UNIVERSITY OF GHANA

IMPLICATIONS OF EFFECTIVE HUMAN RESOURCE PRACTICES ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SOCIAL SECURITY AND NATIONAL INSURANCE TRUST (SSNIT)

BY

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THIS LONG ESSAY IS SUBMITTED TO UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF PUBLIC ADMINISTRATION

JUNE, 2019
DECLARATION

I do hereby declare that this work is the result of my own research and has not been submitted by anyone for any academic award in this or any other university.

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CERTIFICATION

I hereby certify that this research work was supervised in accordance with procedures laid down by the University of Ghana.

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I thank God for how far he has brought me and also for the opportunity to pursue this course.

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MAY GOD BLESS YOU ALL
DEDICATION

This thesis is dedicated to my parents, siblings, family relations, and also to all my friends for their love, support and sacrifices that has enabled me to complete this work.
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LIST OF ABBREVIATIONS

HRM…………………………………………………………………Human Resource Management

HR…………………………………………………………………Human Resource

SSNIT…………………………………………………………Social Security and National Insurance Trust
Abstract

The main aim set out for the study was to examine the influence of effective human resource management practices on employee performance at the Social Security and National Insurance Trust (SSNIT). The study employed qualitative research approach using interviews as its main research instrument for data collection. The sample size for the study was thirty (30) with respondents drawn from various departments such as human resource, operations and general administration. The study found out that, the SSNIT has in place human resource management practices in recognition to key areas like training and development, staff welfare, compensation and benefits, recruitment and selection, and human resource planning. These practices have been effective in developing the skills and abilities of employees as well as aiding in the recruitment of qualified applicants. It also motivates and creates a congenial environment for outmost performances at work. The study again established that human resource management practices at SSNIT influences the performance of individual employees through the acquisition of further skills and knowledge, motivation, provision of employee welfare, compensation and benefit schemes which grant employees the impetus to perform exceptionally at the organizational level. The study further established that, the presence of effective human resource practices has resulted in the improved performance and development of the organization particularly in the areas of customer size, goodwill and partnership, productivity, creativity and innovation.

The study recommends that management takes additional steps to organize regular training programmes for employees. Again, training and development programs should cover all employees with regard to areas of performance.
CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 Introduction

The first chapter of this long essay discusses the background to the study, problem statement, the goal and objectives of the research work, research questions, significance of the study, and organization of the research work.

1.2 Background to the study

The attainment of organizational goals is predicated on the extent of organizational resources and their effective utilization. One such indispensable organizational resource towards achieving organizational objectives and goals is the human resource. This is because human resource is regarded as the “Achille heels” of organizations amongst the other resources that helps in achieving organizational goals (McDermott 2008, p. 49-66). In an attempt to realize the importance and contribution of the human resource base to organizational performance, various mechanisms, policies, and practices are implemented in areas of recruitment and selection, training and development, reward and compensation management and human resource planning (Walker, 2001). Such policies are regarded as the cornerstone to the effective and efficient performance of employees in organizations (Armstrong, 2008).

Nzuve (2007) indicated that good human resource management practices and policies provide the congenial atmosphere for enhancing employee productivity which relatively translates into the attainment of organizational goals. Studies have shown that, when organizations implement good human resource management policies, they are better positioned to retain their talented
employees whilst attracting the best employees from the pool of labour in the society (Okumbe, 2011; Nyambegera, 2005). Similarly, Smith (2014) and Petrovsky (2009) submitted that the importance of human resource policies requires any organization to implement good human resource management policies. With this, the presence of good human resource management policies in organizations imply that employees are better positioned to undertake various task, both contextual and task performances towards the attainment of broad organizational goals. This is so as employees, through various human resource policies can develop their skills and knowledge whilst developing commitment to duty through practices like welfare schemes in place.

The concept of human resource management (HRM) refers to the set of policies, programs and practices designed to ensure the welfare of employees whilst attaining maximum performance and productivity towards the realization of organizational goals (Delery & Doty, 2004). By this, HRM policies entail specific sets of practices and programs that are designed to attract, develop, motivate and retain employees to ensure effective functioning and survival of the organization. This is particularly the case, as organizations cannot thrive without human resources with its associated policies to aid in the development and achievement of organizational goal.

Evidence on human resource management suggests that, human resource practices at the organizational settings have a positive relationship with employee performance through motivation and compensation, training and development, employee welfare schemes, and staffing (Armstrong, 2009; Marchington & Wilkinson, 2006) and has also the propensity to impact the rate of employee turnover and absenteeism. Again, human resource management practices improve quality of work as well as impact the performance of the employee (Youndt, 2009; Arthur, 2005). This result from the fact that, such practices in various forms create the
necessary environment for employees to learn on the job whilst developing a sense of belongingness.

For instance, studies on HR practices and employee performances indicate that HR practices help employee performance by shaping their behaviors and attitudes (Amos, 2005; Huselid, 2005). This creates organizations that are more intelligent and flexible than their competitors through the use of policies and practices that focus on hiring, developing talented staff and synergizing their contribution within the resource bundle of the organization (Armstrong, 2006). Moreover, good HR practices promote employee commitment and the trustworthiness of management since such policies and practices communicate largely to the individual employee (Amos, 2005).

Following the significant contribution of organizations’ HR practices to performance and productivity as espoused above, both public and private organizations around the world, have instituted human resources practices, and the Social Security and National Insurance Trust (Known hereafter as SSNIT) is no exception. The motivation of this research is to investigate how these human resource practices at SSNIT contribute to organizational performance.

1.3 Problem statement

For the purpose of attaining efficiency, effectiveness and competitive advantage, organizations implement reforms in relation to human resources. In the case of Ghanaian public and private organizations in particular, most human resource policies and practices have concentrated on areas like training and development, recruitment and selection, human resource planning, reward system, and staff welfare (Wright & McMahan, 2012; Soliman & Spooner, 2010; Armstrong, 2008). The aim of such HR policies is to contribute to the attainment of organizational goals by attracting and maintaining the right caliber of talent, whilst organizing training and development
programs for the continuous advancement of the skill and career of employees (Armstrong, 2009).

As a result, organizations have established human resource management departments to oversee the performance, development and welfare of employees (Cole, 2011; Bratton, 2008). The human resources departments are charged with the responsibility of ensuring the development and implementation of HR related policies and programs for their respective organizations (Bratton, 2008). Generally, such human resource departments are obliged to develop polices for the efficient performance of the individual staff (Soliman & Spooner, 2010).

However, in the Ghanaian public sector, the performance of employees has always been a subject of discussion in the public space with regard to their attitudes to work and performance (Kamoche, 2008). The seeming low performance and poor attitudes of Ghanaian public servants has often been argued on the types and effectiveness of human resource management practices in place. One such institution in the public space whose performance has been questioned for a very long as regards its commitment to service has been the Social Security and National Insurance Trust (SSNIT) (Ohemeng & Anabo, 2012; Ohemeng & Owusu, 2011; Kamoche, 2008). Among the poor service rendition attitudes of employees at SSNIT are the delay in attending to service seekers, unprofessional conduct of employees to the aged, constant missing of service seekers files among such other things (Ohemeng & Anabo, 2012; Ohemeng & Owusu, 2011). In most cases, employees, service seekers and citizens in general have blamed the poor nature of service rendition at SSNIT on human resource management policies. This is partly the case as HR practices influence employees’ performances (Appiah-Adu & Aning, 2012; Ohemeng & Anebo, 2012; Ohemeng & Owusu, 2011; Kamoche, 2008). The objective of this study is to analyze how
human resource management practices influence the performance of the individual employee at SSNIT.

1.4 Research Goal
The overall goal of this research study is to analyze the contribution of the various HR policies and practices to the performance of the employee at SSNIT.

1.5 Research Objectives
Specifically, the following objectives will guide the study:

- To identify the various human resource practices and policies available at the SSNIT
- To identify if there exist any form of relationship between human resource policies and employee performance at SSNIT
- To analyze how human resource practices influence employee performance at SSNIT

1.6 Research Questions

- What kinds of human resource management practices and policies exist at SSNIT?
- Does any form of relationship exist between human resource policies and employee performance at SSNIT?
- How do human resource management practices influence individual employee performance at SSNIT?

1.7 Significance of the Study
The study will highlight the various existing human resource policies at play at the SSNIT. This will be made possible through the data that will be collected for the study. By this, the various practices in place will be made known by individuals and other organizations. A revelation of such practices will aid in exporting best HR practices to other organizations.
Secondly, the conduct of the research work will help examine how various human resource practices in the areas of recruitment and selection, remuneration, human resource planning amongst others contribute to the output and performance of individual employees at work. This is because, the study seeks to investigate the kind of relationship between the available human resource practices and employee performance. By this, the study would be able to make a definite conclusion on the possible impact of human resources on employee performance. The findings will thus help the organization examine its existing HR policies with the aim of contributing to the organization.

Finally, the findings of the study will help us to know the relationship that exist between human resource management policies and practices and the individual employee’s performance at work. The identification of the possible relationship between human resource policies and employee performance will go a long way to help most corporate bodies pay heed to the kind of human resource policies that exist in their organizations and employee performance. This would help most organizations to institute various forms of human resource management policies and practices with the view to attaining maximum employee performance and for the growth and development of their respective organization.

1.8 Organization of the research work

This study is organized into five different chapters. Chapter one of the study discusses the background and problem statement to the study; research goal and objectives as well as research questions. The chapter again detailed the significance and organization of the study. Chapter two of the research work discusses the literature review with chapter three focusing on the research methodology. Chapter four comprises the data analysis and presentation of findings. Chapter five deals with the summary, conclusion and recommendations of the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review chapter of this research work discusses the empirical literature related to the study and specifically focuses on the following; definition of concepts- human resource practices and employee performance, the concept of employee performance, the need for human resource policies in organizations; conceptual framework, empirical literature review; and theoretical framework.

