the employee, is an important factor in determining how well an individual is doing. The Framework further suggests that the individual dimensions of employee development have some interaction to influence the performance of the employees in the health directorate.

Chapter Summary

This chapter started with a theoretical review. It then examined the study's concepts and also reviewed prior works that have been done on the study's constructs: employee development and employee performance. Conceptual framework was also developed in order to give a pictorial understanding of the study. Next is the presentation of chapter three.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the methodology used to carry out this study. It therefore identifies how the research was undertaken and the rationale behind each of the methods that was used. The elaborated elements under this section include; research design, research approach, research area, population, sample and sampling techniques, instrument, data collection procedure, reliability, validity, data analysis and ethical issues.

Research Approach

According to Saunders, Lewis and Thornhill (2016), there are three broad approaches of research, namely; quantitative, qualitative and mixed methods. While quantitative approach enables the researcher to examine associations between variables, qualitative approach deals with small aspects of social reality (Sekaran & Bougie, 2016). Saunders et al. (2016) advanced that the difference between quantitative methods of research and qualitative methods of research may be influenced by the nature of data used for the study. Whereas numeric data is used in quantitative research, non-numeric data is utilised in a qualitative research.

Neuman (2014) posited that the two approaches can also be differentiated in terms of the procedure used in data collection and analyses. For example, whereas in quantitative research method, questionnaire is predominantly used by researchers for data collection and also analysing data quantitatively, in qualitative research method, interview is used by researchers for data collection and the analysis is done qualitatively. Sekaran and Bougie

(2016), and Saunders et al. (2016) indicated that the third approach which is mixed method is merely a combination of the earlier two approaches. The authors further asserted that whilst the quantitative research method permits the generalisation of the sample results to the entire population, qualitative research method is not for the generalisation of the sample results to the entire population.

The current study employs the quantitative research approach. This is due to the nature and purpose of the study under consideration. The current study demands that researcher collect numerical data that would be analysed quantitatively. The current study also demands that the study's result is generalized on the entire population. Tashakkori and Teddlie (2010) averred that quantitative methods are often considered as deductive in nature because inferences from tests of statistical hypotheses result to general inferences about characteristics of a population. Lincoln, Lynham and Guba (2011) are also of the view that quantitative approach to research is directed towards the development of testable hypothesis and theories which are generalizable across settings. The factors raised earlier are the reasons behind the choice of quantitative research approach against the qualitative research approach.

Research Design

According to Sekaran and Bougie (2016), a research design is a plan or a guide which specifies how data relating to a given research should be collected, measured and analysed. Kothari (2004) also posited that research designs deal with creation of decisions vis-à-vis the techniques which are utilized in gathering data, the type of strategies and instruments for sampling, and ways in which the constraints of time and cost can be dispensed. Sekaran

and Bougie (2016), and Saunders et al. (2016) categorised research design into three broad categories; namely, exploratory, descriptive and causal designs. In the view of the authors, researchers employ an exploratory design when little or no information exists about how study variables have been dealt with by earlier scholars. Furthermore, a descriptive design is utilized by scholars when they want to describe and understand the characteristics of the study variables. Finally, researchers adopt a causal design when they want to determine how one variable causes another variable to change.

This research adopted correlational research design. The correlational study design which falls under the causal design was also employed, as it helps to explore the relationships or links between the variables under study. Thus, it would help measure the extent to which the study variables are related or to determine which variables are interacting and what type of interaction is occurring.

Sekaran and Bougie (2016) argue that for causal design to be used, a researcher must be certain that a change in the dependent variable is not caused by any other variable except the variable of interest. The authors further asserted that if the study failed to establish the above condition, it could at best be considered as a correlational one. Since this study cannot conclude that employee development is the only variable that causes change in the employee performance, it can only be considered as a correlational one rather than a causal one. Creswell (2014) averred that a correlational design is a helpful design because through it, researchers can examine the relationship between the variables of interest.

Study Area

The study was carried out in Jaman North District Health Directorate in the Bono Region of the middle belt of Ghana. There are many communities within the district. The district currently has several health facilities including CHPS Compounds, reproductive and Child Health Unit and other Health Centres. It has also been grouped into both private and government health facilities. These include but not limited to Duadaso Health Centre, Buni CHPS Compound, Goka Health Centre, and others. This district was selected because of scanty studies on these health facilities. Many of the health facilities in the areas have been neglected academically.

Population

Population is the entire aggregation of cases that meet a designed set of criteria (Graneheim & Lundman, 2004). According to Ngechu (2004), population is seen as a set of elements, events, people, or group of items under a research-based investigation. Leedy and Ormrod (2010) also postulated that population can be seen as the target group about which the researcher is interested in acquiring information and drawing conclusions. For this research, the population comprised all workers in all the health centres in the Jaman North District Health Directorate.

Table 1 shows the various health centres in the directorate and the number of workers in each facility. The table suggest that the target population for the study was one hundred and sixty-nine (169).

