

**UNIVERSITY OF GHANA BUSINESS SCHOOL**

**INFLUENCE OF EXTERNAL DIRECTOR RECRUITMENT ON  
EMPLOYEE WORK OUTPUT: A STUDY OF VOLTA RIVER  
AUTHORITY OF GHANA**

**BY**

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REQUIREMENTS FOR THE AWARD OF A MASTER OF ARTS IN  
MANAGEMENT AND ADMINISTRATION DEGREE**

**JULY, 2019**

**DECLARATION**

I hereby declare that this submission is my own work towards the award of Master of Administration (MA) in Management and Administration. And that to the best of my knowledge this document contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgments have been duly made in the text.

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**CERTIFICATION**

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## **DEDICATIONS**

This dissertation is dedicated to Mr. Edward Briku-Boadu, whose unbending support and encouragement have enriched my soul and inspired me to pursue and complete this research.

I also dedicate this work to my daughter, Akua Oforu Nkansah, for enduring my absence at critical times when I should have been around her.

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## ABSTRACT

Many factors influence employee work output. Literature and academic studies have over the years identified different kinds of factors that influence employee work output. Factors such as employee/employer ability and skills, organizational resources, leadership, compensations, job design, employee/employer attitudes and motivation were some major influencers of employee work output. However, there are other factors such as employee recruitment, that can also have effects on employee work output. Recruitment whether internal or external, can influence work outputs in different ways. More importantly, when it comes to director recruitments, the organization's policy on recruiting internal or external candidates to fill these positions may have important effects on employee morale and consequently work outputs. This focus of this study was to assess the influence of external director recruitments on work outcomes in the Volta River Authority of Ghana. It aimed at identifying the modes of announcing vacant director positions, understanding how employees feel about external director recruitments and the identify the impacts of external directors on employee work outcomes. Using the purposive and the simple random sampling techniques, data was collected from a sample of a total seventeen management and lower level staffs of the Services Branch of the Volta River Authority in Accra. The data was analyzed and the results show that the organization uses advertisements and consultations mostly to fill vacant director positions. It also found that employees were divided on how they feel about external director recruitments. However, majority indicated that it affects the morale of existing employees who equally qualify for that position. finally, the study found that external directors do have some influence on employee work outcomes.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background

Employees are said to be the most important resources of any organization. Without employees of organizations, all organizational resources such as machinery, land, and capital cannot perform tasks on their own. The importance of the human resource of the organization lies in the ability of workers to react positively to work targets that results in the achievement of organizational goals (Prasetya, 2018). One important objective of all organizations is to increase work outputs which also increases organizational performance. Mathis and Jackson (2001) also mentioned that high organizational performance will increase company productivity, reduces employee turnover rate and strengthens the organization's leadership style.

According to Prasetya (2018) a number of factors can influence employee work output. This view has also been confirmed by earlier studies, notably; Saetang Sulumnad, Thampitakk, and Sungkaew (2010), Razek (2011) and Azril et al. (2010) among others. According to some theories of employee performance, Prasetya (2018) and Illyas (1999) identified three influencers; namely the individual, organizational and psychological variables of employee work outputs. Prasetya mentioned that the individual variables are also grouped in a subcategory of employee ability, and skills, background and demographics. The organizational variables also include the resources, leadership, compensation structure and job design while the psychological entails the personality, perception, attitudes, and motivation. It is clear from the above that, the kind of leader or director an organization has, goes a long way to influence employee outputs.

Recruitment is one of the most important decisions that organization make on regular basis. Normally, organizations have to choose between two methods; internal and external recruitment of employees. When doing so, it is important that management of organizations consider their work environments and work situations properly as work environment may be more favorable to one method than the other. Devaro (2016) state that relevant factors that need more consideration when recruiting include the nature of the job, the level to be filled within the organization, characteristics of the firm and industry, and the interactions of internal and external hiring policies and practices in the company's human resource management system.

Recruiting directors is a more delicate issue as directors serve to motivate employees to make maximum efforts for the growth of the organization. Heathfield (2019) states that when it comes to recruiting directors, the organization has a lot more to consider. This is because employee performance in organizations is dependent on how motivated they are. Since directors are the primary agents of employee motivation, the kind of relationships employees have with directors are a key factor. Work environment and organizational culture are other important factors as they foster employee motivation and engagement. An obvious reason to prefer inside directors over external ones is that they understand the company and its organizational culture; and have developed skills that are specific to the organization (Devaro, 2016). Those skills possessed by internal directors tend to induce long-lasting employment relationships between workers and directors. Devaro (2016) further note that when recruiting inside directors, the level of uncertainty is lower, and makes a disastrous recruitment less likely. Other reasons for hiring internal directors has to do with incentives, if internal staff know that they need to do more than only internal peers to gain promotion, as opposed to a vast pool of potential unknown external candidates to gain

promotion, a little bit of extra effort will be put in their work performance (Chan, 1996). This is because, having to outperform an unspecified number of external applicants is discouraging and additional efforts may not be worthwhile.

DeVaro, Kauhanen and Valmari (2015) were of the view that external director recruitment on the other hand brings a lot of fresh ideas to the organization. Also, outsiders are not entangled in organizational politics, making them less prone to unproductive influences by colleagues and subordinates. In addition, Devaro et al, (2015) further intimated that the threat of external director being recruited may prevent workers from becoming complacent. It may also cause some employees to exert a bit more effort so as to gain favor from the new director. In spite of this, not much is known about the true impacts external directors have on employee work outcomes. Thus, a lot more academic research is needed to ascertain the true effects on work outcomes. With this background this study aims at assessing the influence of external director recruitment in the Volta River Authority of Ghana.

## **1.2 Problem statement**

Kiruja and Mukuru (2013) states that the overall success of an organization in achieving its strategic objectives depends largely on the output levels of its employees. Swabra (2014) also states that employee output is a function of ability and motivation, where ability is comprised of the skills, training and resources needed for carrying out a task and motivation is described as an inner force that drives individual employees to work towards something. According to Flippo (2010), employee performance in organizations leads to more motivated workforce that has the zeal for higher productivity, quality, quantity, commitment and drive. Swabra (2014) was of the view that

organizations would be more efficient, effective, flexible, committed and profitable as result of an emphasis on trust, which goes hand in hand with productivity, hierarchical and bureaucratic structure. Earlier research investigations have done a lot to address factors that influence employee outputs. For example, Barney (1991) revealed that the level of employee output depends not only on their actual skills but also on the level of motivation they have. Motivation is an inner or external inducement to behave in some particular way, typically a way that will result in rewards. Several other studies have revealed that there is a positive relationship between intrinsic motivation and work output.

Spreitzer and Quinn (2001) revealed that the employee's feeling losing control over their work has become a challenge for organizations to create an organizational culture where all employees would want to work to their full potential and where they can take initiative and act as an owner of the company. Other factors that is believed to influence employee output at work is the type recruitment policies organizations have in place. Organizations may decide to have internal recruitment policy or external recruitment policies (DeVaro, 2016). The two types of policies have their own ways of influencing employee output. However, according to a Harvard business Review (2014), on a list of the worlds' 100 best performing CEOs, among the top 10 on the list were internal recruitments. This means that at the higher organizational levels, internal recruitments are more prevalent than external recruitment. There is however, a dearth of academic literature as to the influence of external recruitment on employee work outputs. The focus of this research is to fill this academic gap by finding out whether external director recruitment does have any influence on employee work output in the Volta River Authority of Ghana.

### **1.3 Research purpose**

The purpose of this study is to examine the impacts of external director recruitment on work outcomes in the Volta River Authority of Ghana.

### **1.4 Research Objectives**

- i. To understand how director positions are advertised in VRA
- ii. To understand what employees of VRA feel about external director recruitments
- iii. To understand the impact of external directors on work outcomes in VRA.

### **1.5 Research Questions**

- i. How are director positions advertised in VRA?
- ii. How do employees feel about external recruitment processes in VRA?
- iii. What are the impacts of external directors on work outcomes in VRA?

### **1.6 Significance of the study.**

This study is significant to the Volta River Authority of Ghana, academia and all public sector organizations as a whole. Arguably, so far, very few studies have been done on the subject of recruitment and its impact on work outcomes. On the subject of external director recruitment and its impacts on work outcomes, no study has so far been published as far as this researcher is concerned. This study therefore will contribute towards future research by bringing to light how director positions are advertised in some organizations. The study will also explore how employees feel about external director recruitments and identify impacts of external directors on work outcomes. To academia, the research will contribute to the body of knowledge by generating

literature concerning the impacts of external director recruitment on work outcomes in the public sector of Ghana and Africa as a whole. Finally, To the Volta River Authority, the study will be an important document to the practice and policy on recruitment as it will deepen their understanding on impacts of their recruitment policies on employee work outcomes.

### **1.7 Scope of the study.**

The study covers the impacts external director recruitments have on employee work outcomes in the Volta River Authority of Ghana. It examines the ways in which the organization puts out information about vacant directorship positions, and focus mainly on what employees think about external recruitment of directors and how it impacts their work performance. Even though the study's focus is to examine the impacts of external director recruitment in the public sector of Ghana, it focuses only on Volta River Authority.

### **1.8 Organization of the study.**

#### *Chapter one: Introduction*

This chapter provides an outline for the study and covers areas such as background of the study, research problem, research purpose, research objectives, research questions, significance of the study.

#### *Chapter two: Literature Review*

It presents a review of relevant literature on human resource and motivation theories and practices. It narrows down the literature review onto employee recruitment and how it impacts employee motivation and work outcomes.

*Chapter three: Methodology*

The research methodological approach which highlights the research strategy and paradigm and the discussion of sampling techniques and size are utilized. The instrument for data collection and method used as well as data processing and analysis are expounded in this chapter.

*Chapter four: Discussion and Analysis of Findings*

This is the chapter that deals with the data analysis and presentation, as well as discussion of findings of the study.