2.2 The Concept of Human Resource Policies

The concept of human resource policies has received varying definitions and conceptualizations among researchers. Mackey (2008) defined human resource policies as the set of activities, actions and inactions, as well as programmes instituted by an organization towards the management of its human capital (Mackey, 2008). This definition suggests that, in organizational settings, policies that are put forward by management with the sole aim of either allowing or restricting the human resource capital of the organization towards their actions, performance or behavior in organizational settings and outside the framework of the organization. Human resource polices involve all measures put forward by management of organizations to ensure that employees perform particular task and work by certain skills, standards and behaviors or do not undertake certain behaviors and activities that might affect the development of the organization. These set of policies and practices are designed by organizational management so as to control and put checks and balances as regards the performance, skills, abilities and contributions of employees as well as how best the organization in return can help individual employees.
In the view of Jorres (2009; 2006), human resource policies encompass all set of policies, innovations and initiatives instituted by organizations to achieve success. It is the various changes initiated by management to protect the safety and welfare of employees, achieve productivity, train and retain workers as well as promote the growth and development of the organization. This definition offers another view of the concept of human resource polices by bringing into limelight the issue of productivity, employee training and development, as well as organizational growth. Examining further, human resource policies connote the presence of all forms of programs basically targeting the success of organizations in the form of growth and productivity. Human resource policies and practices are usually initiated by management to attain the best of output and outcome from employees towards attaining organizational objectives in the form of increased productivity, customer retention, and returns on investment.

Similarly, Armstrong (2008) defined human resource policies as the various policies, programs, initiatives and management procedures, formulated and implemented by the human resource directorate or management unit in organizations with the prime objective of regulating the activities, procedures of management, improving employee performance and attaining productivity whilst creating mutual benefit. Juxtaposing the above definitions, human resource practices involve programs and activities in relation to training and development, recruitment and selection, staff welfare, human resource planning, reward systems, employee social relations at work, among such other things. Human resource policies harmonize the individual programs and activities from each areas of HR towards attaining maximum employee and organizational benefit (Bratton, 2007; Brown & Armstrong, 2005).

A critical examination of the definition by Armstrong (2008) presupposes that, human resource polices entail all programs and initiatives instituted primarily for the purpose of managing the
affairs of employees in organizations. The definition above expands across various facets of human resource management and practices and indicates the overall objective of human resource management practices in organizations.

Again, the definition above by Armstrong (2008) reveals the significance of human resource practices and policies by indicating that, the extent of employees’ performance in organizations is dependent on the type, nature and effectiveness of human resource practices in place. This presupposes that human resource policies serve as the engine of effective employee performance, organizational growth and increased production. Thus far, for the purpose of attaining productivity, growth and development, every organization must as an element of need towards human resource management, institute various essential policies and programs towards the achievement of such organizational goals and objectives.

Comparing and contrasting the vast array of conceptualizations of human resource policies and practices as illustrated above, this study seeks to employ the definition provided by Armstrong (2008); that HR is “the various policies, programs, initiatives and management procedures, formulated and implemented by the human resource directorate or management unit in organizations with the prime objective of regulating the activities, procedures of management, improving employee performance and attaining productivity whilst creating mutual benefit” to underpin further discussions, illustrations, conclusions and recommendations of the study.

2.3 The Concept of Employee Performance

According to Cole (2011), the principal objective of organizations, small or large in both developed and developing societies alike is to attain a greater level of competitive advantage in the market arena of their operations and activities, thus calling for the need for efficiency in their activities. Significantly, the effective functioning and performance of organizations depends on
the human resource available. This is because organizational growth and performances result from HR’s levels of productivity, education and skills development in relation to their areas of specializations and task performance (Armstrong, 2007).

Maslow (1971) as cited in Armstrong (2007) observed that, the satisfaction of human needs is a critical factor to individual employee performances in organizations such that people have different needs, different ambitions and attitudes, different levels of knowledge and skills, potentials as well as responsibility (Humes, 2008). The difference in employee needs and the expectation of satisfaction implies that, when such needs are met by organizations, employees are well-posited to perform towards the attainment of organizational objectives. This leads to increased productivity, growth and development in organizations in the long run (Katanbutra & Avery, 2015).

Biddle & Evenden (2014; 18) describe performance as “a pattern of behavior which a manager or supervisor uses in relationship with others, particularly subordinates or those of more junior status”. Performance basically is concerned with the manner and authority and leadership is expressed by organizational and institutional heads alongside the feedback derived from the subject (employees) of such authority. One major function of management in organizations is basically performance as it encompasses all functions, roles and activities. Every organization has its own unique policies in the management of human resources. Despite the differences, such policies should support individuals in the performance of their roles and responsibilities (Cohen, 2012; 2010). In the course of observing performance at organizational settings, usually, individual job performance is compared to the measurement criteria set. Whereas high performance may attract reward and promotion, low performance often attracts any other system as may be deemed right by the organization.
Actions could come in the form of demotion, transfer or a complete sack from the organization (Amos, 2005). Kim (2010) submitted that, low performance in organizations usually calls for corrective actions in the form of organizing training and development or demotion whereas in the event of higher performance ratings, employees may be rewarded. Every organization’s success rests on high performance of its employees as their performance ultimately results in the attainment of organizational goals and objectives as well as attaining the needed competitive advantage in their industry of operations (Mackey, 2008). Employee performance is also an important facet of motivation to the individual worker as attaining higher performance on task in organizations connotes several factors like specialization, experience, salary increment, and recognition among peers whereas low performance records of an employee could serve as a source of demotivation and an indication of lack of knowledge, experience and skills to the individual employee (Biddle & Evenden, 2014).

A critical examination of the above conceptions of employee performance indicates that, employee performance at the organizational level is the process connoting some form of behaviors and attitudes exhibited by employees at the work place towards the performance of task and accomplishment of organizational set goals. Employee performance relates with how individual employees accomplish various task set out for achievement with regard to defined job description as well as contextual performance.

2.4 Relationship between Human Resource Policies and Employee Performance

Empirical studies on HR resource policies in organizations have indicated that, human resource policies are critical to the management affairs of employees as they contribute significantly to the performance of individuals and the growth of organizations (Amos, 2008; Armstrong, 2008). As a result, several studies have concluded that, effective human resource practices and employee
performance are positively related in organizations. For instance, Boselie (2005); Collins & Smith, (2006) and Hailey *et. al.*, (2005) conducted studies on the relationship between human resource practices and employee performance in America and concluded that, there exist a positive kind of relationship between human resource practices and organizational performance owing to the positive results generated. According to the authors, human resource practices provide the needed space for the attainment of increased performance owing to its ability to offer motivating factors, training and skills.

Wall & Wood (2005) argued that, the performance of employees in organizations solely rests on the type and extent of application of human resource practices adopted by the organizations. This was particularly the case as the available human resource policies indicated what employees would do and what they would not do as well as provided for the needs of employees. To this end, they concluded that, any organization that seeks to achieve maximum productivity and performance from its employees need to institute some good and sound human resource practices and policies. This is so as the human resource component of organization’s assets constitutes the most critical aspect of management and growth at the organizational level. They further observed that, since there is a positive relationship between human resource practices and organizational growth, the absence of good human resource policies and practices implies, greatly, low employee performance and contribution to the success of organizations. This will ultimately impact on the competitiveness and growth rate of organizations.
2.5 Conceptual Framework

Conceptual framework depicts a systematic way of organizing a particular project, study, research or activity (Mugenda & Mugenda, 2006). It involves providing an understanding of the various features of the activity. According to Mittal, et al., (2010), a framework offers an explanation of why a particular activity or research is being undertaken in a particular way. It again aids in the application of ideas of others and in particular a framework can help us to explain why we are doing a project in a particular way. A framework exemplifies a map which gives direction as regards the roads, and other routes that allows passengers to go to a particular place (Mugenda & Mugenda, 2006).

In a critical search of literature on HR practices, it has been argued, largely that, HR practices often occur in five key areas of HR management, namely, recruitment and selection, training and development, human resource planning, staff welfare, and regards system Boselie, (2005); Collins & Smith, (2006); Wall & Wood (2005); Armstrong (2008) and Hailey et. al, (2005). This study adopts the five main areas as discussed in most literatures to examine HR practices and their impact on employee performance at SSNIT. The five main areas are discussed as independent variables whereas employee performance is discussed as dependent variables.

Independent variables are variables that influence the occurrence of an action or results. Stated differently, they are sets of variables that cause the outcome of a particular action. They could be termed as causal factors, predictors or influences. In the case of human resource policies, independent variables that could cause a change in the performance of employees at work include span recruitment and selection, employee welfare, human resource planning, staff welfare and succession planning (Mugenda & Mugenda, 2006).
On the other hand, dependent variables refer to those that depend on the independent variables. That is, they are mostly dependent on others and thus usually form the results of independent variables. They could be referred to as the outcomes, criterion, and effect variables (Creswell, 2013). The dependent variable in this study on the other hand is employee performance. The focus of the study is thus to examine how independent variables affect the dependent variable at SSNIT. Figure 2.1 depicts the conceptual framework guiding the study.

**Figure 2.1 Conceptual Framework**

Source: Author’s Construct (2019)
Figure 2.1 presents the conceptual framework guiding this research work. The conceptual framework of the study contains five main independent variables, recruitment and selection, training and development, reward systems, human resource planning and staff welfare. These independent variables present various forms of policies that most likely could be developed centered on each at the organizational level towards the management of HR. Human resource management thus is dependent on the institution of policies and programs covering these individual independent factors outlined above. These independent variables with their accompanying features or policies impact on the rate of activities and performance of employees at the organizational level.

Employee performance thus forms the dependent variable in which all the various independent factors influence either positively or negatively. Thus far, the arrow linking all the five independent factors to the dependent variable box indicates of how independent factors influences the state of dependent variable.