Table 1: Total Staff Strength of the Jaman North Health Directorate

Name of facility	No. of staff
District Health Directorate	23
Reproductive and Child Health Unit	16
Duadaso Health Centre	22
Goka Health Centre	16
Kokoa Health Centre	10
Adadiem Health Centre	11
Seketia Health Centre	12
Asoukor Health Centre	11
Asiri CHPS	9
Buni CHPS	3
Amanfoso CHPS	8
Jamera CHPS	7
Bonakire CHPS	3
Klabile CHPS	4
Dawiri CHPS	3
Nsonsomea CHPS	3
Kokosua CHPS	3
Asantekrom CHPS	2
Jenini CHPS	3
Total	169

Source: Jaman North Health Directorate (2019)

Sample and Sampling Procedure

A subset or some part of a larger population that shares some set of characteristics of the larger group is termed as a sample (Zikmund, Babin, Carr & Griffin, 2013). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for investigation. Gravetter and Forzano (2012) described sampling as the deliberate choice of a number of people who are to provide the data from which conclusions about those people can be drawn. However, this study adopted a census approach where each member of the population participated in the study. A census survey collects complete information from all participants in the population (Champ, 2003). In other words, a census is often construed as the opposite of a sample as its intent is to count everyone in a population rather than a fraction (Cochran, 2007). This means that all the 169 workers across the health facilities were included in the study. In view of Sekaran and Bougie (2016), a census method allows for all the units of the analysis to be included in the study to offer more opportunity for all to participate in a given study. Furthermore, census technique provides a more accurate and exact information as no unit is left out (Pandey, Pandey, Dwivedi, Pandey, Mishra & Mahapatra, 2020).

Data Collection Instrument

Collecting data for a study involves using certain research instruments and procedures for collecting the data. In this study, a questionnaire was used in the collection of information from respondents on their respective knowledge on organisational culture practices and how they affect their firms' performances. A questionnaire is a written document in survey research that has a set of questions given to respondents or used by an interviewer to ask questions

and record the answers (Neuman & Kreuger, 2003). A questionnaire could be answered by the person from whom information is sought or through an interpreter. According to Neelankavil (2007), questionnaires guarantee greater uniformity, consistency and objectivity in data collected. They also provide privacy and convenience for respondents during completion while guaranteeing greater anonymity (Neelankavil, 2007). Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) posit that there are distinct advantages in using questionnaires rather than interview methodology. One of such advantage is that questionnaires are less expensive and easier to administer than personal interview.

The questionnaire included closed-ended items, in which the questions permit only certain responses such as 'yes' or 'no' or the Likert type to choose from answers provided in the questionnaire, as well as some open-ended questions. Items on the study's questionnaire totalled thirty-four in number (see Appendix A). They were grouped into three sections, A to C. Sections A comprised mainly closed, and open-ended questions. Close ended questions, according to Becker and Watts (1999), guarantee accurate, unidimensional, exhaustive and mutually exclusive responses. They also save time spent in completing, coding and analysing questionnaires (Becker & Watts, 1999).

Section A focused on the personal demographics, Sections B and D gathered information on employee development and employee performance of the participated respondents. Likert-scale questions were employed in measuring the two variables. A scale, according to Yates (2004) is a measurement instrument that associates qualitative constructs with quantitative metric units. Likert scales are the most reliable and most widely used scale in

measuring people's attitudes, opinions and beliefs (Yates, 2004). They are easy to construct and they operate simply by combining respondents' scores on a variety of items into a single index. Scaling is achieved by ensuring that high-scoring and low-scoring individuals differ in their responses on each of the items selected for inclusion in the index (Scheuren, 2004). Section B comprised four sub-scales, including mentoring, training, participation and delegation which measured the dimensions of employee development proposed by Tiedeman and Ohara (1963). Section C measured employee performance developed and validated by Koopmans, Bernaards, Hildebrandt, Van Buuren, Van der Beek and De Vet (2014). The response option is on a five-point Likert scale of 1 to 5 with 1 indicating poor agreement and 5 denoting excellent agreement.

Data Collection Procedures

Primary data was used for this study. Primary data are original data sources that are collected fresh and for the first time and therefore happen to be the original in nature. The primary data was collected using the survey method. This involved the distribution of questionnaires and collection of data from respondents. In order to achieve the objectives of the study, well designed questionnaires with close ended questions were used. The questionnaires were distributed to the respondents by the researcher. The researcher agreed with the respondents on appropriate time for the collection of the questionnaires. The time agreed upon was strictly adhered to and this led to the successful completion of data collection. The collection of data was between August, 2020 and September, 2020.

Reliability and validity

Administration of surveys should consider the aims of the study, the population under study, and the resources available to enhance the validity and reliability of the study (Mutepfa & Tapera, 2018). Reliability, according to Bless and Higson-Smith (2000), is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. A Cronbach's Alpha of 0.70 and above are regarded appropriate for checking reliability of a scale adapted (Pallant, 2016). In this study, reliability and validity were achieved given that all the constructs loaded above 0.70. Thus, mentoring was 0.98, training was 0.96, participation 0.98, delegation 0.95 and employee performance was 0.87.

Data Processing and Analysis

The statistical tools employed for this study were the IBM SPSS Statistics (version 26) and SmartPLS (version 3) software. SPSS was used for data processing and generation of demographic characteristics of respondents while multiple regression through partial least squares was used to address the objectives of the study. For this study, 150 out of 169 valid responses with a response rate of 89% was used for data analysis. The choice of the tool was based on their efficacy in examining the relationships between variables that were set in this study.