*Chapter five: Summary of findings Conclusion and Recommendations*

The summary of the research, implications (and recommendations) to research, practice and policy and the future research directions are discussed.

Finally, references and appendices.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

This study focuses on the influence of external director recruitment on employee work outcomes. Since the concept of motivation has been identified as important to employee performance, theories and concepts have been postulated and many scholarly research works conducted over the years so as to promote a better understanding of the subject. The focus of this chapter is to discuss theories that surround motivation and some factors that promote employee motivation. Given that this study is on external director recruitment and how it affects employee work outcomes, the literature review considers motivation in details as related to work outcomes.

#### **2.2 Theoretical literature review.**

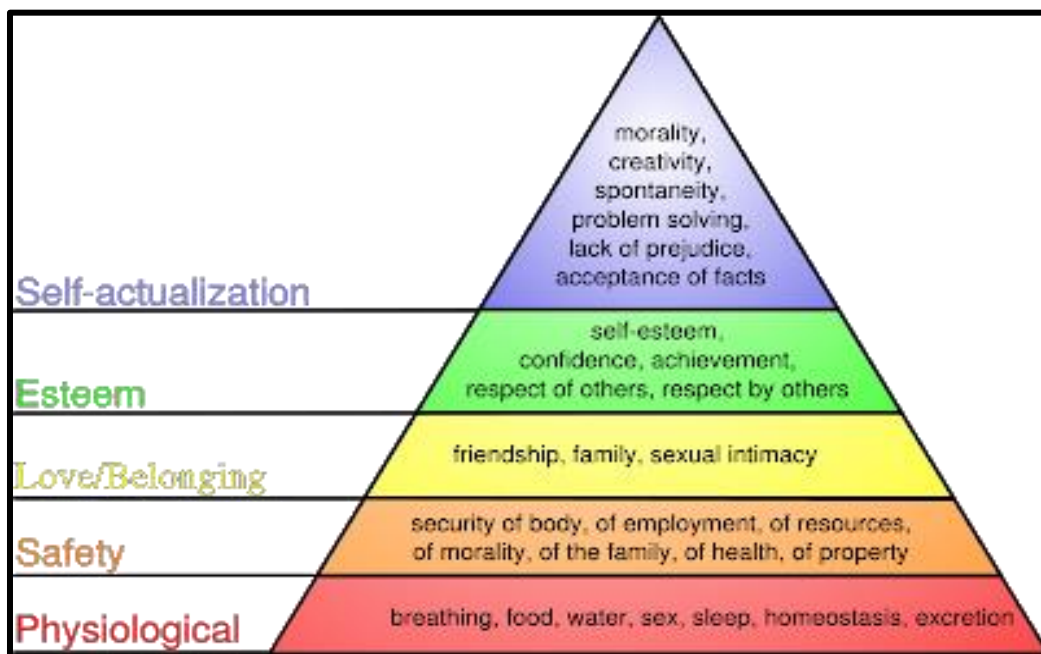
Without doubt, motivation in the workplace, particularly in the public sector is not a new subject in academic discussions and possibly may be in existence for as long as the public business is carried out in a way that suggests and signals the need to visit the determinants of human performance in the workplace. Finkelstein (2004) states that to better appreciate a concept, it is important to understand some theories that are associated with it. Various motivation theories have been propounded over the years. Griffin et al. (1981) grouped these theories into three categories: classical theory and scientific management; behavioural theory; and contemporary motivation theories. The major contemporary motivation theories include human resource model, the hierarchy of needs model, two-factor theory, expectancy theory, equity theory, and goal-setting theory. To ensure appropriateness, this study adopts the Hierarchy of Needs Model, the Existence

Needs, Relatedness Needs, and Growth Needs (ERG) theory to examine the influence of external director recruitment may motivate employees of an organization.

### 2.2.1 Hierarchy of Needs Model

Abraham Maslow propounded the theory of Hierarchy of Needs which he Published in his book, Motivation and Personality in 1954. According to Maslow, people have a number of different needs that they attempt to satisfy in their work. He classified these needs into five basic needs types and suggested that they are arranged in a hierarchy of importance. By calling it a hierarchy, Maslow conveys the idea that the lower level of needs is basic and have to be met first before satisfying the higher levels of needs (Maslow, 1954). Figure 2.1 is a representation of Maslow's theory of hierarchy of needs.

**Figure 2.1: Abraham's hierarchy of needs theory**



**Source:** <http://meediastudies.blogspot.com/2010/10/maslows-hierarchy-of-needs.html>

In Maslow's view, lower levels need like survival (basic food, water and shelter) and safety (physical, mental and financial safety) have to be met before higher levels needs like social needs (social interaction and team spirit) and status (respect, recognition and self-esteem) can be fulfilled. Then self-actualization comes where one focuses on only the development of his / her potential with the achievement of the potential being the only reward required. This is only possible when the first four needs are fulfilled. According to Maslow, only 2% of the world's population in his time was self-actualizing. Self-actualization is the state that most bosses wish their workers would be in (Maslow, 1954). But to achieve this, they would have to ensure that the other needs of the workers are already fulfilled. In particular, this should include a decent pay package and basic employee benefits, company culture which is conducive as well as sufficient recognition and appreciation of work done.

Maslow's hierarchy of needs theory, therefore, has two basic assumptions. First, different needs are active at different times and only needs which are arranged in a fixed order of importance are called hierarchical (Maslow, 1954). The theory states that behaviour is triggered by a need deficit that drives the individual to reduce the tension it creates. Tension leads to behaviour that will potentially satisfy the need. For example, a child's education in a family means a greater financial burden. In view of this, the worker would increase his effort to ensure promotion and pay rise. As soon as a lower order need is satisfied, a higher – order need emerges and demands satisfaction. The second assumption is that once a particular set of needs has been satisfied, it ceases to motivate behaviour (Griffin et al., 2002). This implies that only one level of need is capable of motivating behaviour at any given time and this level of need is said to be prepotent (DeNisi & Griffin, 2008).

This is the sense in which the hierarchical nature of the lower-level and higher-level needs affect employee motivation and satisfactions.

The theory of Hierarchy of needs however, leaves much to be desired. A major difficulty associated with this model lies in its obvious rigidity. While few people would deny there are lower-level and higher-level needs, many would dispute that needs are satisfied in a relatively systematic way from the bottom to the top (Ghosh, 2000). Some studies on Maslow's theory have confirmed that people are motivated by more than one level of need at any point in time, and people do not move up the hierarchy, but sometimes move down the hierarchy as well (DeNisi & Griffin). Again, Maslow's model assumes that once a need has been satisfied, it will remain so forever. That has been found not to be true in most cases. Despite these criticisms, it is true that the needs of workers can be categorized into lower-level and higher-level needs. For instance, accommodation and salary are considered as basic needs of employees, whilst career advancement is considered, among others, as higher-level need. This theory aids this work by categorizing the needs of employees into lower-level and higher-level needs. However, there still remains a question of whether or not a worker will perceive an element of motivation designed purposely to help him / her achieve basic needs beneficial as such. The efficacy of a particular element of motivation whether designed to achieve a lower or higher-level need depends on the perception personnel have of that particular element of motivation.

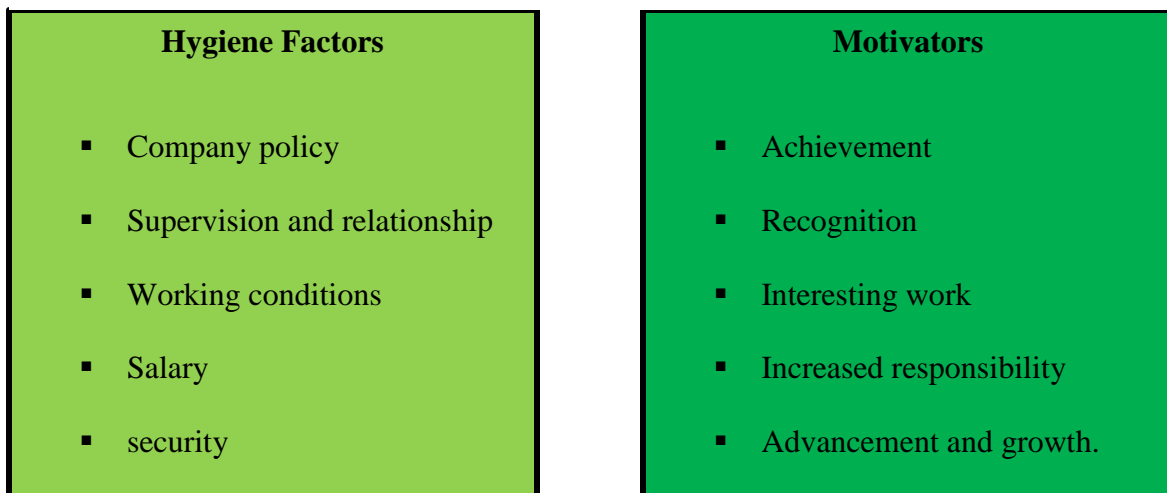
### **2.2.2 Two-Factor Theory**

Herzberg (1959) tackled the issue of motivation in a special way. By finding out from individuals what satisfies them on the job and what dissatisfies them, Herzberg came to the conclusion that

aspects of the job situation that satisfy employees are very different from aspects that dissatisfy them. Herzberg termed factors causing dissatisfaction of workers as “hygiene” factors because these factors were part of the context in which the job was performed, as opposed to the job itself. Some of the Hygiene factors identified included company policies, supervision, working conditions, salary, safety, and security on the job (Herzberg, 1959). For instance, supposing that one is carrying out an assignment in an objectionable work environment. One would certainly be depressed and unhappy in such a work environment. On the contrary, if these difficulties were solved so that one’s work environment is just right, one would be motivated though one would take the situation for granted. In fact, many factors in the work environment are things that are missed when they are absent, but taken for granted if they are present (Herzberg, 1959).

Contrarily, motivators are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities. According to Herzberg’s research, motivators are the conditions that truly encourage employees to try and work harder.

