

UNIVERSITY OF CAPE COAST

**INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON ADMINISTRATIVE STAFF PERFORMANCE AT CAPE COAST
TECHNICAL UNIVERSITY**

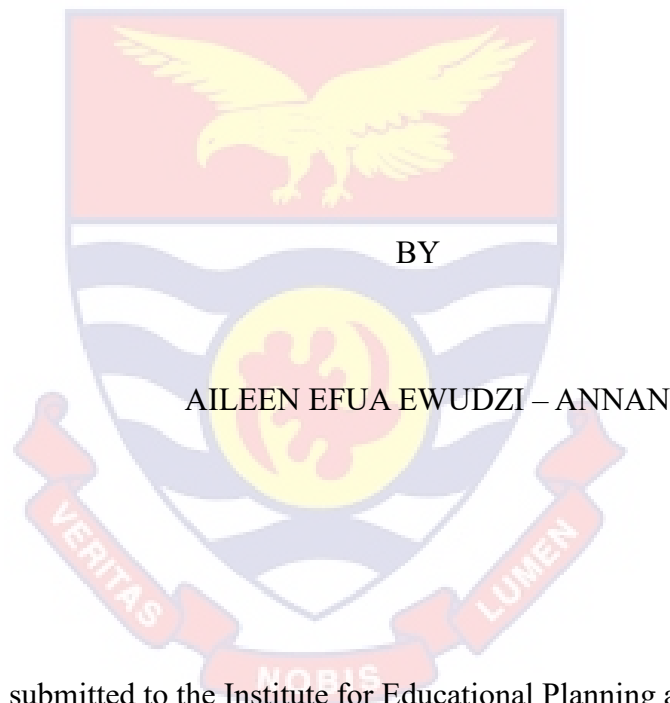


AILEEN EFUA EWUDZI - ANNAN

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UNIVERSITY OF CAPE COAST

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Thesis submitted to the Institute for Educational Planning and Administration,
University of Cape Coast, in partial fulfilment of the requirements
for the award of a Master of Philosophy degree in
Administration in Higher Education

JULY, 2024

DECLARATION

Candidate's Declaration

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

Candidate's Signature Date

Name: Aileen Efua Ewudzi – Annan

Supervisor's Declaration

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

Principal Supervisor's Signature Date

Name: Prof. Michael Boakyi-Yiadom

ABSTRACT

Any educational institution's success or failure, especially one that provides postsecondary education, will undoubtedly depend significantly on how aggressively it encourages staff growth. This study sought to determine the leading human resource management practices and their influence on performance of administrative staff at Cape Coast Technical University (CCTU). Specifically, this study seeks to: identify the leading human resource management practices at CCTU, establishes the relationship between employees' performance and human resource management practices and determine the effect of human resource management practices on employees' performance. This study used a structured questionnaire, a descriptive design, and a quantitative approach to meet its research objectives. Out of the 121 administrative and teaching staff members at the University, 122 valid data were obtained. The data were processed using IBM SPSS Statistics version 26, and then they were examined using both inferential (linear regression) and descriptive (mean and standard deviation) tools. The findings of the study revealed that there were various practices at CCTU, including defined procedures, selective hiring, regular performance reviews, fair disciplinary measures, and a professional performance appraisal system. Also, there is evidence that HRD practices favourably and affect CCTU employees' performance. Therefore, it was suggested that Cape Coast Technical University should continuously work to enhance its HRM procedures, since this is likely to result in an improvement in staff performance as well.

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DEDICATION

To my children Aileen, Clinton and Jepson and most especially, to my late
husband Mr. Sipi Ewudzi-Annan.

TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGMENTS	iv
DEDICATION	v
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	1
Background to the Study	1
Statement of the Problem	12
Purpose of the Study	14
Research Questions	14
Significance of the Study	15
Delimitations	16
Limitation	18
Definition of Terms	19
CHAPTER TWO: LITERATURE REVIEW	22
Introduction	22
Theoretical Review	22
Resource Based View Theory	23
Conceptual Review	27
Human Resource Management	28
Human Resource Management (HRM) Practices	34
Employee Performance	38