Ethical Issues

According to Awases (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research should be

aware of the ethics concern (Rubin & Babbie, 2016). The researcher employed every effort as far as possible to avoid violation of ethical principles. Edginton et al. (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal. In line with this claim, the rationale for the study, assurance of confidentiality and the right of withdrawal was explained to the participants. Also, a letter of introduction elucidating the intent and authenticity of the study was sought from the Department of Human Resources Management. This letter was introduced to the respondents who want to establish the authenticity of the study.

Chapter Summary

This chapter has provided information on how the primary data for the study was collected, organised, analysed and presented for easy comprehension. This chapter also presented information on the design of the study and scientific approach it took in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discussed the study's findings in relation to the research objectives. The chapter specifically discussed the response rate and respondents' demographic characteristics. The chapter further presented the results on the research objectives using the partial least squares (PLS) approach to structural equation modelling (SEM). The results were presented in tables and figure and discussed thereof. Out of the 169 respondents who were targeted, 150 of them responded and filled the questionnaires making a response rate of 89%.

Background Characteristics of Respondents

Concerning gender of the respondents, majority, 88(58.7%), of the respondents were females, while 62(41.3%) were males. This result implies that there are more females were working in the various health centres in the directorate than males. This result could arguably be caused by the relatively large number of females in Ghana preferring working in hospital jobs.

Table 2: Background Characteristics of Respondents

Variable	Option	Frequency (N)	Percent (%)
Gender	Female	88	58.7
	Male	62	41.3
Age	18-25	13	8.7
	26 – 35 years	99	66
	36 – 45 years	30	20
	46-55 years	8	5.4
Level of Education	Postgraduate	18	12
	Bachelor	20	13.3
	HND/Diploma	85	56.7
	SSCE/WASSCE	10	6.7
	Certificate	17	11.3
Current Work	Administrative Staff	15	10
	Clinical Staff	85	56.7
	Allied Health Staff	26	17.3
	Utility Staff	11	7.3
	Health Assistant	13	8.7
Total		150	100

Source: Field Survey (2020)

In terms of age group of the respondents, Table 5 revealed that majority 99(66%) of them are between the ages of 26 to 35 years, while 30(20%) of them were between the ages of 36 to 45years, 13(8.7%) were between the ages of 18 to 35 years and 8(5.4%) were between the ages of 46 to 55 years. On the issue

of academic qualifications, majority 85(56.7%) of the respondents HND and Diploma. Also, 20(13.3%) of the respondents had tertiary (bachelor degree), 18(12%) had postgraduate education. Furthermore, 17(11.3%) of them had other educational qualifications including certificates, and SSCE/WASSCE education 10(6.7%). This means that, all the respondents have undergone formal education with majority of them having HND/Diploma education. The result implies that workers in these facilities have adequate academic knowledge to handle the affairs of their job.

The respondents were asked to indicate the category of staff they belong in their respective health facilities. From the table, majority 85(56.7%) of the respondents were clinical staff. This was followed by 26(17.3%) of the respondents who indicated that they are allied health staff. Furthermore, 15(10%) of them indicated that they administrative workers, while 13(8.7%), 11(7.3%) of respondents respectively said that they work as health assistants and utility staff respectively.

Effect of Employee Development Dimensions on Employee Performance

This section discussed the results of the study's research objectives. This was achieved by first and foremost assessing the measurement model of the PLS-SEM. After the measurement model assessment, the study presented and discussed the results of each research objective

Measurement Model Assessment

The study analysed research objectives 1 to 4 using the Partial Least Square-Structural Equation Modelling (PLS-SEM) analytical approach. The assessment was done based on the following key underlying assumptions: item loadings, construct reliability and validity, convergent validity (average

variance extracted) and discriminant validity. According to Henseler et al. (2009), these assumptions are tested to provide clear meaning of the structural model results including the validity and reliability of the study.

Item Loading

In terms of assessing the item loadings as the first mode of assessment, the indicators' loadings of each construct were evaluated. The item loadings assessed the quality of the indicators measuring each construct within the context of the study. Based on the rule of thumb, items with loadings ≥ 0.70 is a quality measure of its construct (Henseler et al., 2009). In view of this, items of each construct with loadings < 0.7 were removed from the model. This could be because, those items obtained from literature did not actually measure the study's construct within the area understudy. The result was presented in Figure 2.