**Figure 2.2: Two Factor Theories of Motivation**



**Source:** <http://www.web-books.com/elibrary/books.b0/b58/IMG/fwk-carpenter>.

The two-factor theory has been a subject of critical analysis. One issue raised against this theory has to do with the classification of the factors as hygiene or motivator. For instance, pay is seen as a hygiene factor. Conversely, pay is not necessarily a background factor and is likely to have symbolic significance by showing workers that they are being acknowledged for their inputs as well as signaling to them that they are progressing within the organization. According to Simon and Enz (1995) good pay and secure job (hygiene factors) are more important than interesting work and full appreciation of good work done which are classified as motivators as far as hotel workers were concerned. Also, in the view of Chitiris (1988), once an employee was unable to meet most of his or her needs, hygiene factors became more influential sources of motivation compared to motivators, hence leading to improvement in performance and productivity. Again, contemporary studies by Hyun (2009), tried to re-examine Herzberg's Two-Factor Theory of

Motivation. In the Korean Army Food service operations at Iowa State University concluded that food service employees regarded hygiene factors as more powerful predictors of their job satisfaction than motivators. In contrast to food service employees, motivators were considered as more significant predictors of the logistics officers' job satisfaction" also "human supervision was the most powerful predictor of job satisfaction for food service soldiers and achievement for logistics officers. However, not all hygiene factors were more important than motivators for the food service soldiers. Likewise, not all motivators appeared to be more important factors than hygiene factors for logistics officers" Irrespective of its shortcomings, the two-factor theory can be a valuable aid to managers and for that matter this study since it points out that improving the environment in which the job is carried out goes only to motivating employees.

### **2.2.3 Existence Needs, Relatedness Needs, and Growth Needs (ERG) Theory.**

After testing Maslow's hierarchy of needs, Clayton Alderfer realized the rigidity of the theory and came up with a different theory which has only three levels of needs. He called this Existence Needs, Relatedness Needs, and Growth Needs (ERG) theory (DeNisis & Griffin). Thus, the ERG theory is an extension of Maslow's hierarchy of needs. Alderfer (1972) was of the view, that needs could be categorized into three, instead of five. Existence needs are similar to Maslow's physiological and safety need categories. Relatedness needs involve interpersonal relationships and are comparable to aspects of Maslow's belongingness and esteem needs. Growth needs are those related to the attainment of one's potential and are associated with Maslow's esteem and self-actualization needs.

Comparatively, the ERG theory differs from the hierarchy of needs theory in that it does not suggest that lower-level needs must be completely satisfied before upper-level needs become motivational. The ERG theory also suggests that if one is continually unable to meet upper-level needs one will regress and lower-level needs become the major determinants of one's motivation. The ERG theory's implications for managers are similar to those for the hierarchy of needs. managers should focus on meeting employees' existence, relatedness, and growth needs, though without necessarily applying the proposition that say, job-safety concerns necessarily take precedence over challenging and fulfilling job requirements.

The major input the ERG theory made to the literature is its critique which led to the relaxation of the assumptions put forward by Maslow. For instance, ERG theory does not categorize needs in any exacting order and clearly appreciates that more than one necessity may exist at a given time (eLibrary, 2013). Additionally, the theory has a 'defeat – retreat' hypothesis, indicating that persons who are discouraged in their efforts to meet one need may go back to another one. A case in point is someone who is frustrated by the absence of growth opportunities in his job and slow development toward career goals may regress to relatedness needs and begin spending more time socializing with one's co-workers. The inference of this theory is that the management of Volta River Authority should have fair appreciation of various multiple needs that their personnel may be confronted with at any material moment to understand their behaviour so as to design an appropriate incentive package for them.

### **2.3 Employee Performance**

It is the accomplishment of a given task that is measured against initially set standards of accuracy, completeness, cost and speed. Performance in terms of work is the fulfillment of an assignment, or obligation in a manner that releases the performer from all liabilities under the terms of contract. Aguinis (2009) mentioned that performance is about what employees do and not the outcome of their work. In Campbell (1990), performance in the workplace was defined as behaviour or something the employee does to attain a specific outcome. Thus, in Campbell's view, the performance as an outcome differs from performance as an attitude or behavior. Outcomes are the result of an individual's performance and at the same time, the results of other factors.

### **2.4 Factors that influence employee work performance**

#### **2.4.1 Motivation**

Motivation is a set of forces that initiate certain behaviors and determines its forms, directions and intensity. It has been defined variously by authors and researchers over the years. A few of these definitions include Guay et al. (2010) as the reasons underlying behaviour. Gredler, Broussard and Garrison (2004) defined it as the attributes that moves us to do or not to do something. Motivation is of twofold; intrinsic and extrinsic motivation. According to Lai (2011) intrinsic motivation is motivation that animated by personal enjoyment, interest, or pleasure. In the views of Deci et al (1999), intrinsic motivation gives energy and sustains activities through spontaneous satisfactions that are found in effective volitional action. Edwards and Johansen (2015) note that when people are motivated because the action being taken is important for their own benefit, then it can be said that they are motivated intrinsically. It is manifested in behaviors such as play, exploration, and challenge seeking that people do for external rewards. Extrinsic motivation on the other hand is

any external factor that cause a person or group of persons to do something (Fillimonov, 2017). Instances include money reward, career, prize for employee competition etc. Even though some researchers and academicians have traditionally considered intrinsic motivation to be more desirable and do result in better outcomes than extrinsic motivation, Fillimonov (2017) indicated that there is no right answer to the question of which motivation is better. This is because, some people are more motivated intrinsically and others prefer more extrinsic motivation. Besides this, it appears these two types of motivation can influence people in different ways and lead to different conclusions. According Cherry (2016), extrinsic motivation has a big power and with right use can lead to high results. External rewards can stimulate interest and participation in which person has not had initial interest Praises are able to induce to obtain new skills or knowledges. In the moment when people have studied more, they become more motivated intrinsically. External rewards can be a good sign that a worker does a good job and give a chance to understand that their performance is achieved reinforcement.

Perception: Is how an individual considers, thinks and understands the value of something in relation to his / her life, Kroeger and Thuesen (1992). In this way, if a person feels that the existing elements of motivation will help to improve his / her wellbeing, he / she will react positively and exert greater effort. Contrarily, if a person feels that the existing elements of motivation is not beneficial in relation to his / her life, it is likely that he /she will not be motivated to excel—hence will react negatively. Therefore, in an organizational setting, the interpretation that an employee gives to sources of motivation influences his / her attitude toward an organizational goal. For instance, in a situation where an employee feels that there exists well-structured opportunity for career advancement and it happens that, career advancement is what that individual is yearning

for; then it is likely that he/she will be encouraged to give off his / her best in anticipation of such an opportunity than otherwise.

## **2.5 Workers' sources of motivation**

Empirical evidence has revealed that perception is closely related to attitudes (Champoux, 2010, Pickens, 2005). In his *Organizational Behavior*, management expert, Champoux, describes workers perception in terms of a “target”, or a ‘stimulus threshold’, which is a certain level of information that must be received in order to make a perceptive assumption on a person, work process or any other target. Lindsay and Norman (1977) define perception as the process by which organisms interpret and organize sensation to produce a meaningful experience of the world. In other words, perception is the way one considers, thinks and understands the value of something in relation to one’s life. Sources of motivation are stimuli or situations that affect the attitude of workers.

When workers are confronted with a situation or stimuli, they interpret the stimuli into something meaningful to them based on prior experiences. In this way, if workers feel that the existing elements of motivation will help to improve their well-being they will react positively and apply greater effort in relation to organizational goal. Contrary, if they feel that the existing elements of motivation are not beneficial, they will not be motivated to excel – hence will react negatively toward realizing an objective set for them. For instance, Champoux explains that how an individual perceives sources of motivation, such as inter personal relationships with their superiors, influences their attitude toward work. If a person has a wrong perception, such as fundamental attribution error that arises when one person mistakes another person’s characteristics as the cause

of a negative event, it can lead to changes in organisational behaviour (Champoux, 2010). However, Pickens (2005) thinks that workers' interpretation or perception may be substantially different from reality. This is the reason why workers' perception should be of greater concern to management. Furthermore, literature suggests that not every source of motivation will motivate all workers in the same way. Pickens (2005) establishes that perception process follows four stages: stimulation, registration, organisation, and interpretation. People react to stimuli differently. Assael (1995) shows that a person's awareness and acceptance of the stimuli play an important role in the perception process. Reaction to the stimuli is highly selective and may be limited by a person's existing beliefs, attitude, motivation, and personality. In Assael's view individuals will select the sources of motivation that satisfy their immediate needs and may disregard sources that may cause psychological anxiety. This means that motivation within an organisation is likely to be high, if the existing sources of motivation meet the needs of workers.

Also, some studies indicate that workers perception of career path and growth affect attitudes to work and performance (Miami University 2012; Murlis & Schubert, 2002). The study conducted by the Miami University sought to find out why volunteers / group members lose interest in volunteer organisations. The study concluded that motivation was negatively affected because volunteer perceived an absence of opportunity for growth, a lack of involvement or a lack of opportunities to demonstrate any creativity (Miami University, 2013). Besides, Murlis and Schubert (2002) reports a survey conducted by Singapore's Ministry of Education. In 2000 the Ministry faced a crisis when it realized it could lose a third of its teachers within five years. Instead of looking at conventional reward-based solutions, the Ministry asked a sample of its 24,000 teachers for input on what would attract people to and keep them in the teaching profession. Career

prospects were a critical issue. Many of the respondents felt that they were not in management, and they had little opportunity to advance. To solve the problem, the Ministry came up with a creative solution. It established three new career tracks, or “fields of excellence,” that teachers could pursue. Those who wanted to stay in teaching could pursue a “Master Teacher” accreditation. Teachers who wanted to develop in a specific area such as educational psychology could work to become “Senior Specialists.” And those who wanted to lead could follow a management track that ranges from the heads of departments to the top of the Ministry. Later, evaluation of the solution showed that teaching has not only become a more attractive career, attrition has also slowed (Murlis & Schubert,2002).