Factors Affecting Performance of Employees	44
Effectiveness of HRM Practices	47
Human Resource Management Practices and Employees' Performance	50
Empirical Review	55
Recruitment and Selection	55
Training and Development	56
Performance Management	58
Conceptual Review	62
Chapter Summary	63
CHAPTER THREE: RESEARCH METHODS	64
Introduction	64
Research Approach	64
Research Design	65
Study Area	66
Population	67
Sampling Procedure	69
Data Collection Instrument	70
Validity and Reliability	71
Data Collection Procedures	72
Ethical Considerations	73
Data Processing and Analysis	75
Chapter Summary	75
CHAPTER FOUR: RESULTS AND DISCUSSION	77
Introduction	77
Survey Questionnaire Response Rate	77

Descriptive Statistics of Variables	77
Main Human Resource Management Practices at CCTU	77
Relationship Between Human Resource Management Practices and Employees' Performance	81
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	86
Introduction	86
Summary of the Study	86
Summary of Findings	87
Conclusions	89
Recommendations	89
Suggestions for Further Research	90
REFERENCES	91
APPENDICES	119
APPENDIX A: Survey Instrument	120
APPENDIX B: IRB Clearance Letter	125
APPENDIX C: IEPA Introductory Letter	126

LIST OF TABLES

Table		Page
1	Main Human Resource Management Practices at CCTU	78
2	Correlation between Human Resource Management Practices and Employees' Performance	81
3	Summary of the Model	82
4	ANOVA	83
5	Coefficient	84

LIST OF FIGURES

Figure	Page
1 Conceptual Framework of the Study	63

CHAPTER ONE

INTRODUCTION

All organisations worldwide share a common goal of improving employee performance, of which Cape Coast Technical University (CCTU) is not exceptional. Career development and compensation are the basic practices that boost employee engagement and motivation. Furthermore, this demands some consideration. The resource-based theory, however, backs these findings. Instead of relying on organizational structures, employing effective human resource management techniques is an investment that firms should make in their people resources. This will give them a competitive advantage and superior performance. Instead, firms must be willing to explore their internal resources, including their employees' core competencies and unique skills, to outperform rivals. It is unclear, meanwhile, how much these tactics improve worker performance at CCTU. This research vacuum is filled by the study, which looks at how CCTU staff performance is affected by HRM practices.

Background to the Study

Human resource management plays a vital role in organizations as it effectively combines and integrates crucial resources such as capital and technology to accomplish organizational objectives. While capital and technology are undoubtedly important, it is human resources that are widely recognized as valuable organizations across various industries (Barzegar & Farjad, 2011; Musarurwa, 2017). Organizations can stimulate creativity, productivity, and overall performance by utilizing the knowledge, skills, and abilities of their workforce through efficient human resource management.

Human resources bring unique capabilities to the table, including creativity, problem-solving, and adaptability, which are critical for organizations to remain competitive in today's dynamic business environment. Furthermore, human resource management involves various processes such as hiring, choosing, preparing, and developing that ensure positions within the organization are filled by the right people with the skills needed. It also encompasses strategies for employee motivation, engagement, and retention, fostering a positive work culture and enhancing employee satisfaction.

Effective human resource management techniques boost employee dedication, loyalty, and morale, which boosts output and enhances organizational performance. Additionally, effective HRM strategies help organizations attract top talent, build a diverse and inclusive workforce, and create opportunities for employee growth and career advancement.

According to Morsy, Ahmed, and Ali (2016), any company's ability to succeed depends on how well-managed its human resources—that is, its workforce—are in today's highly competitive and dynamic business climate. This recognition underscores why industries involved in human resource management place particular emphasis on employee performance (Kehoe & Wright, 2013). The measurement of employee performance lies at the heart of evaluating and assessing an employee's contribution to the organization. As explained by Scheel, Rigotti, and Mohr (2014), this process involves comparing an employee's performance against established criteria and goals. It serves as a means to gauge how well employees fulfil their responsibilities and achieve their objectives in a manner that aligns with the overall goals of the company. Measuring employee performance goes beyond mere monitoring of

task completion. It focuses on evaluating the quality, efficiency, and effectiveness with which employees carry out their duties. The assessment considers various factors such as productivity, job knowledge, skills, communication, teamwork, problem-solving abilities, and adherence to company policies and procedures (Tizikara & Mugizi, 2017).