2.5.1 Recruitment and Selection

Recruitment and selection can be defined as the process of searching for candidates for employment purposes and stimulating them to apply for jobs in organizations either public or private (Brewster, 2008; Armstrong, 2008). Recruitment connotes the activity that links organizations with potential employees or job seekers on the street. It entails the process of finding and attracting capable applicants for employment in organizations. The process begins when new recruits are sought and ends when their application are submitted. The result is a pool of applicants from which new employees are selected.

Recruitment and selection process provides the platform for the selection of potentially qualified candidates join an organization. Chandan, (1987; 12) as cited in Brewster (2008) outlined six (6)
main objectives of recruitment in organizations as follows; “Determine the present and future requirement of the organization in conjunction with its personnel planning and job analysis activities; Increase the job pool of job candidates at minimum cost; Help increase the success rate of the selection process by reducing the number of visibly under-qualified job applications; Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time; Meet the organizations legal and social obligation regarding the composition of its workforce; Evaluate the effectiveness of various recruiting technique and sources for all types of job applicants”.

Theories on recruitment and selection argue that, employees must have in place a culture necessary to enable them fit into the new in organizations. In relation to this, Dessler (2006) argued that, for the purpose of employees attaining the necessary fit in the culture of organizations, human resource management team must develop and cultivate organizational culture that enhances the fit in process for employees and also promotes performance and productivity. Recruitment strategies usually include but not limited to advertisements in both electronic and print media, agencies and services, schools and colleges/universities forum, professional associations and internal resources and must as well as consider the various different portfolios in place like human resource manager or assistant, accountant, project manager, and director of administration.

These different forms of strategies for recruitment produce particular employees in organization with different levels of performances. In most cases, at the organizational level, interviews have been employed as the commonest means of recruitment strategy. Interview methods commonly used has been behavior-based interview as against situational interviews. Studies on recruitment and selection methods indicate that, behavior based interviews usually help in predicting the
behavior and subsequent performance of employees rather than situational based interviews and thus behavior based interviews have often been employed largely (Armstrong, 2008).

Recruitment policies in organizations involve how people and job seekers can be persuaded to apply for jobs in organizations. In the course of recruitment, both sides of the process, that is, employers and candidates are required to be concerned of the need and the issue of “fitness”. On the part of applicants, organizations and jobs will be attracted to them when they consider such opportunities as a perfect match for their career and interest whereas employers also consider the skills and capabilities of such candidates. Kamoche (2008) refers to this “fitness idea” as “Person-Organization (P-O) “fit”. Applicants for job consider the “P-O” through an assessment and understanding of the organization’s culture.

Largely, the success or failure of organizations in terms of productivity, profitability, attainment of goals as well as securing competitive advantage rests on the recruitment process and policies in place (Soliman & Spooner, 2010). Selection specifically targets the act of choosing the “fit “applicant or rejecting the unfit or a combination of the two process (Gupta & Kohli, 2009). Selection process assumes that, the number of applicant outweighs the available openings and thus it basically centers on soliciting the maximum rate of information about various candidates so as to identify the most suitable for employment (Prasad, 2011). This shows that the process of recruitment and selection involves a procedural approach which examines the competence, skills and abilities of applicants in relation to the particular task. Applicants who do not meet the required capabilities and skills are ignored. The essence of the “fit-in” approach is to ensure that organizations make the right decisions through recruitment, and save cost of training unproductive employees whilst seeking to attain maximum productivity and performance. With regard to the above narrations on the role of recruitment and selection process, the SSNIT has
also in place measures on recruitment and selection as a key area of HR practice. The objective of the recruitment and selection methods in place is to offer a comprehensive plan of attracting and retaining best human resource to aid in the accomplishment of organizational objectives.

2.5.2 Training and Development

The concept of training and development involves the organization of skills development programs and learning schemes for employees and individuals in various areas of limited knowledge in relation to their current or future role. Training forms an integral part of the human resource management and development in organizations (Cole, 2011). Offering opportunities for training and development seeks to create the platform for higher performance and productivity as well as pathway for the development and growth of individual employee’s career. Workplace training and employee development is positively related to organizational commitment and performance.

For instance, Bartlett (2011; 17) found a positive relationship between workplace training and organizational commitment. He indicated that, “from an employee standpoint, a training received is related to a significant portion of satisfaction experienced on the job, and employee’s value training on the job as well as equip them with the needed skills and abilities to offer customer satisfaction since they already satisfied themselves and will increase their performance levels”.

Again, studies on the relationship between employee training and job performance, Pathardikar, Sahu & Jaiswal, (2016); Pathardikar & Sahu (2011); Schmidt (2004), argued that performance of employees at the work place is intimately related to the rate of training and development such that, regular training and development offers increased performance in task and responsibilities as work output largely is a by-product of employee’s experience.
They scholars further pointed out that, training and performance are related as they determine whether one will keep or lose the job when done well or otherwise. Moreover, in the face of competition among companies and organizations in the same industry, training and development make the difference towards the attainment of competitive advantage as it positions employees to be very productive (Hyz & Pappas, 2005). New employees may also require similar training so as to improve their performance in their new roles whereas other employees may require training necessary for the development of new service and product (Pakenham & Bukachi, 2009).

Greatly, job dissatisfaction results from the lack of skills and training of most employees as the difficulty encountered in the accomplishment of most tasks at work is due to employee skill levels. For the purpose of meeting the training, development and skills needs of employees, Pakenham and Bukachi (2009) observed that organizations should undertake a need assessment of all employees to identify their areas of skills need before organizing any training program. In relation to this, Foley (2004) indicated the need for training in organizations so as to avoid talent loss. Particularly, much importance is attached to competencies and skills, and redevelopement due to the changing socio-economic environment.

The development of employees’ competencies through training and development provides the impetus for great performance and productivity in organizations (Manente, 2008), hence the attainment of organizational success (Nelson & Wei, 2012).

Training employees in organizations also depicts a strong commitment between an employer and employees as well as how the employer values his workers. Absence of training and development thus implies the lack of skill and knowledge acquisition among employees in their respective areas of operations with its resultant effect of ineffective services, poor customer satisfaction, lack of self-satisfaction, and low productivity. Considering the significance of
employee training and development, human resource policies and practices have always been centered on it.

A greater examination of the importance of training indicates that, it is very key to positioning employees in organizations towards both task and contextual performances. This is particularly so as training and development equips individual employees with the needed skills, attitudes, capabilities, technical know-how, knowledge of organization’s mission, purpose and abilities and this shape them towards contributing to organizational objectives.

SSNIT has put in place several training and development models like in-service programmes and orientation and training for newly recruited employees.

2.5.3 Reward System

Reward systems encompass the set of policies, schemes and plans instituted by group, and organizations, either public or private to remunerate or compensate their employees for their performance or roles executed in relation to a particular activity (Armstrong, 2008). Armstrong & Murlis (2007; 18) observes that “reward is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization”. “Reward is thus, an operational concept for describing the positive value an individual subscribes to an object, behavioral act or an integral physical state” (Cole, 2011, p.18). The institution of reward systems presents several importance to organizations. For instance, rewards systems position employees to be competitive; enable organizations to retain its skilled labor force whilst reducing employee turnover; promotes motivation, productivity and obtain their commitment (Armstrong, 2008). Organizational reward systems could range from the institution of pay systems, recognition, empowerment, promotion, awards schemes, acknowledgement of exceptional performance, job
security, work conditions, interpersonal and supervisor relations and administrative rules and regulations achievement, work itself, recognition, responsibility and advancement (Aydin & Ceylan, 2009). Reward systems have the influence of motivating employees in organizations. Reward can be tangible or intangible and is usually made to an individual after undertaking a particular action (behavior) with the prime aim of influencing the individual’s action. Motivation could come from the individual fellow or external factors (Weightman, 2008). Motivation emanating from an individual is known as intrinsic whereas those coming from external factors are known as extrinsic motivation. Work place reward systems have been identified to have positive impacts on employee performance. Reward programmes and policies serves as one of the key tenets of any sound human resource management practices and policies in organizations. Reward management could take various forms like tangible, money and intangible like recognition. Offering reward to employees creates the opportunity for meeting their various needs and expectations working in the organizations. When employees are rewarded, they feel appreciated and recognized and this propels them to perform towards a sense of belongingness, and maximum output.

Recognizing the importance of reward schemes to employee performance in organizations, management as part of human resource practices, SSNIT recognize and reward exceptional performances of employees at work with in the form of recognition, and awards.

2.5.4 Human Resource Planning

Human resource planning involves the institution of systems, policies and programs to link employees and their performance with organizational goals, mission and objectives. Cole (2011) noted that a well-formulated, effective and efficient human resource planning connects employees ‘affairs to the organization’s mission, vision, goals and objectives. Human resource
planning connects employees to the resource needs and allocations, policies and programs as well as goals in the organization. Organizational planning seeks to attain the right number of employees with the needed skills, knowledge, and experience and linking them with the rightful task in place just so that they could perform exceedingly well in their respective portfolios. In order that employees perform exceptionally, there need to be a good linkage between business planning and strategic planning. If planning is properly done, employees will be able to put up their maximum best in the performance of their roles thus resulting in the attainment of organizational goals whereas poor planning largely would cause poor performances (Cole, 2011). Another important reason for human resource planning is to reduce operational cost. Human resource planning involves securing employee and organization’s information, making objectives, making decisions and linking decisions to organizations goals and objectives.

Owing to the importance of human resource planning in organizations, it has become a critical issue in 21st century organizational management and this has been occasioned by the increasing demand for competent employees, the recognition that human resources are source of competitive advantage and the impact of employees to organizations’ success (Owusu, 2006).