### **2.5.1 Incentives and Performance Based Rewards as Sources of Motivation**

Incentives involve external measures that are designed and established to influence behaviour of individuals, groups or organizations. Incentive systems or structures are combinations of several more or less coherent incentives. Elements of motivation or Motivators include all incentives such as individuals bonus scheme, groups bonus scheme, profit sharing scheme and all other external factors, which impact upon people’s or organizations' behaviour. The term “motivational system” (or structures) can be used to refer to a set of such motivators, more or less persistent in nature, in place at any given time (UNDP,2006).

Employee benefits and services are part of the rewards in any organization that reinforce loyalty to the employer. Major benefits and services include pay for time not worked for, - pension, during leave, vacation and study leave; end of service benefits, provisions of housing facilities to serving officers, transport facilities and provision of free medical care for serving officers and their

immediate family (Bame, 1974). Motivation can be at different levels – individual, organizational and societal. Individuals are driven by their own desires and moral beliefs. Individual motivations may be “internal” or “intrinsic” (activated from the inside) such as hobbies, caring for children, or voluntary work in society; or they may be “external” or “extrinsic” (activated from the outside) which is nurtured from the outside. Organizational motivation, distinguished from capacity, refers to the internal motivation of an organization (OECD, 2006).

Social motivations derive from the fact that people tend to identify with others and have a sense of belonging to groups. Individuals depend on others and thus have a certain loyalty to the groups they belong to. Social relations are governed by formal and informal rules. There are three dimensions of societal motivations. The first is a sense of fairness: People, groups and organisations want to feel that they are treated fairly compared to peers or competitors. A second dimension is the existence of criteria and authority that stops unfair dealings and that encourages fair behaviour. A third is the phenomenon of “social pressure”. It can be appreciation or disapproval from superiors, peers or others that the person feels responsible for, for instance children (<http://www.undp.org>).

There are always internal motivational factors at any of these levels. But it should be recognized that motivators for improving performance may also come from external sources. For example, for organizations, motivators may reside externally in other organizations and the broader enabling environment. Furthermore, there are interactions of motivations among these three levels – e.g. individual motivations may enhance motivation in an organization, but organizations also impact on people, such as their staff or clients. They influence other organizations, such as competing

businesses or subordinate offices, in the public administration. Organization may in many cases also be the prime entry point for motivating larger societal changes, such as in the case of a tax authority, a Ministry of Education that decides on curricula, or an anti-corruption agency that permeates public and private business (UNDP Practice Notes: Capacity Development and Capacity).

Many of the writings on motivation and organizational performance focused on organizations using financial incentives to increase both individual and group performance and productivity (DeNisi & Griffin, 2008). These types of monetary incentives include individual and small group rewards, as well as profit-sharing and gain-sharing incentive plans. These reviews examined these types of financial incentive systems and addressed issues of pay-for-performance, variable pay plans, or group bonus plans. Recent reviews of the effects of organizational behaviour modification indicate that monetary incentives significantly improve task performance. Stajkovic and Luthans' (2003) studies found that an organizational behaviour modification intervention using monetary incentives improved task performance by 23%, whereas an intervention with social recognition did so only by 17% and with feedback only by 10%. Furthermore, by combining all three types of motivational reinforcers simultaneously performance improved by 45%. This was a stronger effect on performance than when each approach was applied separately. Feedback combined with money and social recognition produced the strongest effect on performance.

There are problems with the use of salaries, incentives and performance-based rewards. For instance, as DeNisi and Griffin note, incentives and performance-based reward are practical only when performance can be measured easily and objectively. Besides, group reward system, while

effective in some instance, are also subject to problems. First, not every member of a group may contribute equally to the group's performance, and second for incentives based on firm profitability, employees may not see how their effort lead to increase in profits. Lastly, despite the correlation found to exist between income levels and job satisfaction, it must be realized that people want higher income to satisfy basic needs after which they may need some higher-level needs. This puts consistency of income level system of motivation in question. This implies that there should be a regular survey by managers to determine the motivation needs of their employees.

### **2.5.2 Training and development as sources of motivation**

Training and development have been identified by experts as essential for the enhancement of individual and organization performance (Averred & Burrow, 1996; Torrington, Hall, & Taylor, 2005; DeNisi & Griffin, 2008). According to these scholars, workers can perform at their optimum when they have acquired the requisite skills and knowledge. According to Averred and Burrow (1996), training and development are means of improving employee's performance, preparing an employee to take a new job, helping an employee develop. They also argue that during periods of organizational change, training is needed to prepare employees for the change.

Torrington et al (2005) explain two perspectives on the link between training interventions and employee turnover. The first perspective argues that employees have positive perception of training and development opportunities. For this perspective, training opportunities enhance commitment to an employer on the part of individual employees, making them less likely to leave voluntarily than they would if no training were offered. The alternative view holds that training makes people more employable and hence more likely to leave in order to develop their careers

elsewhere. The view is thus put that money spent on training is money wasted because it ultimately benefits other employers. Green, Felted, Mayhew and Pickle (2000) report on the perceptions of 1,539 employees on different kinds of training. They found that the overall effect is neutral, 19 per cent of employees saying that training was ‘more likely to make them actively look for another job’ and 18 per cent saying that it was less likely to do so. However, they also found the type of training and the source of sponsorship to be a significant variable. Training which is paid for by the employer is a good deal less likely to raise job mobility than that paid for by the employee or the government. Firm-specific training is also shown in the study to be associated with lower turnover than training which leads to the acquisition of transferable skills.

### **2.5.3 Job Design and Redesign as Sources of Motivation**

In the New Public Service, Paul Light’s (1999) survey of five cohorts of MAP graduates revealed that a common concern of respondents was “show me the work,” a motivational refrain underlying the logic of all job design initiatives. Job design has its modern roots in Frederick Herzberg’s (Herzberg, Mainer, & Snyder, 1959) two-factor theory of motivation (namely, hygiene and motivator factors) and his guidance for enriching jobs (and, hence, performance) by incorporating into work “satisfiers” and linked to personal growth. These include jobs designed to afford a sense of challenge or accomplishment. More recently, most work design attention has centered on Hackman and Oldham’s (1980) job characteristics model. They posit that jobs rich in motivating characteristics (e.g., task significance) stimulate psychological states (e.g., experienced meaningfulness of work) among job incumbents, that in turn, increase the likelihood of desired personal and work outcomes. For instance, the significance of a task can trigger a sense of meaningfulness of work in employees that leads to better performance.

In recent times, a much different approach to enhancing organization performance, according to DeNisi and Griffin, is through the redesign of jobs. This technique involves redesigning jobs so that the work itself will motivate employees to exert greater effort (DeNisi and Griffin, 2008). Job redesign involves job rotation, job enlargement, job enrichment, and job characteristics approach. Many reviews of motivational research conclude that job redesign may be more influential for affective (that is, attitudinal) than for behavioural outcomes. Hackman and Oldham's (1980) job characteristics model posits a causal chain between job design and work outcomes: various job characteristics lead to various psychological states, which in turn produce various personal and work outcomes. Corroborated since in several reviews, Griffin (1981) and his collaborators conclude in an early review of job design research that "the task design / performance relationship has not been as consistently demonstrated as have task design / affective response relationships". Some analysts suggest that performance or behavioural outcomes may be attenuated by moderators that influence the chain of causation between affective and performance outcomes (Brown, 1996; Kelly, 1992). Another common explanation for different affective and behavioural impacts is that performance is more difficult to measure and more variable across contexts than affective outcomes.

The merits of job redesign, as outlined in human resource literature, include increasing employee's skills and autonomy, avoiding boredom, increasing satisfaction with the job and providing opportunities for growth and development. Several studies have been conducted to test the use and benefits of these job redesign approaches. However, the most promising of all, in view of DeNisi and Griffin, is the job characteristics approach. The problem with the use of the job redesign approaches is disregard for employee perceptions. For instance, it is not employees who determine

the appropriateness of the approach, and as a result may end up benefiting little from the particular approach. Though job redesign acknowledges that different people want different things from their job, Griffin et al (2002) believe that job redesign can motivate individuals with strong needs for career growth or achievement more. This implies that individuals who are at the declining stage of the career may not find job redesign beneficial.

#### **2.5.4 Participation of employees in decision making as sources of motivation**

Classical performance types use various terms to describe employee participation in the workplace including employee involvement, participative management, and employee empowerment in a narrow sense, employee participation is “joint decision making or influence sharing between employees and managers” (Doucouliagos, 1995). Generally, participation is “a conscious and intended effort by individuals at a higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance” (Glew et al., 1995). Despite strong professional interest in and theoretical support for participative systems, a review of a number of literatures suggests that participation has positive effects on affective attachments to the organization, but only small positive effects on performance.

The literature available shows that participation, broadly defined, generally leads to higher satisfaction with organizational processes and decisions, and ultimately to stronger commitment to the organization. Spector (1986) summarizes that employees who perceive more control at work are more satisfied, more motivated, and more committed to the organization. Shared decision-making may improve employees’ satisfaction with both decisions made and the process by which

such decisions are made. This may strengthen employees' commitment to decisions as well as their sense of justice in the process (Cawley, Keeping, and Levy, 1998) and their trust in the organisation (Nyhan, 2000). Ultimately, however, the combination of a climate of participation (Miller and Monge, 1986) and a perception of having one's voice heard (Cawley, et al., 1998) may have a stronger impact on employee satisfaction than does the Perception of improvement in decision quality. However, while participation seems to affect employees' attitudes positively, the link to performance is less clear. Wagner's (1994) meta-analysis of participation research, for example, concludes that participation has positive but limited effects on employee performance. Most important, public managers and researchers should expect decision processes that provide limited opportunities for employee involvement, are restricted to specific processes, or are of limited duration to have limited results on performance (Ledford & Lawler, 1994).