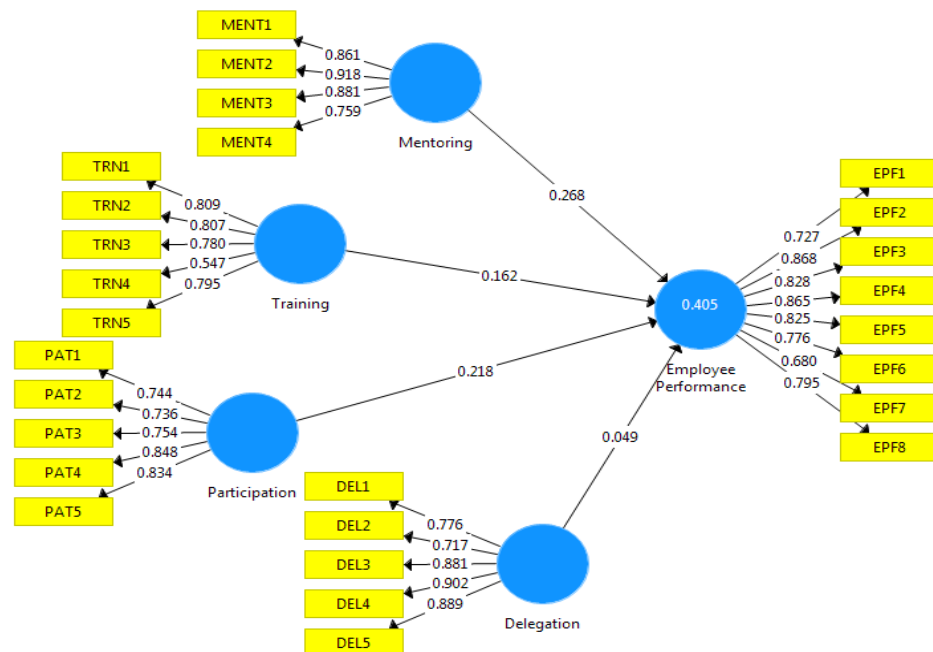


Figure 2: Final model extracted

Source: Authors' own construct (2020)

It could be deduced from the figure that all item loadings <0.7 were removed to indicate the quality measures of a given construct unless those items that loaded below and did not affect overall reliability of the model. As a result, the final model extracted served as a basis for further assessment of the PLS-SEM.

Construct Reliability and Validity

Table 3 presented the results of other assessment criteria including construct reliability and validity and convergent validity (average variance extracted).

Table 3: Construct Reliability and Validity

Constructs	CA	rho_A	CR	CV
Mentoring	0.877	0.883	0.917	0.734
Training	0.806	0.826	0.866	0.569
Employee Performance	0.917	0.922	0.933	0.637
Participation	0.843	0.847	0.889	0.616
Delegation	0.890	0.895	0.920	0.699

CA – Cronbach’s alpha; CR – Composite reliability; CV – Convergent validity

Source: Field Survey (2020)

From Table 3, indicator reliability (IR) which shows the proportion of variance of an indicator that can be described by its underlying latent variable (Hair et al., 2019) was assessed using the Cronbach’s alpha (CA) result and rho_A result. The study reported the rho_A result because it is regarded as a much more rigorous measure of indicator reliability as compared to the CA (Chin, 2010; Hair et al., 2019). The rule of thumb is that Joreskog’s rho_A (ρ) scores should be > 0.70 in order to ensure satisfactory and acceptable results. It

could be deduced that, all the rho_A scores for the constructs were > 0.70 that is, ranging from 0.826 to 0.922, thus met the reliability criteria. Specifically, the values for the constructs were mentoring (0.883), training (0.826), participation (0.847), delegation (0.895) and employee performance (0.922) respectively.

Table 3 also presented the composite reliability of the study to explain the extent to which specific constructs are sufficiently measured by their indicators when put together (Sarstedt, Ringle, Henseler & Hair, 2014). This means that, CR requires all the indicators assigned to a given construct to have a strong mutual correlation. The rule of thumb is that, CR scores should be ≥ 0.70 (Bagozzi & Yi, 1988; Sarstedt et al., 2014). It could be seen that this criterion was met since the CR score of each construct was >0.7 with the least score of 0.866. This means that all the assigned indicators had strong mutual relationships with their respective constructs.

The convergent validity (CV) of the study based on the Average Variance Extracted (AVE) score (Hair et al., 2019) was presented in Table 3. The AVE explains how the variance of an indicator is captured by the construct relative to the total amount of variance and the variance as a result of measurement error (Hair et al., 2019). The rule of thumb is that, all the AVE scores should have a minimum threshold ≥ 0.50 for each construct as suggested by Bagozzi and Yi (1988) and Hair et al. (2019). It could be deduced that the study met this criterion as all the constructs had AVE scores > 0.50 . Specifically, mentoring (0.734), training (0.569), participation (0.616), delegation (0.699) and employee performance (0.637) AVE scores indicated that the validity of the measurement scale was convergent.

Discriminant Validity

Table 4 further presented the quality of the model by testing for discriminant validity as suggested by Hair et al. (2019). According to the author, discriminant validity (DV) assesses the structural model for collinearity issues. The DV is primarily tested using the Fornell and Larcker (1981) criterion and the Heterotrait-Monotrait (HTMT) ratio. It is to note that, the HTMT ratio is regarded as a better and quality measure of discriminant validity (DV) as compared to the Fornell and Larcker’s (1981) criterion (Hair et al., 2019) thus recommended for testing DV by Sarstedt, Ringle, Smith, Reams and Hair (2014). As such, the study assessed the DV using the HTMT score.