By measuring employee performance, organizations gain valuable insights into individual and team strengths, weaknesses, and areas for improvement. This information is crucial for providing constructive feedback, identifying training and development needs, and making informed decisions regarding promotions, rewards, and recognition.

Furthermore, the measurement of employee performance serves as a powerful tool for aligning individual efforts with the organization's overall objectives. It helps establish clear expectations, define performance standards, and foster a performance-driven culture within the organization. When workers are aware of how their efforts support the organization's overarching objectives, they are more motivated and engaged, leading to increased productivity and overall organizational success.

Moreover, measuring employee performance allows organizations to identify high performers who can be nurtured for leadership roles and provides an opportunity to address performance issues promptly. It enables managers to identify areas where additional support, resources, or training may be required to optimize employee performance and ensure that workers have the resources they need to succeed.

As highlighted by Upadhaya, Munir, and Blount (2014), employees play a crucial role in converting inputs into outputs through the application of

their knowledge, skills, and talents. As such, an organization's competitiveness and efficacy are directly correlated with the calibre of work produced by its employees. Recognizing this, businesses must establish policies and processes aimed at consistently enhancing the output of their talented employees.

It has consistently been demonstrated that human resource management (HRM) is a crucial strategy utilized by firms to improve worker performance (Algharibeh, Almsafir & Alias, 2014; Otoo, Abledu & Bhardwaj, 2019). Human capital theory and resource-based approach (Weinberger, 1998; Swanson, 2001; Becker & Woessmann, 2009) both corroborate this claim. The human capital idea emphasizes that enhancing employees' knowledge, skills, and talents may be accomplished by investing in them through HRM processes including recruiting, selection, training, and development. Better staff performance and productivity follow from this. Organizations can obtain a competitive edge by investing in and growing their human capital, as this makes their personnel a valuable and distinctive resource that stimulates success and drives innovation.

Furthermore, according to the resource-based approach, if managed well, human resources can provide a valuable source of sustained competitive advantage. Organizations can build through HRM strategies that prioritize luring, keeping, and developing an outstanding work environment that cultivates employee capabilities, fosters engagement and promotes continuous learning and improvement. These procedures help businesses maximize the potential of their workforce and produce better performance results.

By implementing HRM procedures that are consistent with resource-based planning and the tenets of human capital theory, organizations can

optimize their workforce's performance and contribute to their overall effectiveness and competitiveness. A supportive corporate culture that values and acknowledges employee contributions, performance management systems, staff development initiatives, and talent acquisition and retention tactics are a few examples of these approaches.

Human Resource Management (HRM) techniques have seen a noticeable increase in attention and study over the past few decades (Jiang, Lepak, Hu, & Baer, 2012). The primary objective of these studies has been to explore ways in which organizations can enhance their performance and foster creativity while maintaining cost efficiency (Turnley, Bolino, Lester, & Bloodgood, 2003; Combs, Hall, Liu, & Ketchen, 2006). As a result, discussions surrounding human resource management have undergone significant changes, influencing both corporate expectations and academic theory in the field.

The evolving focus on HRM highlights the need for the HR department to adopt a more proactive approach and recognize its crucial role in an organization's success. This shift encompasses a broader understanding of the functions and responsibilities of HRM and emphasizes its potential to drive positive change within organizations. The evolving nature of HRM is a response to the dynamic business landscape characterized by continuous changes in markets and technology, competition, and globalization, as emphasized by Debrah and Budhwar (2004).

In this changing landscape, HRM is increasingly recognized as a strategic function that goes beyond administrative tasks and personnel management. It encompasses a range of activities, including employee

engagement, performance management, initiatives about diversity and inclusion, organizational culture development, training and development, and talent acquisition and retention. These functions are designed to align the human resources of an organization with its strategic goals and foster an environment that supports individual and collective performance.

Furthermore, the growing emphasis on HRM reflects the recognition that employees are an important asset as a means of giving businesses a competitive edge. Effective HRM practices can contribute to the development of a skilled, motivated, and engaged workforce, leading to improved organizational performance and success in the marketplace.

The changing landscape of HRM is also influenced by advances in technology and globalization. Technological advancements have led to the digitization of HR procedures, including remote work agreements, performance management systems, and online job boards. Additionally, the global nature of many organizations requires HRM to address the challenges of managing a diverse workforce across different cultures and geographical locations.