While many studies of participation focus on affective and performance outcomes of shared decision making, the analysis of prior research suggests that the greatest organizational gains from employee participation may come from producing better decisions. In particular, participation may improve the information and knowledge sharing necessary for high-quality decision making. In the process, individuals who might not normally share information may do so, including those at various levels in the hierarchy (Wagner et al., 1997). Participation also can be structured to encourage employees who have intimate knowledge about the requirements of their jobs to be more involved in making decisions, leading to higher decision quality and more creative responses. Nonetheless, few researchers have moved beyond motivational measures of performance and paid close attention to the value of information sharing in the workplace (Locke & Latham, 1990)

In sum, it is crucial to stress that workers' perceptions affect their attitudes to work and can derail organization's performance. For instance, the fact that workers are not expected to be motivated by the same motivation programmes means workers have to participate in designing motivation programmes.

### **2.5.5 Good managerial relations**

A good managerial relation is a key factor in strengthening employee motivation. A manager who maintains good relations with his employees shows the behaviour of helping with job related problems, awareness of employee difficulties, good communication and regular feedback about the performance of the employee so that employees know where they stand at all times. According to Tella (2007), employees always want to have input into decision making that affects them. To feel important and appreciated. They want to be informed and involved at work place. When a job brings recognition and respect, employees are motivated with it. The evidence that good management is a key factor that promotes employee motivation puts a lot of responsibility on managers and supervisors in the organization. management needs information on employee motivation so as to make sound decisions, in solving and preventing employee problems. One method used is the employee motivation survey, or as a morale, opinion, attitude or quality of life survey. This kind of survey involves asking employee to report their feelings towards their job and work environment, a manager/director's attitudes (Yazdani, et al., 2011).

### **2.5.6 Employee promotion opportunities**

Promotional opportunities are said to have considerable effect on employee motivation. Employee promotions involves change in the content of job, pay responsibility, independence and status

among others. As a result, employees generally exhibit strong desires for promotion. According to Turk Yilmaz et al. (2011), an average employee in a typical government organization can hope to have about two or three promotions in his entire working service. It is therefore not a surprise that the employees take promotion as the ultimate achievement in their career and when it is attained, the employee feels extremely satisfied. If an organization provides its employees with the necessary factors such as facilities, ability, skills for promotion, employees will automatically be motivated and satisfied.

### **2.5.7 Trust**

Trust is an important ingredient in employee motivation. It is defined as the perception of one about others, decision to act based on communication, behavior and their decision. An employee with adequate trust in his director or immediate supervisor is likely to be motivated to work with him (Annamalai, Abdullah, & Alasidiyeen, 2010). Therefore, if an organization wants to improve employee work outcome, it must take advantage of the significant role of trust in the organization. Trust can have intrapersonal and interpersonal effects and influence on the relations inside and outside the organization (Annamalai et al., 2010).

### **2.6 Employee recruitment:**

Employee recruitment is the process of selecting a pool of qualified candidates for a particular job or position (Gomez-Mejia et al., 2007). Pilbeam et al. (2006) also mentioned that recruitment and selection are components of the same process that can also be considered separately, though they are not mutually exclusive functions. Pelbeam et al (2006) thus defined recruitment as a process

which aims at attracting appropriately qualified candidates for a particular position from which it is possible and practical to select and appoint a competent candidate.

## **2.7 Sources of recruitment**

The recruitment process of the organization begins once the organization has decided on staffing the organization. The first decision the organization makes is whether or not the particular job position should be filled by an already existing employee or by an applicant from external sources. Under normal circumstances, the organization will weigh the benefits of recruiting from external sources against internal sources. According to Bohlander and Snell (2004), the source of recruitment will in many cases depend on the organization's strategic plans, such as the amount of money available for the position advertised, the skill set required, how quickly the position must be filled, as well as the business environment of the organization. Bohlander and Snell (2004) further argued that whether the position will be filled by an internal or external candidate will also depend on the availability of qualified personnel in the organization, the human resource policies and the requirements of the position or job to be filled.

### **2.7.1 Internal sources of recruitment**

Grobler (2006) states that perhaps the most important advantage of recruiting from within the organization is the increased morale it gives employees who hope that their organization will reward high performance and that they will eventually be promoted to higher positions in the organization. Dessler (2005) was also of the view that there is no better substitute to knowing the strengths and weaknesses of candidates. As such it is always safer to recruit from internal sources since the organization is likely to have more detailed and accurate information about the candidate's skill. Dessler (2005) further noted that inside candidates may be more committed to

the organization than external ones. Armstrong, (2001) was of the view that another advantage of internal recruitment is that it is quicker and less expensive. This is because, there may be no need to spend money on advertisements or recruitment agencies. Rather, a message can simply be placed on the company's newsletter or posted on its intranet or staff notice boards. Further, cost savings and efficiency advantages could be gained because internal recruits can typically take up positions much more quickly than external recruits. Also, internal candidates are more knowledgeable about the what the job requires than their external counterparts. They are also more family with the organizational culture, rules and philosophies, and therefore, takes less time to settle in their new role (Torington, Hall, & Taylor (2005). It therefore means that internal recruitment serves as an incentive to internally promoted candidates which can boost their morale and increase their productivity.

### **2.7.2 External sources of recruitment**

In spite of the many advantages of internal sources of recruitment, organizations have good reasons to want to recruit from external sources. Dessler asserts that external sourcing of employees may generally require the forecasting economic, occupational and market conditions of the organization. Normally for entry levels positions and perhaps for specialized upper level positions, the company has no internal recruits from which to draw. According to Noe (2004), bringing in candidates from outside the organization may expose the organization to new ideas of doing business. An organization that relies only on internal sources of recruitment may wind up with a workforce whose members all think alike and therefore there may be no innovation.

## **2.8 Methods of recruitment**

This section discusses some methods of recruiting candidates to fill vacant positions. Essentially, the recruitment methods are the ways and manner in which the organization makes the vacant positions known to either internal external candidates. Thus, this section takes a look at methods such as Job postings, use of skill inventories, unsolicited applications and resumes, employee referrals, advertisements, educational institutions among other.

### **2.8.1 Job posting**

Job postings is an internal recruitment method. According to Grobler (2006), the most commonly used internal recruitment method is the job postings. Normally, it is used to inform employees about openings and required qualifications thereby inviting qualified employees to apply. The notices about positions are usually posted on organization's notice boards, bulletins or the organization's newsletters. Werther (Jn) (1996) was of the view that job postings are used to encourage employees of the organization to seek promotions and transfers that will help the human resource department to fill job openings that meet employees' personal objectives. However, Werther noted that job postings are normally used for lower-level, clerical, technical and supervisory positions. Dessler (2005) mentioned that because of the advantages internal recruitments offers the employees of the organizations, some union contracts require job posting to ensure that union members get firsthand information and choice of new and better positions.

Internal recruitment methods function to motivate the organization's own personnel and strengthen their relationships with the organizations. Therefore, Job posting methods can provide many benefits to an organization. However, some of these benefits may not be attained unless the employees feel that the system is being used fairly (Hohlander & Snell, 2004).

### **2.8.2 Skill inventories.**

Another internal recruiting method is the use of skills inventory. Essentially, a skill inventory includes a list of employees' names, their education, training, present position, work experience, relevant job skills and abilities and other qualifications. Management can search through the organization's staff records to identify potential candidates for the position openings (Anthony, 2002). This internal method of recruitment encourages employees to always improve themselves. It also serves as motivation and morale booster to existing employees to stay with the organization for a long period of time.

### **2.8.3 Unsolicited applications and resumes**

In order to find the best candidate for a position, organizations go out in search for them. However, from time to time, the right and excellent candidates show up unexpectedly. A major advantage is that many direct applicants are to some degree, already sold onto the organization. Some of these applicants in many cases might have researched and come to the realization that they fit perfectly the positions that are up to 'grabs' to deserve turning in their applications, a process mostly referred to self-selection. According to Noe (2004) unsolicited application most often eases the pressure off the organization's recruitment system when things go well. Bohlander and Snell (2004) were also of the view that despite the fact that the percentage of acceptable candidates may not be as high as the organization's own methods of searching for candidates, it is a source that cannot be taken for granted. This is because, in the view of Bohlander and Snell, individuals that contact the organization on their own accord will be better employees than those recruited through college placements services or newspaper advertisements.

#### **2.8.4 Advertisement**

According to Register and Larkin, (2003), advertisements are powerful communication forces that help to sell goods, ideas, images, services, among others, through information channels and persuasions. Advertisements are also generally used to pass information from one person or groups to other parties and can be the most effective way of communication. Armstrong, (2006) note that when attracting qualified candidates into an organization, advertisements are the most obvious method of attracting candidates. The objectives of a job advertisements should therefore be to attract attention, create and maintain interest, and cause the target to take action.

According to Stewart (2001), while trade journals, newspapers, are the media relied upon by organizations, most often, television, radio, billboards, posters and the email are also used to convey job vacancies to qualified candidates. Advertisements are capable of reaching very large audiences within very limited time. Some level of selectivity can be achieved by using newspapers and journals targeted at a particular group of readers. however, the preparation of recruiting advertisements is not only time consuming, it also needs the sponsor to be creative, in the design and drafting the content of the message (Bohlander and Snell, 2004). Advertisements can therefore put enormous challenge on the organization. advertisements do not only attract very qualified candidates to the job application. Many applicants who are aware they do not meet the job specification still apply with the hope that the employer will not be able to find candidates who suits the job specifications.