A greater examination of human resource planning indicates that, planning on policies in relation to human resource management in organizations provides some advantages to employees and organizations. For instance, human resource planning helps in the development of employee task and in assigning responsibilities to various employees in organizations as well as connecting employees to the goals and resources needed essentially for the performance of task. When organizations offer critical human resource planning, it creates avenue for explicit resource allocation, task assignment and employee performance whilst achieving organizational objectives. Human resource planning thus provides critical needs for the performance of
employees whilst assisting in the attainment of competitive advantage. Similarly, in the case of SSNIT, human resource planning is practiced as a key component of the HR areas of management. This is done through the introduction and implementation of various forms of systems, like succession planning and which impact the performance of employees.

2.5.5 Staff Welfare

Staff welfare involves the provision of systems, facilities, and schemes like associations, sport facilities with the aim to cater for the needs, welfare and wellbeing of employees. It also entails creating saving schemes, dealing with pension funds, granting annual, sick and maternity leave, providing transfer bonuses, houses and cars, offering loans among others.

Porter and Kramer (2002) indicated that, employee welfare schemes could also involve systems and programs instituted to provide some form of relief and comfort to them whilst improving their individual and family life. Usually, staff welfare does not necessarily need to be in monetary terms. It could come in the form of health insurance, emergency and accident support and education care.

According to Porter and Kramer (2002) employee welfare could come in the form of; intramural staff welfare programs- often provided within the organization and may include, canteens, rest rooms, crèche facilities, staff uniforms, congenial work environment, extramural welfare programs – those provided outside the organization such as education facilities, training programs, and child welfare programs. By this, organizations through welfare schemes assist employees in the management of their private life as it makes life comfortable and better for them to some extent. Anderson (2008; 112) observes that “welfare practices are motivational avenues put in place by management to enhance productivity and motivate staff to give their best and these include incentive packages, and training opportunities”. Training opportunities add
value to the expertise of the employees. Welfare and incentive packages such as free medical care for employees, their spouses, children and wards give them a certain level of satisfaction and peace of mind to focus on the tasks assigned. This also reduces the rate of labour turnover whiles increasing the retention rate of experienced employees.

It is imperative to mention that employees in organizations have individual needs which must be met. Individual employees need like security, accommodation, social belongingness like associations, education and other health-related programs are expected to be met to a larger extent by organizations. This is so because when employees feel safe, secured and has various forms of welfare schemes that provide congenial environment, they are better positioned to work. Employee welfare schemes thus offer great opportunities for maximum work performance.

The importance of welfare schemes to individual employees and organization’s performance has called for their institution in most organizations (Cole, 2011). Concerning the HR area of employee welfare, SSNIT has similarly introduced various forms of practices like salaries, allowances and bonuses. The objective of such practices is to motivate employees to perform greatly towards the goals and aspirations of the organization.

A greater examination of the various independent factors discussed like recruitment and selection, employee welfare, training and development, HR planning and reward systems clearly shows that, management of HR in organization focuses on some major areas. These areas of management essentially influence the performance rate of employees taking into account the different policies that are often formulated in relation to the various areas.
2.6 Empirical Literature Review

Human resources form an integral part in the list of resources for the management and growth of organization, the world all over. The quest to attain competitive advantage in a particular industry largely depends on the capabilities, knowledge and skills of employees in place (Armstrong, 2008). This is particularly so as the human resource component of organizations takes up the development, and initiation of all other policies, schemes, and strategies towards the development of the organization. Thus far, the pivot of attaining other strategic goals and usage of other resources rests largely on the capabilities of employees in place (Bratton, 2007, p. 37).

Recognizing the significant contributions of human resource in organizations, management is required to formulate various forms of policies, programs and actions towards the enhancement of such important organizational resources. Policies and programs for human resource management are implemented to bring on board the needed positive changes that motivate employees to perform excellently towards building and developing organizations (Du Plessis, 2006). Human resource polices should seek to achieve balance between work and life (Mackey, 2008) since employees having multiple responsibilities of meeting the needs of organizations as well as family demands are ultimately concerned with achieving work-life balance.

Human resource policies seek to develop and maintain the commitment of employees towards their work (Du Plessis, 2006). The unceasing significance of human resources thus call for the institution of effective measures and polices towards the attainment of such organizational objectives (Joerres, 2009). These policies, procedures and practices are initiated to position
employees for increased performance and contribution to the course of attaining organizational objectives and goals.

In an examination of human resource policies, Bae & Lawler (2012) employed two different frameworks of human resource management practices, namely; internal development framework and the acquisition framework with each of them corresponding respectively to high involvement human resource management and the commitment and control systems in Europe. On their part, human resources practices differentiate the performance of individual employees, competitive advantages attainment among companies, growth and productivity levels among organizations both in Europe and beyond. This according to them is due to the fact that, human resource practices and planning forms the core functioning of human resource management in organizations such that, without concerns for these aspects, HR has no business in organizations. They further observed that, HR practices and policies impact largely on the talent and knowledge management in organizations such that, the presence of such practices ensures knowledge acquisition and transfer, development of human capital as well as effective and efficient performances.

Owing to the importance of HR policies and practices, organizations must strive to implement best practices so as to reap the full benefits of human resource management. In the absence of such best practices, organizations risk losing a greater chunk of their human capital and their contribution. Carter & Scarbrough (2010); Robertson & Hammersley (2009) observed that, best HR practices constitute the basic factors of knowledge management in organizations such that, without them, organizations cannot move in any way possible. For Flood et al., (2001; p. 45) “the trouble is that knowledge is not a discrete object and that the most valuable knowledge is
embedded in people and so difficult to transfer outside the immediate context that it becomes a major competitive advantage”.

Flood et al., (2001) contend that, the significant feature here is the personal nature of tacit knowledge which demands that, those possessing such credentials to share and transfer them to other employees. Thus far, essentially, the success of any talent and knowledge management process most largely would depend on participants who are highly committed to the process (Robertson & Hammersley, 2009).

Similarly, in the case of Africa, Soliman and Spooner (2011) conducted a study on implementation of human resource management practices in Kenyan Universities and their impact on productivity and concluded that, the major determinant of performance in universities in Kenya was the resultant of effective of human resources policies and practices such that, good HR practices led to the employment of qualified lecturers and researchers as well as other administrative staff that aided in the performance of schools. He also contended that HR practices serve important role in the knowledge transfer, sharing, creation and absorption process. Accordingly, he added that HR practices such as rewards systems, selection and recruitment criteria, as well as career development systems “have an influence on the flows of knowledge which is seeking to maximize employee performance that would result in the overall organization performance” (Soliman & Spooner, 2011, p.82)

On the part of Oltra (2005), in organizations, human resources undertake all important roles and thus HR policies should be centered on the humans in organizations with a greater emphasis on the kinds of employees and pool of talents available.

Related to this, the development and institution of human resource practices and policies takes into account several factors and considerations. Guest et al. (2003) for instance indicated that,
the formulation of policies and consideration of HR practices in organizations takes into account factors included but not limited to labor law and regulations, religion, and expatriate workforce and social elites, as well as culture (Aycan et al., 2007).

A greater examination of the above discussed empirical studies throws more light on the importance of human resource practices in individual employee and overall organizational performance. This is the case as HR practices provide the needed facilities required by both individual and organizations to put out their best among competitors. Thus far, it is important organizations develop the required human resource practices that will see to address their competitive needs

2.7 Theoretical Framework

Growing bodies of studies have established the need and specific forms of human resource management practices necessary for attaining higher productivity, competitive advantage and organizational growth and development. Such studies have found different names for human resource practices and policies. For instance, Ahmad & Schroeder (2003; p. 18) and Guest et al (2003) named all HR practices that help in superior employee performance as “best HR practices”; Marchinton & Wilkinson (2007; p. 27) referred to them as “high performance work practices” with Delery & Shaw (2001; p. 48), calling them “high investment practices” whereas Yahya & Goh, (2002; p. 121), referred to them as “higher productivity and product quality practices”.

This section discusses some theories that support the need for human resource management and human resource policies and adopt one of them; human capital theory for the study.
2.7.1 Resource-Based Theory (By Porter’s)

The resource-based theory as propounded by Porter (1985) argues that organizations, institutions and group among other sects derive their successes from the presence of joint and many or different components of resources owned by the organization. These resources of an organization include the human, financial, material, and capital resource which contain the essential knowledge and skills, talent and technical know-how. Even though all these resources are critical to the sustenance and success of organizations, human resources take a central stage in the utilization of all the other resources (Porter, 1985) and thus require effective and efficient management systems which will help in their performance and utilization of other organizational resources. This is more so as efficient human resources are scarce, and firm. Thus management of HR requires the presence of policies that seeks to help in their effectiveness at work. Among such practices include recruitment and selection of highly qualified human resource, reward and compensation systems, and training and development schemes.

Objectively, HR practices aim to attain competitive advantage (Wright & McMahan, 2012). Studies by Lado and Wilson (2004), Mueller (2003) and Wright and McMahan (2012) all indicate human resource as the most important capital for the attainment of organizational goals among all organizational resources. The recognition of HR as most important organizational resources calls for the implementation of certain measures towards managing it. Significantly, HR practices have centered on areas like recruitment and selection, reward and compensation systems, training and development, and employee welfare (Armstrong, 2008). Following the impetus granted HR by the resource-based theory, organizations have introduced several measures and practices to motivate, develop and increase their performance at work.
2.7.2 Human Capital Theory (Schultz 1961)

The human capital theory was propounded by Schultz (1961) and developed by Nobel Prize winning economist Garry S. Becker in 1962 and 1964. Owing to the competitive nature of businesses, presence of globalization factors, technology, economic challenges and changing demands and taste of customers in both advanced and developing economies, organizations are compelled to seek for other sources of competitive advantages in various industries. Following this, competitive advantage acquisition implies organizations adopt means different from others particularly in the same industry. According to the theory, human resource is the center of all organizational resources as it is the most valuable organizational capital for development.