The term "employee management practices" commonly refers to the practices encompassed within Human Resource Management (HRM). Jiang et al. (2012) argue that implementing effective empowerment and participation programs, selection processes, incentive/reward systems, and training and development initiatives can significantly enhance employees' knowledge and motivation. It is common knowledge that a company's employees are its most important asset. The value of individuals and the management of people as critical elements for gaining a competitive advantage are becoming

increasingly acknowledged (Boxall & Purcell, 2003; Pfeffer, 2005; Allen & Wright, 2007).

Traditionally, the concept of competitive advantage revolved around factors such as access to capital, economies of scale, and regulated competition. Thoughts on competitive advantage in the modern era have moved to emphasize the strategic administration of a company's human resources. This strategic management recognizes that a company's human resources can serve as a source of difficult to copy or imitate competitive advantage.

In the competitive corporate environment of today, where technological advancements and globalization have levelled the playing field, organizations are realizing that it is the management and development of their human resources that can truly differentiate them from competitors. The implementation of effective employee management practices can contribute to increased rates of worker participation, output, and creativity, all of which can directly impact an organization's performance and success.

Empowerment and participation programs provide employees with a sense of responsibility and involvement in decision-making, fostering their commitment and motivation. Selection processes that focus on identifying and attracting the right talent ensure that organizations have the skilled workforce needed to achieve their strategic goals. Incentive and reward systems recognize and reinforce desired behaviours and outcomes, driving performance and motivation. Initiatives for employee training and development not only improve their abilities and expertise but also show an organization's dedication to their professional development.

By strategically managing and investing in their human resources, organizations can develop a distinctive and long-lasting competitive advantage. Unlike tangible resources that can be easily acquired or imitated, a talented and engaged workforce is a valuable asset that sets organizations apart. Good employee management techniques can recruit and retain top talent, enhance employee happiness and loyalty, foster a healthy work environment, and ultimately propel corporate success.

Although research has established a theoretical link between competitive advantage and performance, and that competitive advantage results in increased organizational performance rather than the other way around, resource-based view human resource management research has focused on the direct relationship between human capital and organizational performance rather than competitive advantage (Newbert, 2008; Takeuchi, Lepak, Wang & Takeuchi, 2007; Powell, 2006).

The importance of people management as a critical source of competitive advantage has been highlighted in light of the increasingly competitive global marketplace in which organizations operate and the ease with which other sources of competitive advantages, such as technology, manufacturing processes, structure, and business strategy, can be easily acquired or imitated. Because of this, companies are attempting to manage their human resources to keep a competitive benefit (Dyer & Reeves, 2005).

It is impossible to overestimate the significance of human resources and their contribution to enterprises. Human resources help enterprises all around the world and have an unfathomable worth. The staff is a valuable resource that may be appropriately managed to provide a company with a

competitive edge. According to Dyer and Reeves (1995), scarce and valuable resources generate the maximum competitive benefit.

According to Lado and Wilson (1994), the term "human resource management practices" refers to a system or a form that consists of several unique but connected procedures, actions, and functions intended to recruit, train, retain, or dispose of a company's human resources. Organizational activities known as human resource management (HRM) procedures make sure that resources are used to further the goals of the organization (Schuler & Jackson, 2006). HRM procedures, according to Appelbaum (2001), are a discipline that includes the tasks associated with locating, employing, training, assessing, utilizing, and keeping the right amount and composition of staff members.

Three main perspectives on HRM practices have been identified by studies (Newbert, 2008). These three points of view are dependent, configurational, and universalistic. According to the universalistic perspective, applying specific best practices might positively impact an organisation independent of its circumstances (Kochan & Osterman, 1994). The contingency approach also emphasises how many HRM practices are context-specific, which may necessitate various approaches depending on the corporate situation (Arthur, 1994). The configurational approach (Becker & Gerhart, 1996) states that there will be a stronger correlation between HRM and economic success if organizational strategy and diverse HRM practices are well aligned.

Utilising additional resources to the fullest extent possible can aid businesses in increasing staff productivity and effectiveness inside the

organisation. Performance of employees inside an organizational environment is often described in terms of how much a member contributes to achieving the organisation's goals. Employee conduct essentially relates to their actions or inactions. In service-oriented organizations, the workforce is the main source of competitive advantage (Pfeffer, 2005). Businesses that compete hard for customers, employ people all across the world and depend on them for creative problem-solving.