### **2.8.5 Job referrals**

Referrals are the job applications that come to the organization because someone in the organization prompted or recommends that candidate to the organization (Noe, 2004). A number of job seekers depend on friends, relatives, and acquaintances to help them to find the kind of employments they are looking for. The use of these social networks helps job seekers as well as the organization by simplifying the recruitment process. It also helps the organization to reduce the cost that may be involved in doing adverts and other formal recruitment forms. According to Stewart (2001), in some organizations, managers find that the quality of employees from referred sources are high, as employees do not want to refer someone who will not perform well. Nevertheless, some organization avoid using employee referrals because this can lead to inbreeding and nepotism, because of employee morale problems and a lack of productive and successful employees in the future. For instance, employees whose friends were not accepted for employment may feel disappointed, thereby affecting their morale and productivity (Grobler, 2005). Naturally, employees who recommend applicants are dissatisfied when their applicants are not hired. They may show their dissatisfaction by not cooperating with the new employee (Grobler, 2005). The new employee may however come to the organization with a more realistic picture of how it feels to work for a new company. But the success of the campaign depends a lot on employee morale. And the campaign can backfire, if an employee's referral is rejected and the employee becomes dissatisfied (Dessler, 2005). According to Cascio (1992), employee referral is an internal recruitment method, since internal rather than external sources are used to attract candidates.

### **2.8.6 Recruitment through educational institutions**

In some countries, educational institutions are used to recruit young applicants with formal training but with relatively little working experience (Bohlander and Snell, 2004). Further, Bohlander and Snell (2004) argued that for technical and managerial positions, colleges and universities serve as a primary source of recruitment for many organizations. In spite of this, some organizations fail to take advantage of these sources because of poor sources recruitment programs. As a result of this, their recruitment efforts are not able to attract many potentially good job applicants. The extent and scope of recruiting programs will depend on employer needs for employees. However, maintaining good relations even when there was no need for new employees makes sense from long-range point of view. Anthony (2002) was of the view that college recruitment can put a lot of financial burden on the organization, therefore, the recruitment department should be absolutely certain that the college degree is what is needed for a successful performance in the position required.

### **2.8.7 Recruitment through electronic source**

In the field of recruitment, the use of the internet is undoubtedly most striking recent developments. But Torrington (2005) was of the view, the practical significance of this source of recruitment remains a question. The processes of e-recruitment consist of attracting, screening, and tracking applicants, selecting and offering jobs or rejecting candidates. E-Recruitment not only saves cost but also enables organizations to provide much more information to applicants, which can easily be updated. There is more scope to present the 'employment proposition' in terms that increase the attractiveness of the organization as a place in which to work (Armstrong, 2006). The other big advantage in Torrington's (2005) view, is speed. People can respond within seconds of reading

about an opportunity by e-mailing their CV to the employer. However, Anthony (2002) observed that several disadvantages also surfaced. For example, not everyone has access to the internet, so some qualified applicants are not being considered. Also, the increased volume of applicants can be a problem. An organization without a computerized tracking system may be flooded with applications and has insufficient time to review and respond to them.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Chapter Overview**

The chapter outlines the methodology that was adopted for the study. The Research methodology outlines the overall plan of how the researcher conducted the study. As such, it is the manner and ways in which the researcher collects and analyses data in order to provide answers to the research problem. This methodology includes the research design employed, the target population, sample size and sampling techniques, sources of data and data collection methods and method of data analysis.

#### **3.2 Research Design**

According to Aaker, Kumar and Day (2013), research design serves as the blueprint that guides or shapes the way a researcher goes about a research project. The study is cross sectional in nature. This is because data for the study was collected at a specific period in time. The descriptive research design was thus employed to explain the views of the respondents with respect to the various objectives (Altimay & Parakevas, 2008). This design was chosen bearing in mind that the study seeks to analyze the views of respondents in relation to their perceptions on how external director recruitments influence work outcomes in the Volta River Authority (VRA). Altinay and Parakevas (2008) note that the descriptive research design helps the researcher to identify perception of respondents and draws conclusions from the target group. Due to the fact that the researcher employed the use of questionnaires, the survey approach to data collection was preferred (Hair, Babin, Money & Samuel, 2003).

### **3.3 Population of the Study**

The population of the study is the entire group of people that is being considered under the research investigation. The study is being conducted at the Services branch of the VRA with a total staff of population 72. This includes 9 managerial staffs and 63 non-managerial staffs. The target population of the study thus comprises all 9 managerial staff and all the 63 non-managerial staff of Volta River Authority Services branch located in Accra.

### **3.4 Sampling and Sampling Procedure**

Sample size refers to a sizable number of the general population who share similar characteristics with the study population and hence could be used to generalize the behavior pertaining to the target population of the study (Bryman & Bell, 2011). As stated, the target population of the study comprise of all managerial and non-managerial staff of the VRA. The study employed a multi-stage sampling technique. Firstly, the purposeful sampling technique was used to select staff in managerial cadre of VRA. However, the simple random sampling technique was employed for the selection of 8 non-managerial staff. The purposive sampling technique was used in selection of all 9 managerial staff. Thus, overall, a sample of 17 employees of the organization were selected for the study.

### **3.5 Data Collection**

The researcher relied mainly on primary data for the study. Primary source of data collection comprised of soliciting firsthand information directly from employees of the organization. Given the nature of the study, the qualitative data was collected through the use of a semi structured questionnaires at the organization's offices in Accra.

### **3.6 Data Collection Tools and Procedure**

The study employed the use of both open and closed ended questions in collecting information from the target groups. The questionnaires were divided into two main parts. The first part concentrated on soliciting information such as the demographic characteristics of the respondents, hence, information such as gender, age, level of education and respondent's position in the organization were all collected. These were necessary in understanding how these demographics relates with the understanding of how external director recruitment influences work outcomes in the organization. The second part of the questionnaires sought to assess the nature of filling vacant director positions in VRA and the extent to which external director recruitments impacted on employees work outcomes. To this end, the questionnaires distributed to the study participants comprised some items measured on a four or five-point Likert scale as well as open ended questions.

### **3.7 Quality of Data**

In order to ensure that the instruments used were measuring the exact constructs they were intended to measure; the researcher conducted a face validity to ensure the quality of the items on the instruments. In view of this, the instruments were given to the supervisor as well as two other experts to assess the various items on the questionnaires.

### **3.8 Data Analysis and Interpretation**

The Statistical Package for Service Solutions (SPSS version 20) as well as Microsoft excel was used for data analysis. All the variable items measured were first totaled and then averaged for individual participants. The gender of the participants was entered as dichotomous variables (a

variable that places responses into only two groups) such as Female = 1, Male = 2), and participants' age, position held in the organization were all grouped. Furthermore, frequency distribution analysis was employed to identify the frequency of responses and how recruiting external persons into director positions influenced work outcomes in the organization. Data was represented mainly using graphs and tables. Thematic analysis was used to analyze the open-ended information collected from the employees of the organization.

## CHAPTER FOUR

### ANALYSIS AND INTERPRETATION OF DATA

#### 4.1 Introduction

The purpose for this research was to investigate how external director recruitment in the VRA affects employee work outcomes. This chapter presents the analysis and interpretations of the responses gathered from the staff of the VRA. The chapter also presents responses that were transcribed from the views of the respondents to make it possible for an in-depth and descriptive analysis. However, presentation and analysis of the respondents' demographic details is done in the immediate sections that follows.

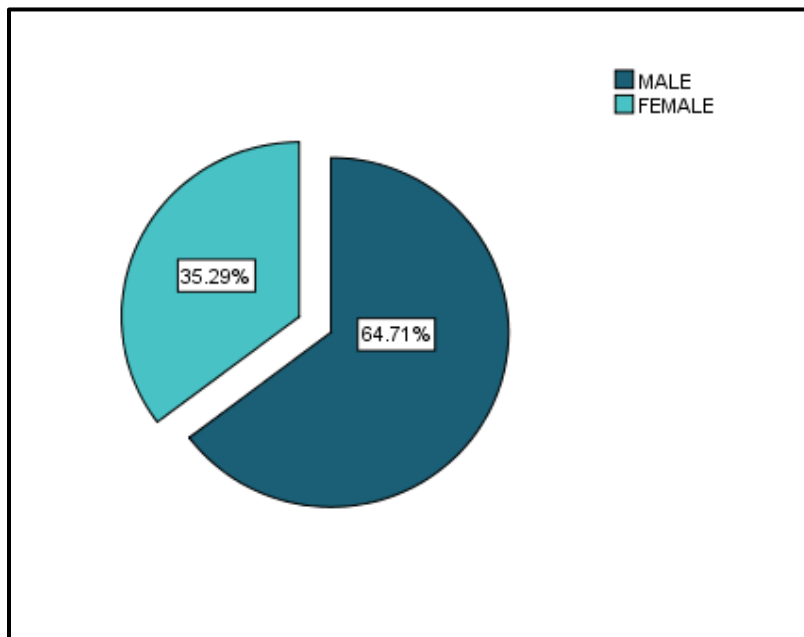
#### 4.2 Respondents Demographic Details

The demographic details of the respondents include their gender, ages, educational backgrounds, the various departments the respondents were sampled from, as well as the positions they occupy in the organization

##### 4.2.1 Gender of Respondents

Table 4.1 is the distribution of the respondent gender. Out of a total of 17 respondents, the study revealed that majority of them were males. From the table, 11 (64.7%) of the respondents were males while 6(35.3%) were females. This means that per the responses given, the VRA Services Branch is dominated mostly by male employees.

**Figure 4.1: Gender of Respondents**



*Source: field survey, VRA, 2019*

#### **4.2.2 Ages of respondents**

Table 4.2 shows the details of the respondents' ages. From the table, it was revealed that greater number of the respondents were within the ages of 20-29. This age group had 8 (47%) of the respondents. This was followed by 30-39 years with 7 (41%) of respondents. The 40-49 years age group also had 2 (12%) of the respondent.

**Table 4.1: Ages of Respondents**

<b>AGES</b>	<b>Frequency</b>	<b>Percent (%)</b>
20-29	8	47%
30-39	7	41%
40-49	2	12%
50 and Above	0	0%

*Source: field survey, VRA, 2019*

#### 4.2.3 Academic qualifications of respondents

With respect to the educational background of respondents, majority had BSc and Masters qualifications. From Table 4.2, it could be seen that the BSc holders were the majority of 8 (47%) while Masters degrees were 7 (41%). Only each 1 (6%) had PhD and ‘others’ respectively.