The theory posits that, human capital undertakes all functions, roles and responsibilities in relation to various functions required to get an organization running. This is more so as human resource makes use of all other organizational and societal resources. As a result, the theory indicates that, without human resources, organizations cannot thrive. The theory therefore recognizes that, human capital is pivotal to the growth and performance of organizations, certain essential practices and policies are required in all the areas of management that impact human capital.

Recognizing the important contribution of HR, various practices and policies have been put forward by most organizations. In particular, practices have centered commonly on rewards systems, recruitment and selection, training and development, human resource planning, and employee welfare. Human resource practices like welfare, training and development, recruitment and selection, and succession planning serve as the tool for achieving the kind of competitiveness required by organizations as effective human resource practices put employees on the radar of effective and efficient performances.
Following due recognition of HR as essential resources in organizations by this, theory, it is employed as the basis for analysis and subsequent discussions to examine the influence of HR practices at SSNIT.

The human capital theory points out that human resources are the essential resource which perform all other duties and responsibilities towards the attainment of goals in the organizations. Human resources serve as engine of growth in organizations. They take on the task of controlling machines and technology; manage human resources, development of policies and programs and development of organizations. By these critical roles played by HR as indicated by this, it is important for the development of measures towards managing HR in organizations like SSNIT. This theory thus gives impetus to the concepts of human resource practices and policies in organization such that, it recognizes human resource as key to organizational functioning. Through this, human resource policies are required to ensure the effectiveness and efficiency of the performance of human capital in organizations. Most organizations both in Ghana and other parts of the world have thus instituted various schemes, practices and policies in relation to the management of human capital and the SSNIT is no exception to this.

This theory owing to its recognition of human capital and the existence of policies for their effective performance is adopted to examine how various HR practices at SSNIT influence the performance of employees.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods used to embark on this research project. The chapter discusses the research design for the study, sample size and sampling procedure, data type and data sources, instrumentation of research, data description and analysis procedure.

3.2 Research Design

The design of research entails the procedure adopted for a particular research activity which guides the results attainment of the research work. It discusses all the procedures and methods adopted for analyzing and producing a particular research report. The choice of a particular research design is based on the study objectives and questions (Henning, Van Rensburg & Smit, 2004). This study employed qualitative research design for data collection and analysis procedures. Qualitative design was employed to give a detailed account and better examination as well as analysis of the topic under consideration.

Qualitative design was employed to ask questions like “why”, “what” and “how” as regards examining how policies and practices at SSNIT has impacted on the performance of the employee. Qualitative research design was used in this study because the researcher wants to gain a detailed account of the implication of HR practices on the performance of individual employees and the organization at large. In relation to the proposed adoption of the qualitative approach, a case-study design was employed. Case study is a type of qualitative design used to
examine specific situation or group within its real-life context (Creswell, 2013). As a result, considering the nature of the study, which sought to examine the SSNIT, the case study approach was employed to study the organization.

3.3 Study Population

Study population entails the general population from which a section is sampled and generalization of the study made (Field, 2009). The target population for the study consisted of employees of SSNIT particularly, human resource management officers, line managers, training and compensation officers, data management and general administration officers.

3.4 Sampling Procedure and Sampling Size

The overall goal of sampling is to help the researcher to examine small proportion or parts of a larger population in which the researcher will be able to analyze the smaller proportion curved from the larger population and determine as well as make generalization or conclusion about the bigger unit (Neuman 2011). For the purpose of this study, a convenient sampling method was employed in the selection of respondents.

Convenience sampling is a non-probability sampling method in which respondents in a research study are chosen based on their readiness and willingness to participate in the research study (Saunders & Thornhill, 2012). This sampling procedure was considered for the research work considering the busy schedules of employees at SSNIT. This was done to give space to those who had time to participate during the data collection process. A sample size of thirty (30) interviewees was employed for the study including HR officials, general administration, and finance officials among others. Respondents were selected from pension house complex of the SSNIT in Accra. The choice of thirty was due to the fact that they formed a greater proportion of the respondent size whose duties fall in line with the management of HR in the organization as
well as those who are impacted by the organization’s HR practices. Again, thirty (30) was chosen as they are representative considering the kinds of respondents earmarked for the study as they are in a better position to explain how HR practices influence the task and contextual performance of employees.

3.5 Data Source
The study employed both primary and secondary data for its analysis and discussions. Primary data was collected and analyzed by means of interviews. Data was sourced from both employees and managers of human resources department of SSNIT through an interview process. Also, secondary materials were employed through a review of related literature from articles, journals, newspapers among others.

3.6 Methods of Data Collection
An introductory letter was obtained from the Department of Public Administration and Health Services Management of the University of Ghana Business School (UGBS) and submitted to the Human resource directorate of SSNIT. The HR manager was briefed about the study purpose and the researcher booked an appointment for further discussion after permission has been sought on the study. The researcher then visited SSNIT again and made formal arrangement for briefing to the employees to participate in the study after which an interview date was scheduled with the organization. Proposal development, corrections and development of interview guide for consideration took place between September- December 2018 whereas data collection took place between 8th- 20th January, 2019.
3.7 Data Collection Instruments

This research’s data collection was undertaken by means of interviews. According to Al Hajjar (2013), the nature and the scope of data needed to be collected are determined by the research objectives and questions. The study data was collected using an in-depth interview method. The interview guide contained open-ended questions to gather qualitative data. The interview guide enabled the researcher to obtain in-depth information on the human resource practices and policies of the study organization. According to Creswell (2013), interview form of data collection is more preferable because it allows for greater flexibility and control of the interview situation by the interviewer, as well as gives an opportunity for the researcher to use probes and obtain a high response rate. Based on literature, an interview guide was developed for the study.

3.8 Method for Data Analysis

For the purpose of this study, thematic data analysis method was considered for the research work. Thematic data analysis method is a type of analysis scheme where classifications and themes are presented in the analysis and findings of a particular research study with a greater consideration to the objectives and goals set out for achievement in the research work. It illustrates the data in great detail and deals with diverse subjects via interpretations (Boyatzis 1998).

According to Braun and Clarke (2006) thematic analysis consists of five steps: data familiarization, code generation, theme search, themes revision, and theme definition. The findings of this research work was analyzed with the thematic consideration where data gathered was analyzed and discussed under the various objectives of the study. That is, the analysis took the form where presentation was done based on the research objectives in such a way that, information gathered from different respondents but falls under the same objective were put
together and discussed as such whereas different information was also treated as such. In a situation where data gathered were considered to be quite special, the analysis distinguished such information by either boldening or italicizing such information. This was done to put emphasis on such information.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter of the research work details the presentation of data, analysis and discussions as gathered on the implication of effective human resource management practices on employee performance at the Social Security and National Insurance Trust (SSNIT). Data for the study were gathered from respondents who are employees of SSNIT and have different positions in the organization. Respondents in the study ranges from different units, sections and departments of the study organization as well as those who have better understanding of the human resource management and human resource practices in place.

In all, a total of thirty (30) respondents were earmarked for the data collection. It is important to state that all the potential thirty (30) respondents participated in the data collection process. This makes the response rate quite encouraging, representative and comprehensive enough to assist in the discussion and subsequent drawing of conclusion. Data gathered for the study was analyzed using thematic analysis method and accompanied by detailed qualitative description and
explanations. Again, simple charts, tables, graphs and percentages were employed in the analysis and description of primary data gathered.

Specifically, the research findings are organized and discussed under the following themes;

4.2 Socio Demographic Feature of respondents

4.3 Human Resources Practices at SSNIT

4.4 Relationship between Human Resources and Employee Performance

4.5 Impact of human resource practices on employee performance

4.2 Socio Demographic Features of Respondents

Table 4.1: Socio Demographic Features of Respondents

<table>
<thead>
<tr>
<th>Features</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>20</td>
<td>66.7</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data (2019)

Table 4.1 presents the demographic features of respondents in the study. Respondents’ demographic features contain their sexual composition, marital and educational status, age attainment, department, years of service and position occupied at SSNIT. With regards to sexual composition of respondents in the study, data gathered shows that, of the thirty (30) respondents, a whopping number of them making up twenty (20) and representing 66.7% were males with the
remaining ten (10) being females. An examination of the sex composition of respondents clearly shows that, the males dominated the respondents in the study. This however was not due to the choice of the researcher but resulted from the overall employees who volunteered to participate in the study. Despite the differences in the size of males as against female respondents, they did not influence the data collection process in anyway.

Table 4.2: Socio Demographic Features of Respondents

<table>
<thead>
<tr>
<th>Features</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Years with SSNIT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-10</td>
<td>11</td>
<td>36.7</td>
</tr>
<tr>
<td>11-20</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>21 and above</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Educational Qualification**

- **SSS**
- **NVTI**
- **TC**
- **Polytechnic**
  - **BA** 14 46.7
  - **PG** 16 53.3
  - **Total** 30 100
With regard to the years of service at SSNIT, as twelve (12) respondents have served between 11-20 years, eleven (11) others have served between 1-10 years with the remaining respondents of eight (8) having served for over twenty years in the organization. Data on the years of service of respondents in the organizations shows that, largely, respondents have accumulated several years of experience in the study organization and thus were posited to participate in the study.

In relation to educational status of interviewees, its worthy to note that participant were highly educated and were better in a position to understand the questions and provide appropriate answers to them. This is evident with the data which shows that, sixteen (16) of them and representing 53.3% have post graduate degrees whereas fourteen (14) with the percentage of 46.7 have bachelor degree.