In the current corporate climate, when rivalry is intense, and ideas, processes, and products are swiftly imitated by rivals, employees are thought to be the most important and trustworthy resource that may help a business stay one step ahead of its rivals. According to Pfeffer (2005), building talent across industries and nations is the cornerstone of securing a competitive edge. Therefore, for a company to grow and maintain its competitiveness, it must hire and retain qualified human resources.

The practices used in human resources management have been found by numerous researchers to impact on various employee and organizational outcomes, such as worker satisfaction, worker performance, worker dedication, worker presence, worker-management relations, worker involvement, worker trust, worker loyalty, and worker fairness (Storey, 1995; Paauwe & Richardson, 1997; Edger & Geare, 2005). Furthermore, some of the researchers who were previously mentioned claim that these results and HRM practices can significantly improve a company's performance in terms of earnings, market value, market share, sales, productivity, product service quality, client satisfaction, new product and service development, and future investments (Paauwe & Richardson, 1997; Edger & Geare, 2005).

The impact of human resource management (HRM) policies and practices on employee performance is crucial in the domains of labour relations, personnel economics, industrial psychology, and human resource management (Khan, 2010; Bourdieu, 2006). There is a growing body of research supporting the notion that high-performance work practices, such as meticulous hiring and selection processes, incentive pay and performance management systems, and extensive employee involvement and training, can improve a company's current and potential employees' knowledge, skills, and abilities, increase their motivation, reduce shirking, and improve retention of quality employees (Khan, 2010).

The importance of educational institutions in fostering the uniqueness, inventiveness, and technological aptitude of tomorrow's leaders was also emphasized by Nketsia et al. (2016). In turn, these institutions promote national growth and economic success while helping to combat poverty. To achieve goals, educational institutions, especially technical universities, need human resources support. Technical institutions may need highly motivated, imaginative, and keen employees to advance their skill sets and performance standards (Ojokuku & Akanbi, 2015). Enhancing human resource development is crucial for raising the ratings of technical schools in important categories, such as research quality, academic repute, and graduate and academic program quality, according to Otoo et al. (2019).

Several technical colleges are always improving their human resource management (HRM) procedures to acknowledge the significance of tertiary institutions' performance results. Technological universities in Ghana are adhering to the trend (Kwapong, Opoku, & Donyina, 2015; Nnuro, 2012).

To turn the nation into a centre for top-notch education, the government of Ghana seeks to establish top-tier colleges, particularly its technical institutes. For instance, to better its educational system, in 2016, the government converted its polytechnics into universities of technology. As an illustration, Cape Coast Technical University (CCTU) strives to be a leading tertiary institution in the world that offers outstanding career-oriented programs. For this to materialise, it is required to analyse CCTU's HRM practices and how they impact employee performance.

Statement of the Problem

The HRM principle is universally acknowledged in all organisational contexts, including educational institutions (Amin, Ismail, Rasid & Selemani, 2014; Kareem, 2019). Any educational institution's success or failure, especially one that provides postsecondary education, will undoubtedly depend significantly on how aggressively it encourages staff growth (Amin et al., 2014). According to Amin et al. (2014) and Byremo (2015), tertiary institutions can increase staff performance levels to accomplish anticipated objectives, such as academic prominence, high-calibre research, and the execution of quality programs, by implementing effective HRM practices. However, according to Van De Klundert (2018), it can be claimed that the majority of higher educational institutions in developing economies have not embraced transparent and appropriate HRM procedures based on their overall places in international rankings.

However, despite the potential benefits of HRM practices, preliminary interviews conducted with a few staff members at CCTU (the institution under consideration) have highlighted certain challenges in staff development. These

challenges include issues with short training programs, inconsistent training opportunities, and a lack of necessary resources. These elements have impeded employees' growth and reduced their capacity for peak performance.

In response to these staff development difficulties, CCTU took steps to address the issue by establishing an Appeals Board in 2019. The purpose of the Appeals Board is to provide a platform for staff members to voice their concerns and seek resolution for any development-related issues they may face. This program displays the organization's understanding of the value of staff development and its dedication to resolving the identified issues.