**Table 4.2: Academic Details of Respondents**

<b>Educational Qualifications</b>	<b>Frequency</b>	<b>Percent (%)</b>
Bachelors	8	47%
Masters/Professional	7	41%
PhD	1	6%
Others	1	6%

*Source: field survey, VRA, 2019*

#### 4.2.4 Respondents’ positions

Table 4.3 is the distributions of the respondents’ positions. The table shows that the study participants occupy different positions in the organization. it could be seen that, Majority were human resource officers. From the table, 5 (29%) were Human resource officers, 3 (18%) each were commercial officers and administration assistants respectively, the remaining which includes the director, and auditor were all 1(6%) each. Details of respondents’ positions are displayed in Table 4.3.

**Table 4.3: Respondents' Position**

<b>Respondents' Position</b>	<b>Frequency</b>	<b>Percent (%)</b>
Supplies assistant	1	6%
Accounts clerk	1	6%
Laborer	1	6%
HR officer	5	29%
Commercial officer	3	18%
Director	1	6%
Admin Assist	3	18%
Auditor	1	6%

*Source: field survey VRA, 2019*

#### **4.2.5 Respondents departments**

The study participants were surveyed from 6 departments of bank. Table 4.4 is the distribution of the respondents' departments. From the table, it could be seen that 6 (35.3%) which makes up the majority, were surveyed from the Real Estate and Security department (RE&SD) of the organization. 4 (23.5%) were from the Human resource department. 3 (17.6%) were from the investment department. The other departments include the Finance, Procurement, and Audit.

**Table 4.4: Respondents' Departments**

<b>Department</b>	<b>Frequency</b>	<b>Percent (%)</b>
Procurement	2	11.8%
Finance	1	5.9%
Human Resource	4	23.5%
Investment	3	17.6%
RESD	6	35.3%
Audit	1	5.9%

*Source: field survey VRA, 2019*

### 4.3 How Vacant Directorship Positions are Filled/Announced in the VRA

The study's first objective was to understand how directorship positions are filled in the Volta River Authority of Ghana. The study revealed from the employees' responses that, directorship positions in the VRA are filled through four major ways. From Table 4.5, it could be seen that, Advertisements, unsolicited applications, direct appointments, and consultations and interviews were the four main ways director positions are filled in the organization. The table (Table 4.5) shows that, 8 (47.1%) which was the majority said both internal and external adverts are made to announce vacant director positions. Six (corresponding to 35.3%) of the respondents also indicated that director positions are filled through consultations and interviews with stakeholders. Two (corresponding to 11.8%) and one (corresponding to 5.9%) of the respondents indicated that the positions are filled through unsolicited applications and direct appointments respectively. The study revealed that depending on the kind of director position vacant, the organization determine which of the four ways to use to attract a suitable candidate for the position. This implies that in one way or the other, the four methods are employed in the organization to attract suitable candidates for positions. The table 4.5 below shows how vacant director positions are announced.

**Table 4.5: How Directorship positions are announced**

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
ADVERTS	8	47.1	47.1	47.1
UNSOLICITED APPLICATIONS	2	11.8	11.8	58.8
CONSULTATIONS AND INTERVIEWS	6	35.3	35.3	94.1
DIRECT APPOINTEMENTS	1	5.9	5.9	100.0
Total	17	100.0	100.0	

*Source: field survey. VRA, 2019*

#### 4.4 How Often External Directors are Recruited

To understand the impacts of external director recruitments on employees and the organization as a whole, the study tried first of all to determine how often external directors were recruited into the organization. The respondents were asked to base their responses on a scale of one to four, where 1=very often, 2=Moderately, 3=occasionally and 4=never. It was revealed that 13 (76.5%) of the respondents noted that directors from external sources were recruited occasionally. Where according to them, occasionally means any point in time when the required skills and competencies needed for the position is not found internally, the organization is forced to look outside. Occasions also referred to situations when there are special appointments, these appointments normally come from external sources. One (corresponding to 5.9%) respondent and three respondents (corresponding to 17.6%) indicated external directors are recruited very often and moderately respectively. However, none had zero respondents which means that none of the respondents agree that external directors are not recruited. See details of how external directors are recruited in Table 4.6 below.

**Table 4.6: How Often External Directors are Recruited**

	Frequency	Percent	Valid Percent	Cumulative Percent
VERY OFTEN	1	5.9	5.9	5.9
MODERATELY	3	17.6	17.6	23.5
Valid Never	0	0.0	0.0	23.5
OCATIONALLY	13	76.5	76.5	100.0
Total	17	100.0	100.0	

*Source: field survey, VRA, 2019*

#### 4.5 Impacts of External Directors on Business Processes.

The study further ascertained how external director recruitments affect business processes in the organization. The study participants were asked to indicate how they feel about the external directors and how they influence the business operations of the organization. It was revealed that majority of the respondents indicated that the external director recruitments bring new perspective into the organization. They explained that external directors may possess new set of skills that may not exist in the organization. Thus, their recruitment into the organization inspires new and innovative ways of managing the organization. All lower level managers also may take a cue from the new director, thereby driving the organization in different direction. On the other hand, however, another section of the respondents indicated that recruiting external directors into the organization may affect the organization in a negative way. They also explained, when directors are recruited from outside the organization, it affects the morales of existing employees who also qualify for the same position. The employees may feel that their efforts of working for the organization for all these years were not worthwhile. This reduces the motivation of other employees and possible 'next in lines'. This situation goes to negatively affect the business processes of the organization. Because, employees will not be motivated intrinsically to do their best for the organization, thereby reducing productivity in the organization.

**Table 4.7: Impacts of external directors on business processes**

Impacts	Frequency	Percent (%)
They have new skills	8	47.1%
They bring new ideas	4	23.5%
It affects the morale of existing employees	3	17.6%
Affect work negatively	2	11.8%

*Source: field survey, VRA, 2019*

#### **4.6 Impacts of external director recruitment on work outcomes**

The third objective of the study was to understand the impacts of external director recruitments on employee work outcomes. To achieve this objective, employees were asked to respond to how external directors first of all affect their work performance. They were also asked to explain how they think external director impact on the organization's financial performance and how external directors affect their work duties in a safe and conducive environment. It was revealed that majority of the respondents, 7 (41%) indicated that external directors affected their work performance to a very large extent positively. This is because, to some respondents, they are able to acquire new skills and ideas from the new director which enable them to do their work in a more effective and efficient way.

It was also argued by a section of the respondents, 2 (2%) that because employees are not familiar with the new director, they may not want to fall into his/her bad books. So new directors create some kind of urgency in them that pushes them to perform their tasks adequately. Another section of the respondents noted that the new director brings innovative ideas, which makes all employees more productive. With respect to how external directors affect the organization's financial performance, the majority of the respondents answered in the negative. They argued that external directors do not do anything special that increases the financial performance of the organization directly. This is because, other factors may be at play when it comes to the financial fortunes of the organization. However, 6 (35%) of the respondents indicated that the director in some cases may introduce new policies or ideas that may reduce the losses of the organization. With how external directors' affect work performance in a safe and conducive environment, some of the respondents were of the view that external directors provide equal playing fields for all employees,

therefore, it brings some kind of unity and cohesion into the work environment. A section however, was of the view that because it may take the new director a longer period to know more about the organization and its culture, the work environment may not be very conducive, it may take more time for things to settle. The details of external directors on employee outcomes are displayed in table 4.6.

**Table 4.8: Impacts of External Directors on Work Outcomes**

		Frequency	Percent (%)
External Affect Performance	Directors	Obtain new skills from them	4 24%
	Work	Very large extent	7 41%
		People perform all tasks adequately	2 12%
		Increases productivity	1 6%
		Organization becomes more innovative	1 6%
		Does not	2 12%
External Affect Performance	Directors	Not applicable	7 41%
	Financial	Organization reduces loses	6 35%
		Negatively	4 24%
Affects Performance of Duties		Not applicable	10 59%
		Provides even playing field	3 18%
		External directors lack knowledge about company	3 18%
		Adds value to workplace	1 6%

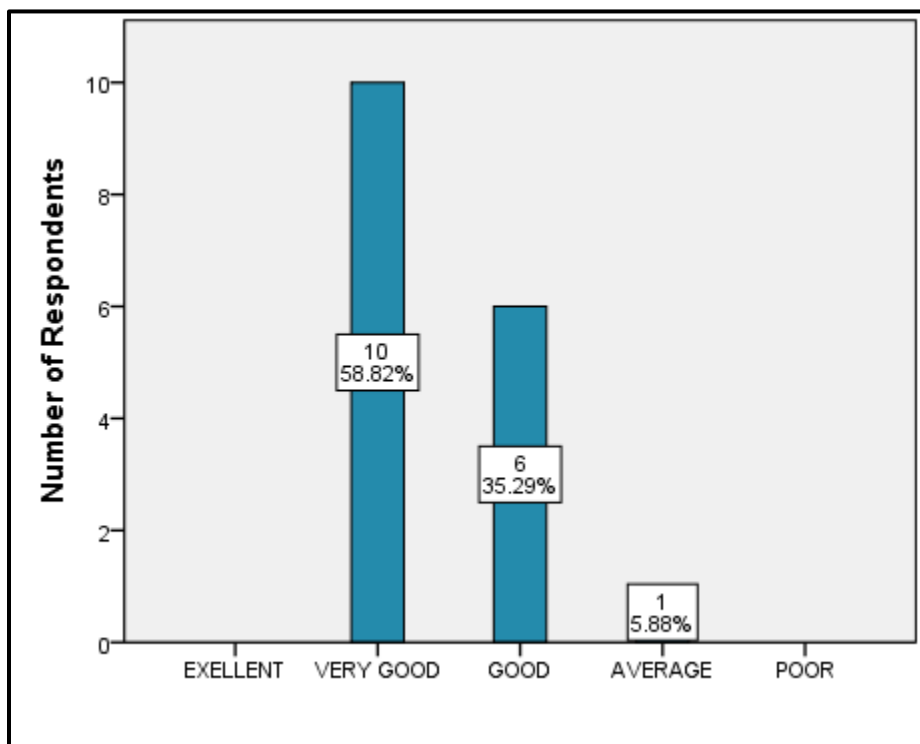
Source: field survey. VRA, 2019

#### 4.7 Overall performance of employee when external directors recruited

The study finally endeavored to find out the overall performance of the respondents with external directors in the organization. To achieve this, the respondents were asked to rate their overall performance using a five-point scale, where 1=excellent performance; 2=very good performance; 3=good performance; 4=average performance and 5=poor performance. It was revealed that on

the average, the respondents performed well when an external director are at the hem of affairs. This is because, from Figure 4.4, the study revealed that 10 (58.82%) of the respondents indicated that their performances were very good. 6 (35.29%) indicated they had good performance and 1, average performance. None had excellent and poor performance.