Table 4.3: Socio Demographic Features of Respondents

<table>
<thead>
<tr>
<th>Features</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resource</td>
<td>14</td>
<td>46.7</td>
</tr>
<tr>
<td>Data management</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Operations</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>Planning and Research</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>General Administration</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Position of Respondents at SSNIT**

| Human Resource Manager | 1 | 3.3 |

Source: Field data (2019)
Concerning the various department that contributed participants to the study, units such as human resource, general administration, operations, data management and planning and research division contributed to data collection. Consequently, the human resource division contributed 14 respondents whereas data, operations, planning and research each contributed 3 with general administration contributing 5 respondents.

Finally, on the part of the feature of positions held by respondents in the study, as human resource planning, compensation and training officers were nine (9) with each position contributing three (3) each, human resource assistants were four (4) whereas the human resource manager was one (1). Again, data, and planning and research officers were 6 (3) with each position making up three (3). On the other hand, general administration position and operations management holders were ten (10) with each contributing 5.
Juxtaposing the above demographic features with the objectives of the study, it is pretty clear that, participant have different characteristics although they are all employees of the same organization. The differences in age, sex composition, educational status, marital status, department and position of respondents in the study quite paved way for the admission of different knowledge, understanding, experiences and background as regards the various answers provided in the study. This led to the gathering of quite comprehensive and convincing data which subsequently aided in the discussion and the drawing of conclusions.

4.3 Human Resources Practices at SSNIT

4.3.1 Introduction

This section presents the data gathered as regards the first objective of the study which sought to examine the presence or otherwise of human resource practices at SSNIT.

In the case of the examination of the presence or otherwise of human resource practices, respondents were asked a question in relation to that with two possible answers “yes” and “no”. Out of a total of thirty (30) interviewees in the study, they all answered in the positive of the study organization to having in place HR practices for the management affairs of human resource. The failure of the “no” answer to the very same question indicates that indeed the study organization has instituted certain measures which they term as human resource practice and which are employed for manning the human resource capacity of the organization. Petrovsky (2009) and Smith (2014) submitted that, owing to the importance of human resources, most organizations in an attempt to deriving the best form their human resource component, implement various forms of practices and policies towards the management affairs of human capital. This account largely agrees with that of SSNIT which as part of organizational effort in
attaining maximum performance and productivity from employees has implemented varying degrees of HR practices.

Another dimension of examining the presence of HR practices at SSNIT was to investigate the present state of HR practices in the organization. Owing to this, respondents were presented with two possible answers “generalist” which sought to inquire whether various HR practices exist with no relation to particular areas of HR management and “specific” which also meant to discuss whether or not various HR practices were streamlined with the different HR practice areas. Of the entire respondents’ size, twenty-five (25) representing 83.3% explained of the various HR practices and policies in place being specific and peculiar to particular HR practice areas whereas 16.7% spoke of the presence of HR practices that are generalist in nature. With respect to the specificity of HR practices as indicated by majority of respondents, they explained that, human resource management policies and practices do not exist in vacuum as they are linked to particular areas of management in the organization. Thus, HR practices are linked with particular areas of operations and management in which staff are wholly tasked for various duties.

It is imperative to note that, SSNIT has in place HR practices that are specific in nature in relation to the different HR practice areas owing to the larger proportion of respondents who identified of the practices to be specific and not general in nature. Even though the assertion of those in the minority group who indicated of HR practices being “generalist” cannot be discounted, it is right to posit that HR practices are specific in nature. In a similar examination of the nature of HR practices in organizations across Europe, America and Asia, Brewster (2008); Armstrong (2008); Pathardikar, Sahu, and Jaiswal, (2016); Pathardikar and Sahu (2011); Schmidt (2004) all indicated that HR practices are formulated in line with specific HR
management areas such that practices do not exist in vacuum. Practices formulation and development are thus linked to an operational area of developing the human resource machinery of organizations. Thus, any sound HR policy must fall in line with the management area of organization. By this, HR practices become collective and effective for management purposes. Findings from SSNIT agree largely with the presentation of the above researchers.

4.3.2 Human Resource Management Areas and Practices at SSNIT

In relation to the existence and specificity of HR practices at SSNIT, it is important to mention that, respondent identified of HR practices to be specific to particular areas of HR management in the organization.

An overview of the various HR practices areas in SSNIT and as enumerated by the entire respondents’ size indicate the following; training and development, performance management, recruitment and selection, rewards and compensation management, staff welfare, industrial relations, human resource planning, succession planning. Specifically to the human resource management areas at SSNIT, respondents explained the types and various forms of practices pertaining to each of them as follows;

First, in the case of HR management area of training and development, interviews explained that, the organization has in place practices like in-service training, pre-service training, continuous education (without financial support), special needs training and development, and orientations on various essential areas of operations of the organization. In the case of in-service training, respondents who mentioned of this explained that, SSNIT usually organizes mid-year, and annual in-service training programmes for all employees in relation to the various functions and responsibilities in the organization. This, they indicated forms a major part of the employee development model of the organization.
In addition to this and as part of employee skill development, the organization after recruiting new employees takes them on pre-service training programs. Pre-service training programs are organized with several modules which seek to orient the new employees about the task, job descriptions, roles, conceptual and task performance of the organization. Usually, pre-service training takes a period of two weeks and is formally structured and organized by training organizations, human resource management and other line management units of SSNIT. The overall objective of pre-service training programs is to usher the new recruits into the mainstream work process of the organization.

Moreover, on employee training and development, respondent indicated of the opportunities for further studies and education wholly managed by the individual employee, even though such further studies opportunities are not backed financially by the organization. This they intimated allows staffs who wish to pursue further studies post graduate or first degree as well as other academic qualifications to do so. Another training and development scheme in existence at SSNIT, respondents indicated is that of special needs training and development. On the part of the special needs of training and development, the organization conducts mid-term assessment and performance review to examine the contribution of department and individual employee’s performance to the course of the organization. If a particular department’s contribution goes down or employees lack certain skills, abilities and knowledge, they are taken on a special training and development program outside the scope of main institutional in-service training programs. The objective of such special programs is to meet the needs and abilities of the employees.

Secondly, on the HR practice area of performance management, interviewees submitted that, the organization has instituted a performance management system. The overall objective of the
system is to assess the strength and weaknesses of all employees ranging from managers to subordinates. This system of performance assessment is done quarterly and annually. During the assessment system, employees are rated with regard to their job description and performance in a given period. High performers are sometimes rewarded in the form of recognition, and awards whereas low performers are put on various employee training and development programs such as in-service training and orientation programs in order that they could gain adequate skills, and knowledge for the performance of their task.

Explaining further, one respondent remarked as;

“At SSNIT, there is the practice of performance management system which seeks to examine the areas of weakness and strength of all employees. Performance management aids in the organization’s training and development scheme drawing as it enables us to know those with low performances and to put them on certain training programs. This system of assessment is done annually with employees and their immediate supervisors being given appraisal forms to fill out” (Human Resource Assistant, 2019).

In relation to performance management practice is the presence of policies and practices in connection with recruitment and selection. According to interviewees who spoke on recruitment and selection practices, the organization has put in place activities like job advertisement, receipt of applications, screening of applications, and organization of interviews and selection of qualified applicant. In the case of job advertisement at SSNIT, it is either done internally or externally and in some instances both schemes are employed. Internal advertisement is done through circular notice to all employees across the length and breadth of the country whereas external advertisement is done through the dailies and other publications for the general public. This is done so as to create equal opportunity for applications, they indicated. Another practice
of recruitment and selection is the receipt and screening of applications. This is done through the collation of applications and shortlisting of applications as well as an examination of the most qualified applicants. Next to this screening stage is the stage of interviews and examination where applicants are assessed and tested of their experience, qualifications as indicated in their applications in relation to the task and job advertisement. Respondents added that, the final practice of recruitment and selection is the selection of qualified applicant.

Armstrong (2008) and Dessler (2006) presented that, recruitment strategies usually include but not limited to advertisements in both electronic and print media, agencies and services, schools and colleges/universities forum, professional associations and internal resources whereas selection strategies include interviews, examinations and shortlisting of applications. In most cases, at the organizational level, interviews have been employed as the commonest means of recruitment strategy. Interview methods commonly used has been behavior-based interview as against situational interviews. Empirical literature indicates that, the former usually helps in predicting the behavior and subsequent performance of employees rather than latter thus calling for the application of the former (Jorres 2009; Maente, 2008).

Another stream of HR practice at SSNIT is reward and compensation benefit. In the case of rewards and compensation practices in the organization, respondents listed practices including but not limited to salaries, bonuses, recognition and awards. On the part of salaries, respondents explained that the organization has in place a salary administration structure which seeks to reward employees monthly for their services rendered. Thus far, all employees of SSNIT have been put on a salary scale which commensurate with their qualification, position and task undertaken in the organization. Bonuses also occur in phases, and depend largely on the situation and/or task undertaken by the employee. In some instances, bonuses are paid weekly, or
monthly. Bonuses are paid on extra duty, and other such related functions performed by particular employees. Recognition and awards are also offered to employees at SSNIT in relation to exceptional task or achievement. Recognition is also given to people who have done exceptional performances in place.

In addition to reward and compensation benefits, respondent outlined HR practices like the presence of medical health insurance for employees and their immediate families, allowances for rent and clothing, staff associations, staff contributions towards each other during times of need like marriage and funeral, staff annual leave, provision of organizational support like buses among such other things towards employees cause as and when necessary. A further examination of the practices of staff welfare indicates that, SSNIT has provided health insurance for employees and their family of which the organization bears the cost of such medical care as well as formed several staff associations which seeks to provide the grounds for friendship and socializations among employees. Moreover, staff welfare practices include contribution of staff towards members of the organization in times of need with the organization offering technical support like buses towards the need of employees.

The views of employees’ welfare scheme presented by interviewees and as implemented at SSNIT do not stand in isolation as they agree with the findings of Anderson (2008) that, employee welfare is the provision of various forms of activities, support, programmes and actions that seek to offer some form of assistance as regards their needs, physical, social, financial and religious.