Table 4: Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT)

	DE	EP	MT	PT	TR
DE.					
EP	0.543				
MT	0.776	0.654			
PT	0.804	0.649	0.816		
TR	0.824	0.646	0.815	0.804	

Note: DE. – delegation, EP. – Employee Performance, MT – Mentoring, PT. – Participation and TR – Training

Source: Field Survey (2020)

The HTMT ratio shows superior performance by having the ability to detect a lack of discriminant validity in common research scenarios. The rule of thumb is that; to achieve DV, HTMT values (correlation values among the latent variables) should be < 0.85. From Table 4, all the values for each of the constructs were below HTMT^{0.85}. This is a clear indication that each construct is

truly distinct from the other. After these basic assessments, the study followed up with the analysis of the research objectives in the next section.

Significance of Path Coefficients

After the measurement model was assessed to ensure that it meets the PLS-SEM criterion, the study presented the results of research objectives of the study. The objectives specifically focused on examining the effects of key employee development dimensions including mentoring (MT), training (TR), participation (PT) and delegation (DE) on employee performance (EP) of workers at the Jaman North District Directorate, Bono Region of Ghana. This was done by assessing the direction and strength using the path coefficient (β) and level of significance with t-statistics obtained through 5000 bootstraps as recommended by Hair et al. (2019). The result of the objectives was presented in Table 5.

Table 5: Result of Structural Equation Model

Structural path	(β)	T-Stats	P-values	Remarks
MT → EP	0.268	3.358	0.020	P<0.05 Significant
TR → EP	0.162	2.515	0.012	P<0.05 Significant
PT → EP	0.218	2.783	0.005	P<0.05 Significant
DE → EP	0.049	4.039	0.000	P<0.05 Significant

Note: * = P<0.05

Source: Field Survey (2020)

It is to note that, the result of the structural equation model as presented in Table 5 was used to discuss the study’s research objectives in the subsequent sub-sections. The results were presented based on the t-stat values as suggested by Hair et al. (2019). They recommended that t-stat values above 1.96

correspond to p-values < 0.05 and vice versa. Also, the path coefficients were explained based on the criteria by Cohen (1988). He suggested that correlation coefficients of 0.10 represents weak or small correlation; a correlation coefficient of 0.30 represents a moderate correlation while correlation coefficient of 0.50 represents a large or strong correlation.

Effect of Mentoring on Employee Performance

The study's research objective two focused on examining the effect of mentoring on employee performance of workers at the Jaman North District Directorate, Bono Region of Ghana. From Table 5, the result revealed that mentoring as a dimension of employee development has a significant positive effect on employee performance ($\beta = 0.268$; $t = 3.358$; $p = 0.020 < 0.05$). This is because, the t-stat of the model was 3.358 which is greater than 1.96. Hence, the study revealed that mentoring significantly affect the employee performance of workers at the Jaman North District Directorate. From the β result, the study found a positive relationship between the exogenous and endogenous variables with a score of 0.268. This means that a unit increase in mentoring will lead to a moderate unit increase in employee performance by 26.8%. The result implies that mentoring is a dimension of employee development that plays a moderate role in improving the employee performance at the health directorate.

Based on the result, management of the health centres studied should emphasise on mentoring their employees whenever they intend to improve upon the employees' performance of their respective facilities. This finding is in line with a study by Cheronno, Towett and Njeje (2016) who studied the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya. The study established a significant relationship

between leadership mentorship, innovative mentorship, knowledge transfers mentorship, talent development mentorship and the performance of the employees. Also, Ofobruku and Nwakoby (2015) researched on effects of mentoring on employee's performance in selected family businesses in Abuja, Nigeria and found that mentoring had positive effects on employee performance.

Effect of Training on Employee Performance

The study's research objective two focused on examining the effect of training on employee performance. From Table 5, the result revealed that training has a significant positive effect on employee performance ($\beta = 0.162$; $t = 2.515$; $p = 0.012 < 0.05$). Hence, the study revealed that training significantly but weakly affect employee performance of the workers at the Jaman North District Health Directorate, Bono region. From the β , the study found a positive relationship between the exogenous and endogenous variables with a score of 0.162. This means that a unit increase in training programs or activities by management of the health centres particularly the District health directorate will lead to an increase in employee performance by 16.2%. The result implies that training plays a role in improving the employee performance in the facilities.

This finding corroborates with studies by Tanoli (2016) and Nkosi (2015). Tanoli (2016) carried out a study on the impact of training and mentoring on employee performance – an empirical analysis of Public and Private Universities 'members of Islamabad. The finding was that employee training and mentoring influence employee performance. Nkosi (2015) also found that training has a significant effect on employee performance.

Effect of Participation on Employee Performance

The study's research objective three focused on examining the effect of participation on the performance of employees at the health centres in Jaman North health directorate. Based on the t-stats value of 2.783, the study found that participation had significant effect on employee performance ($\beta = 0.218$; $t = 2.783$; $p = 0.005 < 0.05$). The implication of this finding is that, any time the managers of the health facilities engages the workers in taking decisions that affect the performance of the employees' job, it improves on their morale to perform well. The findings support studies of Wainaina, Iravo and Waititu (2014) and Prisca and Campus (2011) who concluded that since employee participation in decision making has significant effect on their performance, involving the employees in key managerial decisions of the organisation will increase the overall productivity of a firm.