**Figure 4.2: Respondents' overall performance**



*Source: field survey. VRA, 2019*

#### **4.8 Discussion of findings**

The first objective of the study was to understand how director positions are announced/filled in the VRA. It was found from the study that the organization employs four main ways of announcing the vacant director positions. It was found from the views of the respondents that the most frequent used method of announcing vacant director positions is through advertisements. Armstrong (2006)

found that when trying to attract qualified candidates into organizations, advertisements are the most used form among the rest. This is because, according to Register and Larkin (2003), advertisements are found to be powerful communication tools that sell ideas, images and goods through information channels. This finding is thus consistent with the findings of Armstrong (2006). The other forms of attracting directors were using Consultations and interviews. However, this method normally is used when recruiting internal employees. Where the employee names, educational details, training, work experiences job skill and abilities are studied and the most suitable candidate selected for the position. There are also the unsolicited applications and direct appointments. This finding is therefore consistent with the assertion of authors such as Noe (2004) and Bohlander and Snell (2004).

The second study objective was to understand how employees of VRA feel about external director recruitments. This was achieved by ascertaining how external director recruitment affect businesses processes and the motivation of employees. The study participants were of the view that external directors bring new perspectives and different skill sets into the organization. Therefore, when external directors are recruited, it brings about innovative and new ways of managing the organization. The new director is able to influence all lower level managers, which leads to higher productivity of the organization. However, the study also found that external director recruitments affects the morale of equally qualified internal employees, who will feel that their hard works for the organization for all these years are not recognized and rewarded. This leads to demotivation in most lower level managers.

With respect to the third objective of the study, it was found that external director recruitments in the VRA influenced employee work outcomes positively. Because the external director comes into the organization with new skills and experiences, employees are more likely to learn a lot of new things from this director which will enhance their work. It was also found that because employees are not familiar with the external director, they might not want to be found wanting before this director. Therefore, employee will naturally want to perform well so as to gain favour from the new director. This will lead to increase in productivity of the employees. The study found that external directors alone do not have much influence over the financial performance of the organization. According to the study, other factors may be the determining factors with respect to the financial performance of the organization. External directors alone cannot influence the financial performance even though employees may be influenced to a greater extent. It was further revealed that external directors affect the working environment of the organization by creating an even playing field for all employees. The external directors may not be familiar with any one employee and therefore, there is no room for favoritisms. Also, external directors may be independent and may not be part of the internal politics in the organization.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Chapter overview**

The previous chapter of the study presented the analysis of the data that was collected from the employees of the Volta River Authority Services Branch in Accra, on the influence of external director recruitment on employee work outcomes. This chapter thus summarizes the main findings, draws conclusions on the study and makes recommendations for further studies.

#### **5.2 Summary**

Data for the study was collected from the services branch of VRA in Accra. Overall, 20 respondents were sampled from various departments of the organization. The demographic details of the study participants were analyzed and discussed, the analyses of their responses were also done and discussed in line with the research objectives. The summary of the findings is thus presented in the sections below.

##### **5.2.1 Summary of Findings of how Directorship Positions are Announced**

The study's first objective was to understand how directorship positions are filled in the VRA. The data collected revealed that the ways of announcing vacant director positions were mostly through advertisements, direct appointments, consultations, and through unsolicited applications. It was however, revealed that out of the four methods identified, advertisement was found to be the most frequently used. Another most frequently used method was consultations and interviews with stakeholders. This was followed by unsolicited applications and direct applications.

### **5.2.2 Summary of how Respondents Feel about External Director Recruitments**

The study first determined how often the organization recruits external directors. It was revealed that the organization recruits external directors as often as they are needed. Majority of the respondents indicated external directors were recruited occasionally. According to them, the organization does external recruitments when the requirements and skills needed for a particular director position are not found in the organization, also on other occasions, some directorship positions come as special appointments or direct appointments. In determining how respondents feel about external directors. The study thus tried to find out how external directors impacts on the motivation of existing employees and its impact on business processes. With respect to this, some of the respondents indicated that external director recruitments negatively affect the morale of existing employees who may also have the same qualification as the external candidates. This leads to lower productivity because then employees will feel that their efforts over the years are not worthwhile. However, others indicated that because external directors bring new set of ideas and experience into the organization, they are able to inspire new and innovative ways to management, which leads the organization in the right direction. Thus, according to the respondents, external directors inspires other lower level managers to put in maximum efforts.

### **5.2.3 Impacts of External Directors on Employee Work Outcomes**

The third objective of the study was to understand the impacts of external director recruitments on work outcomes in the VRA. The respondents thus responded to questions on how external directors impact the performance of their tasks, the financial performance of the organization and their work duties in safe and conducive working environment. Majority of the respondents indicated that with external directors they are able to acquire new skills, ideas and experiences. Therefore, these

directors influence their work performance positively to a very large extent. Very few of the respondents also indicated that some employees may not want to be faulted by new directors so they make their best efforts in order to gain favour from the new director. They therefore indicated that new directors create some kind of urgency that push everybody to do their required tasks efficiently. With respect to the impact of external directors on the financial performance of the organization, the study revealed that external directors do not necessarily affect the financial performance of the organization. The study found that many factors go into the organization's financial performance and that the external director alone cannot be the determining factor of the organization's financial performance. However, it was found that some policies or ideas introduced by the director might help the organization make some gains thereby reducing the losses of the organization. The study found that external directors provide even playing fields for all employees. As a result, they inculcate some unity into the work environment. This is because, at the point of entry into the organization, the director knows nobody and does not meddle in the internal politicking of the organization. Therefore, he treats everybody equally.

### **5.3 Conclusions**

Employee work output is a function of ability and motivation. Ability requires the use of skills, training and resources that are needed for performing an assigned task and motivation is a result of an inner drive that pushes employees toward achieving something. Organizations will be more productive when a lot of emphasis is placed on trust. This is because, trust is a key ingredient in employee motivation. It goes hand in hand with hierarchical and bureaucratic structure of the organization. Therefore, when an employee works with a leader that they trust or can easily relate to, their work output is high because they will be intrinsically motivated to work. Many studies

have thus concluded that employees most often easily relate to internally appointed directors/leaders as they are familiar and can easily relate to him. The focus of this study however, was to investigate the impact of external director recruitment on employee work outcomes in the Volta River Authority of Ghana. The study aimed at understanding how vacant director positions are announced, how respondents feel about external director recruitments and the impact of external recruitments on employee work outcomes. These objectives were achieved through the use of suitable methodological approaches such as the use of purposive sampling technics for the selection of seventeen management staff and lower level staff of the Services Branch of the VRA in Accra and the collection of qualitative data with the help of a semi structured questionnaire. The study found that the most used method of announcing vacant director recruitment is advertisements. Other methods such as direct appointments, consultations and unsolicited applications were seldomly used. The study also found that employees were divided in their views on how they feel about external directors. While sections of the employees feel bad about external director recruitments because it demotivates existing employees, others indicated they had no challenges with external director recruitments. It was also found that external directors do not have any significant impacts on the financial performance of the organization. They however, have some effects the work environment and the outcomes of employees.

#### **5.4 Limitations and Recommendations for Further Studies.**

The study was conducted on the impact of external director recruitments on employee work outcome in the Volta River Authority of Ghana. The study was carried out in only one branch which is the Services Branch of the organization This study has a number of limitations and shortfalls. First of all, the researcher considered only this one branch because there was the

problem of time constraints on the part of the researcher as the researcher had to combine the research work with other academic activities and work. Because of this, generalization from this single case to the whole organization is not possible. The use of multiple cases makes the results of a study stronger by replicating patterns, thereby increasing the confidence level of study. This study only focused on a handful of top managers and some lower level employees of the Services Branch of the VRA. Therefore, inferences could not be made based on it to happenings in the whole organization. In view of these limitations, further studies need to be conducted on other branches on the subject in order to better ascertain the true situation on the influence of external director recruitments in the VRA.

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**SECTION TWO: Questions on Research**

1. How are vacant Director positions filled/occupied in your company?

.....

2. Does your company recruit external (non-internal) persons into Director positions in your company?

A) Yes[     ]

B) No [     ]

3. How often does your company recruit external people into Director positions?

A) Very often[     ]

B) Moderately[     ]

D) Occasionally[     ]

E) Never[     ]

4. Do you think external people as Directors in your company has any impact on work performance? If yes/no, provide reasons below

.....

5. Do you think recruiting external persons as Directors demotivates other equally qualified Internal staff in the company?

.....

6. To what extent does the recruitment of external persons as Directors in your company

affect your task performance (business processes)?

.....

7. To what extent does the recruitment of external persons as Directors in your company affect your performance financially?

.....

8. To what extent does the recruitment of external persons as Directors in your company affect the performance in your duties in a safe and conducive work environment?

.....

9. How would you rate your work outcomes when external persons are recruited as Directors in your company?

A)Excellent[ ] B)Very Good[ ] C)Good[ ] D)Average[ ] E)Poor[ ]