Again, in the realm of HR management areas and practices at SSNIT is the sector of succession planning. Successions planning according respondents entail the process by which outgoing leaders and management of the organization are replaced by qualified and deserving
subordinates. At SSNIT and as presented by twenty-one (21) respondents, representing 70% of the total respondent size, there are practices and policies in place to ensure that outgoing executives, managers or other subordinate employees are replaced through a formal and structured means. Succession planning practices include but not limited to the strategy of “next in command”, and “transfer”. In the case of next in command as a succession planning practice at SSNIT, an interviewee remarked that;

“The organization has various positions running from top to middle and to the lower unit management levels. These positions are held by people who are usually assisted or deputized in various units, sections and departments as well as roles and responsibilities in place. Following this, subordinates and other staff whose responsibilities correlate usually have much more knowledge in their related positions and task. Owing to this, in the event where an employee either passes, retires or is transferred, the organization as part of its succession strategy appoints the subordinates who have similar qualification and experience compared to the outgoing authority” (Human Resource Manager, 2019).

In the case of transfer, according to some respondents of SSNIT, during outgoing process of a subordinates or any other authority, resort to succession planning of either substituting the new vacant position with some in similar command at the same location of the organization or from a different branch, office or department. Such a succession scheme is usually applied to line managers and lower level staff, they remarked.

In the area of human resource planning and industrial relation, the organization has adopted several management plans towards the management managing the affairs of their human resource capacity. In this case, the organization prepares the job description, establishes the criteria and qualification for employment into each position, embarks on employee staffing with
regards to the available portfolios and their qualifications, and design training programmes. On the part of industrial relations, respondents indicated that the organization through its human resource practice allows for the establishment of unions and organizations like the Trade Union Congress (TUC) which allows for deliberations in relation to the conditions of service of employees and any other such things as may be necessary for staff.

### 4.3.4 Implementation of Human Resource Practices at SSNIT

Another area of significance to the study was the implementation process and scheme of HR practices at SSNIT. Recognizing this need, respondents were questioned on how the various HR practices in the organization are put into action.

Evidence from the primary data gathered on the implementation process of performance management system, reveals that, it is done in three phases. The phases of performance management system implementation include the setting of target, mid-year review and staff appraisal. Target setting as explained by respondents connotes the practice where the organization sets broad annual goal with departments and units carving out their smaller unit goals from the broader institutional goal for achievement in a given year. The institution thus conducts mid-year review of their performance in relation to the goals set out for accomplishment whereas employees are appraised at the end of the year in order to examine their individual contribution to the organization.

Moreover, on the practice of compensation benefits, promotions, salaries and succession planning, the organization has in place policies and other management procedures which seek to the realization of their objectives. With the organization forming part of the public service, all employees are by law required to be paid their salaries and any benefit whatsoever as may accrue

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to them and as approved by management of the organization. Thus far, such existing HR practices follow the required legal overview of the country, the labour law (2003). The labour Act of Ghana, Act (2003) section 67-72 indicates that all employees both in the public and private sectors of the country are required to be paid all their salaries and benefits entitled them.

Again, the organization has established HR department that coordinates the activities and responsibilities of all the human resource component of the organization. The HR division of the organization is tasked with the responsibility of ensuring the appropriate of human resource practices as regards staffing, recruitment and selection, job description, compensation, wages, and any other role and responsibility that relates to the human resource aspect of the organization are implemented.

Regarding recruitment and selection practice, respondents mentioned that, it is implemented through a rigorous system of vacancy advertisement through the national dailies, and online portal of the organization, screening of applications, interviews and examination and selection procedure administered by the HR division as well as other line management unit. These systems for recruitment and selection ensure the effective and efficient administration of recruitment and selection practices at SSNIT.

Finally, respondents mentioned collaboration between HR divisions and other line managers as well as unit of the organization as a necessary pre-condition for the implementation of various HR practices in the organization. This they explained that, although the HR unit takes up the task of implementing various practices in relation to HR management, the role played by other units in the organization cannot be overlooked and goes a long way to ensure the successful implementation of HR practices.


4.4 Relationship between HR Practices and Employee Performance

The second objective set out for accomplishment in this study was to examine the kind of relationship, “positive or negative” existing between HR practices and employee performance at SSNIT. It was imperative to examine at first, whether any form of relationship exists whatsoever between HR practices and employee performance at SSNIT. Respondents were thus required to answer at first, a “yes” or “no” answer to the existence or otherwise of any relationship. Of the overall thirty (30) respondents, they all remarked “yes” indicating a seeming relationship between HR practices and employee performance and further narrated that, relationship between HR practices and performance at SSNIT is positive since HR practices directly impact on the employee and organizational output at SSNIT.

The overwhelming answer to the question in the positive examines the pace at which interviewees envisage the interdependence between HR practice and employee performance. Boselie et. al., (2005); Collins & Smith, (2006); and Hailey et. al, (2005) also concluded that, there exist a relationship between HR practices and organizational performance such that HR practices influences employees either positively or negatively. In this regard, good HR practices influences performance positively whereas bad HR practices influences performance negatively.

Responding to how this relationship occurs, primary data gathered suggest the following.

According to majority of respondents with a frequency of twenty-one (21) and representing 70%, one major area of influence of HR practice on employee performance is contextual performance (attitudes, behaviour and perceptions) aspect of employees. Contextual performance refers to the
activities and behaviours undertaken by employees and which do not form part of their core functions at work or job description. Contextual performance creates the platform for the effective and efficient delivery of all other task performance in organizations as employees thus develop good working habit and attitudes to work and which aides they undertake responsibilities which do not form in line with their roles. Respondents indicated that, the presence of good HR practices such as opportunity for the formation of unions, staff welfare, and socialization opportunities among such others thus goes a long way to develop the sense of belongingness of the people and this translates largely into performance output.

Another area of influence as indicated by respondents is motivation. On the part of some section of interviewees numbering fifteen (15) and representing 50%, the presence of good HR practices in the organization leads greatly to the development and promotion of motivation. Motivation thus enables employees to give off their best towards the task at hand. In the words of one respondent, he submitted as;

“The presence of good HR practices grants the impetus for employee motivation. Good practices like good salary structure, bonuses, medical insurance among such other practices present in the organizations largely motivates employees in the course of task performances. As employees get motivated and thus pushes them to perform effectively, output is increased and this results in the overall performance of the organization” (Data Management Officer, 2019).

Again, respondents identified the area of training and development as HR practice which influence the performance of employees in the organization. Expanding further on this, they intimated that, there is in place various modules of training and development like pre-service and in-service training and opportunity for further education of which all employees are required to undergo as and when necessary. These HR practices afford staff the chance to attain adequate
and needed skills, knowledge and abilities whilst offering the newly acquired skills to aid in the performance of duties at work. Largely, such new skills contribute to the performance and abilities of the employees thus ultimately resulting in the growth and performance of the organization in the long run.

Respondents further listed the opportunity for creativity and innovation as another stream through which the presence of good HR practices influence employee performance at SSNIT. Good HR practices like opportunity for creativity and innovation as well as promotions and presence of good working environment at SSNIT largely contributes to the building of organizational culture and identify. These practices allow for the building of individual capacity, skills and knowledge and reduce workload in the organizations. Moreover, the presence of creative and innovative opportunities allows for the discovery of new knowledge, talent and solutions to the numerous organizational challenges confronting SSNIT and thus resulting in organizational effectiveness and performance of task at work.

Finally, another area through which HR practices at SSNIT influence employee performance is the conduct of performance management systems. Performance management systems are undertaken at SSNIT to examine the strength and weaknesses of employees. The practice of PM takes place on annual and quarterly basis and is largely focused on the roles and task assigned to various employees at work. Assessment of employee performance in the organization results in unearthing poor performers and the causes of such whereas exposing those good performers and their causes as well. Such state leads to the design, adoption and implementation of skills development and acquisition training schemes and which ultimately enables employees to attain the needed knowledge towards the performance of their job.
4.5 Impact of Human Resource Practices on Organizational Performance (SSNIT)

The third and final objective of this research work was to examine the impact of human resource management practices on employee performance at SSNIT. This objective commensurate with the second objective of examining the relationship between HR practice and employee performance. Following the establishment of the fact that there is a positive relationship between HR practices and employee performance, it was imperative to examine how such relationships impact on the performance of individual employees at work. As such, respondents were first interviewed as to whether HR practices impact on employee performance in any way whatsoever. The primary data gathered shows the impact of HR practice at SSNIT on performance of individual employees. This is evident by the overwhelming endorsement of the “yes” response to the question as to whether HR practice impact on employee by the entire 30 respondents.

An examination of the overwhelming endorsement of the position by respondents indicated a positive impact of HR practices on employee and organizational performance in areas like low staff turnover, training and development, recruitment of highly qualified staff, promotes growth and productivity.

In the case of the impact on organizational performance through low staff turnover, interviewees who spoke on this submitted that, the organization has instituted several attractive measures like compensation benefits, good salary structure, conducive environment among such other attractive conditionalities of service. These conditions thus motivate majority of employees in
the organization and this allows them to stay and work for a very long time running into their pension period. This results in the organization witnessing low staff turnover. As employees stay in the organization for the long, they are positioned to acquire much more experience and knowledge which aids them contribute to the cause of goal attainment thus resulting in the growth and development of organization.

Another area of HR practice impact on organizational performance is the recruitment of highly qualified employees. The SSNIT has in place a formal structure and system of employee recruitment. This practice has been in existence for a very long period of time. The formal and organized recruitment and selection system ensures that applicant who are selected for employment are well qualified and competent enough to assist in the accomplishment of various job descriptions and organizational goals and objectives. By this, SSNIT is well positioned to the delivery of its core mandate through its qualified employees. Largely, the success or failure of organizations in terms of productivity, profitability, attainment of goals and objectives as well as securing competitive advantage rest on the recruitment process and policies in place (Soliman & Spooner, 2010).