Effect of Delegation on Employee Performance

The study's research objective four focused on examining the effect of delegation on employee performance. From Table 5, the result revealed that delegation as a dimension of employee development has a significant positive effect on employee performance ($\beta = 0.049$; $t = 4.039$; $p = 0.000 < 0.05$). This is because, the t-stat of the model was 4.039 which is greater than 1.96. Hence, the study revealed that delegation significantly affect employee performance at the Jaman North District Health Directorate of the Bono Region. This means that a unit increase in delegation will lead to a weak unit increase in employee performance by 4.9%.

Therefore, management of the directorate should emphasise on delegation of certain managerial duties to the workers whenever they intend to

improve upon their performance levels of their respective health facilities. This finding is in line with studies by Shekari et al (2011) and Wadi (2009) who conducted studies on the impact of authority delegation on managerial performance and found that delegation of authority strengthens human relations among members of the organisation, enhance self-confidence among workers and increase the level of achievement in tasks and work assigned for workers and speed of implementation.

Explanation of Target Endogenous Variable Variance

The PLS-SEM estimation for the predictive accuracy of the model using the coefficient of determination (R^2) was reported in this section. Also, the study reported other relevant estimations including effect size (f^2) and predictive relevance (Q^2) using the Stone-Giesser’s test criterion. The results were presented in Table 6.

Table 6: Explanation of target endogenous variable variance

L.V	R Square	R Square Adjusted	f^2	Q^2
MT			0.034	
TR			0.014	
EP	0.405	0.384		0.240
PT			0.025	
DE			0.002	

Note: L.V. = latent variable, R^2 = R squared, f^2 = effect size, Q^2 = predictive relevance

Source: Field Survey (2020)

Coefficient of Determination

According to Hair et al. (2019), coefficient of determination (R^2) shows the combined effect of the exogenous variables (MT, TR, PT and DE) on the endogenous variable (EP). According to Chuan and Penyelidikan (2006), R^2 explains the variation in the dependent variable which is caused by the independent variables. It is basically assessed using the R square and R Square Adjusted (preferred) measure. Using Henseler et al.'s (2009) criterion, exogenous variables in the inner path with R^2 results of >0.67 , $0.67 < p < 0.29$ and < 0.29 imply that the model is substantial, moderate and weak, respectively.

From Table 6, the coefficient of determination based on the R Square Adjusted result was 0.384. This means that the four exogenous variables comprising MT, TR, PT and DE moderately explain 38.4% of the variation in employee performance. It could, therefore, be argued that employee development dimensions contribute moderately (i.e. 38.4%) to improvement in employee performance and as such management of this health directorate should pay much attention to them.

Effect size (f^2)

The effect size (f^2) of each exogenous variable was assessed. This was done based on Cohen's (1988) impact indicator criterion where values 0.35 (large), 0.15 (medium) and 0.02 (small) respectively. From Table 6, although all the exogenous variables had small effect sizes on employee performance, mentoring (MT) had the highest effect size (f^2) of 0.034. Again, training (TR), participation (PT) and delegation (DE) had 0.014, 0.025 and 0.002 effect sizes respectively. The result implies that, when these employee development

dimensions are implemented by the management of the directorate, will lead to small improvement in employee performance.

Predictive Relevance (Q^2)

The study also assessed the predictive relevance of the predictor exogenous latent variables using the Stone-Geisser's Q^2 test (Roldán & Sanchez-Franco, 2012). Hair et al. (2014) explained that predictive relevance (Q^2) is assessed by omitting part of the data matrix, estimating the model and predicting the omitted part using the estimates. The rule of thumb is that, Q^2 value > 0 for the exogenous variables (Henseler et al., 2009; Chin, 2010) are recommended. Henseler et al. (2009) provided Q^2 values criteria; $0.02 \leq Q^2 < 0.15$ (weak effect), $0.15 \leq Q^2 < 0.35$ (moderate effect) and $Q^2 > 0.35$ (strong effect). It could be seen that all the exogenous variables were able to moderately predict the model. This is because, the Q^2 of the exogenous variables was 0.240, that is; $0.15 \leq Q^2 < 0.35$ thus indicating moderate predictive relevance.

Chapter Summary

The chapter presented the results and discussion of the study's research objectives. In terms of research objectives, the PLS-SEM technique was used for. The study found mentoring, training, participation and delegation as having significant and positive effect on the performances of the employees of the health facilities studied. The findings imply that these dimensions play crucial roles in building strong employee development subsequently improve the employees' performance. The next chapter focused on the summary, conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presented the key findings of the research objectives of the study, conclusions drawn from the findings and recommendations for policy considerations. The chapter also provided suggestions for further research.

Summary

The study was thrived with conceptual opinions in relation to the significant contributions of employee development in improving the performance of the employees in health centres. The purpose of the study was to examine the effect of employee development on the job performance of the employees in the Jaman North District Health Directorate of the Bono Region, Ghana. Specifically, the study examined the following research objectives in order to:

1. analyse the effect of mentoring on employee performance at Jaman North District Health Directorate.
2. examine the effect of training on employee performance at Jaman North District Health Directorate.
3. analyse the effect of participation on employee performance at Jaman North District Health Directorate.
4. to assess the effect of delegation on employee performance at Jaman North District Health Directorate.