Further, the presence of good HR practices has led to the attainment of goodwill in the organization. On the part of respondents who spoke on this impact in the organization, SSNIT has been positioned to be one of the most effective and efficient state led institutions charged with the responsibility of ensuring the management of social security in the country. This current view of the organization has been attained owning the various effective and efficient HR practices out in place by management. The attainment of goodwill has thus resulted in increased service provision and increased membership registration for the services of the organization.
These new evolutions in the organization have thus added much to the growth, performance and development effort of the organization thus resulting in attainment of corporate objective.

Finally, the opportunity for creativity and innovation in the organization occasioned partly by HR practices has led to new inventions, systems, operations and activities thus resulting in greater efficiency, effectiveness and performance according to fourteen (14) respondents representing 46.7%. Respondents explained that until relatively recently, employees in various units were not be afforded with the chance to introduce new ideas, practices and discoveries. However, the institution of new HR practices allows subordinates to be creative and innovative in the performance of task and this has resulted in the discovery and implementation of new procedures of work thus contributing to positioning the organization as one of the most efficient state institutions in the country.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This last chapter of the research work discusses the summary, conclusion and recommendations pertaining to the study. The aim of the study was to examine the “Implications of Effective Human Resource Management Practices on Employee Performance at SSNIT. The final chapter is organized under three main themes, with the first theme being the summary of the entire research findings. The second theme takes on the conclusion with the third part embodying the recommendations to the study. The summary of findings is done according to the objectives set out for accomplishment in the study.

5.2 Summary of Research Findings

The summary of research findings is done under three broad themes

- Human Resource Practices at SSNIT
- Relationship between HR Practices and Employee Performance at SSNIT
- Impact of HR practices on performance of SSNIT

5.2.1 Human Resource Practices at SSNIT

Regarding the summary on HR practices at SSNIT, primary data gathered on the study has revealed the following;
First, according to all thirty (30) respondents in the study, there is in place various HR practices implemented at SSNIT towards the management affairs of human resource and which is under the direct management of the HR division. Interviewees further submitted that, HR practices are administered through the application of rigorous rules, regulations, management systems, principles, labour laws (Act 2003) and other legal requirement of the state. Again, the implementation of the practices is largely spearheaded by the HR division with support from other units, departments as well as line managers.

The presence of HR practices and policies in the organization however exist not in isolation but in line with specific HR management areas. In the case of specific HR management areas on which various HR practices in the organization are developed and implemented, twenty-five (25) respondents representing a greater percentage of 83.3% identified them as training and development, performance management, recruitment and selection, rewards and compensation management, staff welfare, industrial relations, human resource planning, succession planning.

On training and development, practices such as in-service training, pre-service training, continuous education (without financial support), and special needs training and development, and orientations on various essential areas of operations of the organization were mentioned whereas in the case of performance management practice, respondent indicated of the conduct of quarterly and annual employee assessment scheme.

Moreover, on the human resource practice area of recruitment and selection, interviewees submitted of practices like job advertisement, receipt of applications, screening of applications, and organization of interviews and selection of qualified applicant.
Again, on HR management area of reward and compensation, practices like salary, bonuses, recognition and awards. On the area employee of welfare schemes, practices like the presence of medical health insurance for employees and their immediate families, allowances for rent and clothing, staff associations, staff contributions towards each other during times of need like marriage and funeral, staff annual leave, provision of organizational support like buses among such other things exist at SSNIT.

In the case of succession planning practices like next in command or promotion, and transfer are applied in the study organization. Similarly, on human resource planning and industrial relations, practices such as job description, staffing, design of training modules, and formation of unions were outlined by respondents.

5.2.2 Relationship between HR practices and Employee Performance at SSNIT

In relation to the data on the relationship between HR practices and employee performance at SSNIT, it is noteworthy that all thirty (30) respondents with 100% rate indicated of the presence of HR practices in the organization to have significant influence on individual employee performance. Juxtaposing that, interviewees outlined areas of influence and relationship on employee performance as contextual performance, motivation, training and development, creativity and innovation, and performance management.

Relating to contextual performance of employees through HR practices, interviewees submitted that HR practices creates the atmosphere for the development of work place attitudes like support which aids in the conduct of task performance. On the issue of employee motivation, respondent indicated practices like salary, bonuses; medical insurances among such other practices boost the morale and develop the sense of organizational belongingness, effectiveness and efficiency during work process.
On the part of training and development, interviewees who spoke on it mentioned of it creating space for the acquisition of new skills and knowledge for the accomplishment of task performance effectively and efficiently whereas on creativity and innovation, respondent presented that it allows for the discovery of new ways of doing as well as enabling them to learn on the job.

Finally, in terms of performance management practice, the study revealed that it aids in employee performance through its identification of strength and weaknesses and which helps design training and development program to meet the professional needs of employees thus putting them in a position of higher performances.

5.2.3 Impact of HR Practices on Organizational Performance (SSNIT)

Regarding the primary data gathered on the impact of HR practices on performance at SSNIT in general, all the thirty (30) respondents agreed of the fact that the organization has been impacted positively by the presence of numerous HR practices. In an estimation of the likely areas of impact of HR Practices on SSNIT’s general performance, respondents outlined them as; low staff turnover, training and development, recruitment of highly qualified staff, promotes growth and productivity.

Expanding further on them, on low staff turnover, interviewees posited the presence of HR practices of motivation has helped meet the physiological, social, safety, emotional and self-actualization needs of employees and this partly has positioned them to contribute to the goals and objectives of the company as almost all employees hardly leave the organization. By this, the organization is blessed with vast array of talent and of which has led to the production of the expected output.
In estimation, interviewees indicated of SSNIT to have been impacted with highly qualified employees and which largely contributes to the performance owing to the well-structured system of recruitment and selection.

Moreover, primary data shows the organization has received numerous partnership from the agencies both within and outside Ghana and has thus improved on its customer base partly resulting largely from the presence of good and sound HR practices which has resulted in greater output and performances.

Finally, HR practices has impacted on SSNIT’s performance through creativity and innovation as it has allowed employees to propose new methods of doing things and which often has resulted in the timely completion of task and responsibilities at work thus improving the output and performance of the organization.

5.4 Conclusion

Empirical investigations on the relationship between good HR practices and employee performance as well as general organizational performance have been conducted in several respects. Studies in this respect recognize the fact that employee performance and good HR practices are positively related (Amos, 2005; Armstrong, 2008; Al-Hamadi, Budhwar & Shipton 2007; Boselie et. al., 2005; Collins & Smith, 2006; Hailey et. al, 2005). These conclusions have largely been drawn from the various studies conducted in the corporate world of how good HR practices boost the performance of employees. Owing to the established correlation between HR practices and employee performance, this study sough to, primarily investigate the implications of HR practices on employee performance at SSNIT in Ghana. It is important to state that the study’s objective has being attained.
Following this, the study concludes that, the SSNIT has in place several HR practices with the main objective of managing employees and that the practices are well implemented through a systematic administrative procedures and management.

Again, the study concludes that, the present HR practices at SSNIT contributes to the performance of individual employees through training and development, motivation, contextual performance contextual, creativity and innovation, and performance management. Similarly, these HR practices results in the general output of the organization by means of ensuring improved productivity, low staff turnover, training and development and recruitment of highly qualified staff.

5.5 Recommendations

Recognizing the contributions of HR practices to employee performance in organizations like SSNIT as established in the study, the following recommendations are offered;

First, recognizing the impact of training and development on employee performance at SSNIT, it is important management takes additional steps to organize regular training programmes for employees. Again, training and development schemes should cover all employees with regards to their various areas of performance.

Finally, as part of establishing the necessary environment for training and development, management should institute measures that offer financial support to employees who embark on further education as this will go a long way to encourage most employees to attain additional skills and knowledge education in support of the activities and operations of the organization.
References


APPENDIX
INTERVIEW GUIDE

UNIVERSITY OF GHANA

DEPARTMENT OF PUBLIC ADMINISTRATION AND HEALTH SERVICE MANAGEMENT

INTERVIEW GUIDE FOR DATA COLLECTION

OBJECTIVE

The aim of this study is to gather data on the topic “Implications of Human Resource Management Practices on Employee Performance: A case study of the SSNIT. The researcher is a final year student of the University of Ghana. The research forms part of the requirement for the award of Master of Public Administration Degree.
In accordance with the ethics of behavioral science research, individual responses will be completely CONFIDENTIAL. Your organization will NOT have access to the individual responses provided. Instead, responses will be considered only as academic data.

SECTION A: Background Information of Respondents

1. Sex: Male ( ) female ( )

2. Marital status: married ( ) single ( )

3. Educational qualification: O” Level/SSS ( ) NVTI/Secretarial School ( ) Training College ( ) Polytechnic ( ) University Graduate ( ) Post Graduate ( )

Others (specify) ……………………………………………………………………………………………

4. Current job position at SSNIT ……………………………………………

SECTION B: Human Resource Practices at SSNIT

1. Please, as an employee, do you think SSNIT has in place some human resource management practices? Yes ( ) No ( )

2. In your view, how are these management practices implemented. Stated differently, do you think these practices are generalist or are in relation to particular human resource management areas.

3. Can you please identify to me these human resource management areas?

4. Specifically, to the areas listed above, what human resource practices exist at SSNIT?

SECTION C: Relationship between HR practices and Employee Performance

1. Do you think any form of relationship exist between human resource management practices and employee performance? Yes ( ) No ( )
2. If YES to question 1, could you please explain to me the kind of relationship or interdependent that exist between them

SECTION D: Impact of Human Resource Practices on Employee Performance

1. In your view, do you think human resource practices influence employee performance at SSNIT?  Yes (   )  No (  )

2. Can you outline the various impact of HR practices on employee performance at SSNIT?