The study relied on the quantitative approach and correlational design. A structured questionnaire was developed from extensive reviews of previous studies to gather data from 169 respondent workers of the studied health facilities

within the Jaman North Health Directorate. Using the census technique, 150 valid responses with a response rate of 89% was obtained for data analysis. The data was then processed using the IBM SPSS Statistics (version 26) and SmartPLS (version 3) software. Inferential statistics (multiple regression through partial least squares) was used to address the objectives of the study. The next sections presented the major findings of the study.

In relation to research objective one, the finding indicated that mentoring, as a dimension of employee development, has a significant positive effect on the employee's performance in the facilities. This implied that, a unit increase in the mentoring could lead to a unit increase in the performances of the employees studied. Clearly, mentoring ensures that workers at all health centres of the directorate are performing well to fulfil overall organisational performance of the facilities.

The second research objective focused on examining the effect of training on the performance of employees within the Jaman North District Health Directorate of the Bono Region, Ghana. The study found training to have a significant positive effect on employee performance. This indicated that this dimension of employee performance is an effective tool in improving the overall performance levels of the employees. Thus, training supports employees in all the areas of their work life in the directorate and this has prominent contribution to their job performance.

The third research objective focused on examining the effect of participation on the performance of the employees in the Jaman North District Health Directorate of the Bono Region, Ghana. The finding indicated that participation, as a dimension of employee development, has a significant

positive effect on the employee's performance in the facilities. This implied that, relying on participation will lead to improvement in the performance levels of the employees. Thus, this dimension plays significant role when the directorate studied intend to improve upon their employee performance levels.

Finally, in terms of research objective four, the study found that delegation, as a component of employee development, significantly affect the performance of the employees at the Jaman North District Health Directorate of the Bono Region, Ghana. This means that when managers of the facilities pay attention to delegation authority to employees, will lead to significant improvement in employees' performance levels.

Conclusions

The study aimed at investigating the effect employee development has on the employee performance at the Jaman North District Health Directorate of the Bono Region, Ghana. The following conclusions were, therefore, drawn based on the study's key findings.

With reference to the first research objective, the study's result indicated that mentoring, as an employee development dimension, has a positive significant effect on the performance at the Jaman North District Health Directorate of the Bono Region, Ghana. The result has largely been supported by previous empirical studies which indicate that managers and supervisors of the facilities that prioritise on building human capability through mentorship, and responsibility are able to improve their performance levels of the employees. The study, therefore, concluded that mentoring as an employee development dimension is significant for improving upon the overall

performance of employees at the Jaman North District Health Directorate of the Bono Region, Ghana.

In relation to research objective two, the study's result indicated that training, as an employee development dimension, significantly influence the performance of employees at the Jaman North District Health Directorate of the Bono Region, Ghana. This result was largely in line with previous empirical studies which indicate that health facilities that emphasise that consistent implementing training programs and policies systems that support problem solving, efficiency, and effectiveness will enhance employee performance. The study, therefore, concluded that training, as an employee development dimension plays significant role in improving upon the overall performance employees within the at the Jaman North District Health Directorate of the Bono Region, Ghana.

With regards to research objective three, the study concluded that participation plays significant role in promoting the performance of the employees at the Jaman North District Health Directorate of the Bono Region, Ghana. The findings indicated when employees are largely involved in taking key decisions concerning how their work should be done, their job performance will improve.

Finally, in terms of the research objective four, the study's result indicated that delegation, as an employee development dimension, has a positive significant effect on the performance of employees at the Jaman North District Health Directorate of the Bono Region, Ghana. The result was supported by previous empirical studies which show that health facilities that prioritise on delegating authority are able to increase job performance of their

employees which in turn direct their individual activities for the ultimate benefit of their facilities.

Recommendations

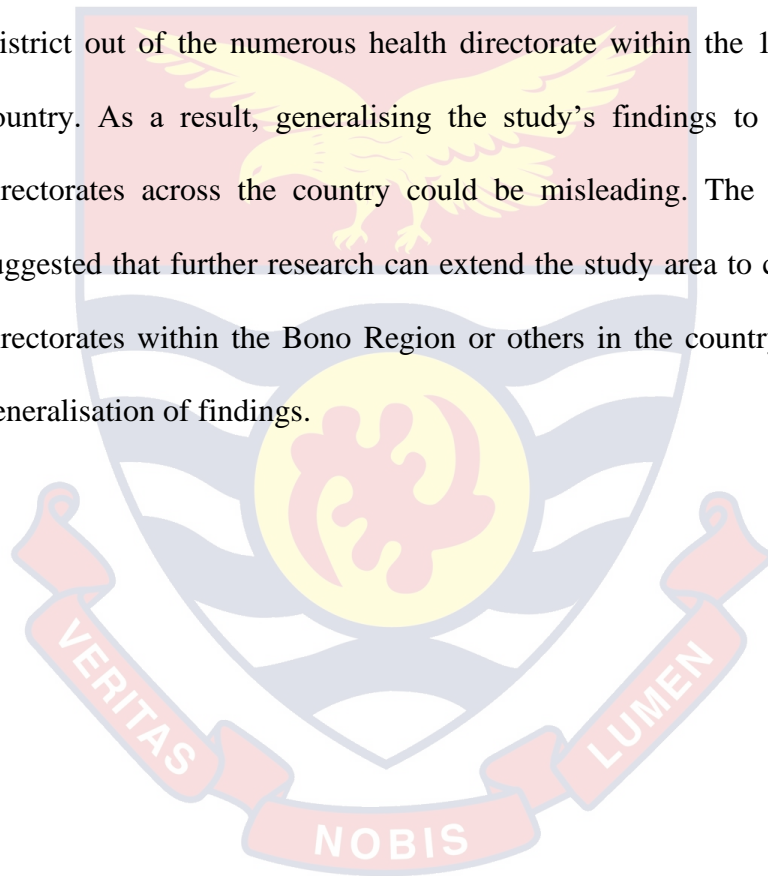
On the strength of the research findings and conclusions made, the following recommendations are hereby made:

- The study recommended that, key stakeholders in Ghana Health Service (GHS) and Ministry of Health (MoH) should emphasise on continuously strengthening the employee development in the sector. This could be achieved through organising mentorship and training programmes to help realise their full potential and to be abreast with how to apply new ideas to the execution of their job. The mentorship and training packages should also focus on developing the skills and capabilities of individuals within the sector to be able to adapt to changing business trends.
- The study also recommended that management of the facilities should constantly involve their employees in order to continuously build a strong employee culture within the facilities. This could practically be achieved by engaging individuals at all levels of the organisation in pursuit of the mission and work in a collaborative manner to fulfil organisational objectives. This could be done through regular meetings, conferences, seminars and workshops where the views, comments and suggestions of all employees are scrutinised and where necessary accepted to develop comprehensive policies for the sector.
- The study further recommended that, management of the facilities studied should emphasise on building strong cultures by strengthening their internal systems to continuously support problem solving,

efficiency, and effectiveness through delegation of authority. This will make the employees take full charge of their work and accept their work as their own so as to improve performance.

Suggestions for Further Research

The study focused on how employee development affect the employee performance at the Jaman North District Health Directorate of the Bono Region, Ghana. Clearly, the study focused on health facilities within the Jaman North District out of the numerous health directorate within the 16 regions of the country. As a result, generalising the study's findings to cover all health directorates across the country could be misleading. The study, therefore, suggested that further research can extend the study area to capture all health directorates within the Bono Region or others in the country in order to aid generalisation of findings.



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APPENDIX A: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

Dear Sir/Madam,

This questionnaire seeks to solicit information from you to aid a research project. The project is in partial fulfilment of the requirements for a Master of Business Administration degree in Human Resources Management. This exercise is solely for academic purposes and therefore guided by all relevant ethical standards of research. You are personally assured of total anonymity and confidentiality of your responses. Under no circumstances will they be used for any other purpose than stated. Please provide your candid responses to the questions as they relate to your firm.

Thank you

A: Background of Respondents

Please, tick (✓) or provide the appropriate answer where applicable

1. Gender

- a) Female [] b) Male []

2. Age (years)

- a) 18 – 25 [] b) 26 – 35 [] c) 36 – 45 []
d) 46 – 55 [] e) Above 56 []

3. Current work Category

- a) Administrative Staff [] b) Clinical Staff [] c) Allied Health Staff []

4. The management exchanges experiences with junior employees to improve job problems in the workplace.					
Training					
1. The health directorate management provides regular training on all cadres of staff to enhance their engagement.					
2. The health directorate management gives employees the opportunity for training.					
3. There is a well-designed and widely shared training policy in the health directorate.					
4. Training need analysis is conducted before embarking on any training					
5. Staff training is well-planned and given adequate importance.					
6. There is adequate emphasis to develop managerial capabilities through training in the health directorate.					
Participation					
1. We do have a number of regular meetings with our supervisors per month and we are satisfied with them.					
2. In general, we do have a say or influence on our jobs and what goes on in our work groups					
3. In general, we are able to decide on how to do our jobs?					
4. In general, we are involed to have a say or influence on decisions which affect our jobs?					

5. In general, our supervisors are receptive and listen to our advice and suggestions					
6. We are satisfied with our suggestion plans carried out by our supervisors					
<i>Delegation</i>					
1. We are given the chance to make decisions on short term goals.					
2. We are often given the power to make short term decisions related to allocation of tasks.					
3. We are often given the authority to make short term decisions related to choice of method of working.					
4. We are often given the power to make short term decisions related to choice of work place.					
5. We often have the control on the short term decisions related to choice and use of equipment and machinery.					
6. In general, we are usually entrusted to make decisions that will make us committed to the organisation.					

SECTION C: JOB PERFORMANCE

This section measures your response on how you perceive your performance in this workplace due to development opportunities. Please, tick (✓) or provide the appropriate answer where applicable. Where 1 = least agreement and 5 = highest agreement.

Statement	1	2	3	4	5
1. I start new tasks myself, when my old ones are finished.					
2. I take on challenging work tasks, when available					
3. I work at keeping my job knowledge up-to-date					
4. I work at keeping my job skills up-to-date.					
5. I come up with creative solutions to new problems					
6. I kept looking for new challenges in my job					
7. I do more than is expected of me in this organisation					
8. I actively look for ways to improve my performance at work.					

Thank you for participating.