However, despite the establishment of the Appeals Board and management's efforts to address staff development, the University's HRM procedures are still thought to be insufficient. This inadequacy negatively affects the performance of the workforce. Insufficient resources, ineffective training programs, and inconsistencies in HRM practices can lead to decreased job satisfaction, low employee morale, and suboptimal performance outcomes.

HRM practices' effects on employees' performance have been extensively explored in various studies (Byremo, 2015; Antwi et al., 2016; Gile et al., 2018; Otoo et al., 2019). There has not been much research done on the connection between HRM practices and worker performance in Ghana's state technical universities, especially Cape Coast Technical University (CCTU). This knowledge gap underscores the need for further investigation into the factors that influence HRM practices at CCTU and their subsequent impact on academic professionals' performance.

The limited availability of academic literature on the subject highlights the scarcity of information regarding the specific factors that shape HRM

practices at CCTU. This lack of research in the field hinders the university's ability to make informed policy decisions and develop effective HRM strategies. Without a comprehensive understanding of the factors that influence HRM practices at CCTU, the institution may struggle to address the challenges related to human resource development effectively.

To address this research gap and improve the HRM practices at CCTU, it becomes crucial to conduct a study that examines how these practices directly impact the performance of academic professionals. By investigating the specific HRM practices implemented at CCTU and their effects on employee performance, valuable insights can be gained to inform policy decisions and guide future improvements in HRM strategies.

Purpose of the Study

The study's objective is to determine the best practices for human resource management and how they impact Cape Coast Technical University's (CCTU) administrative staff's productivity. The research specifically aims to:

1. Identify the best human resource management practices used at CCTU.
2. Identify the relationship between worker performance and HRM procedures.
3. Examine how human resource management techniques affect the employee performance.

Research Questions

The following research questions were proposed to guide the study:

1. Which human resource management techniques does CCTU use?
2. What relationship exists between the management of human resources and the performance of CCTU employees?

3. What is the impact of HRM practices on the performance of CCTU employees?

Significance of the Study

The outcomes of this research provide important advantages for various stakeholders involved. Researchers and academics might use the report as a useful springboard to wish to delve deeper into the topic of performance assessment. It provides a foundation of knowledge and insights that can guide future studies, enabling the expansion of the existing body of research in this area. Additionally, the study's comprehensive analysis of the theory and practice of performance assessment serves as a valuable resource for students and professionals working in the field. It equips them with a thorough understanding of the subject, enabling them to apply effective performance assessment strategies in their respective roles.

Furthermore, the results of this study's conclusions have applications for the University's management and human resource management departments. By identifying any gaps in the application of human resource practices, the study's findings can assist these departments in pinpointing areas that require improvement. This knowledge empowers the University to take proactive measures in redoubling its efforts to close these gaps. The findings serve as a critical feedback mechanism for the University's management, enabling them to make informed decisions and implement targeted interventions to enhance their human resource practices. This can result in improved employee performance, increased productivity, and overall organizational effectiveness.

The findings and suggestions derived from this study hold significant value for university staff members, as they stand to benefit from the implementation of fair and efficient HRM practices. With improved HRM practices, employee engagement levels are likely to increase, leading to higher job satisfaction and enhanced retention rates within the institution. Staff members will appreciate the positive impact of these practices on their overall work experience, creating a conducive and supportive work environment. Furthermore, the study's findings can empower employees to seek remedial measures if they perceive any unfair or unjust HRM practices within the organization. The study serves as a tool for employees to assert their rights and advocate for fair treatment. By raising awareness of HRM practices, the study enables employees to hold the institution accountable and promotes a culture of transparency and fairness.

Additionally, the conclusions drawn from this study have implications for boards of directors and government representatives. The insights gained can guide these stakeholders in developing, modifying, or recommending new HRM policies and practices (HRMPs). The study provides valuable evidence and recommendations to inform decision-making processes related to HRM. By reviewing the existing HRMPs and assessing their effectiveness and efficiency, boards of directors and government representatives can identify areas of improvement and implement necessary changes to optimize the organization's management of its human resources.

Delimitations

This research focused specifically on Cape Coast Technical University (CCTU) within Ghana's tertiary education system. The decision to select

CCTU as the research site does not imply the exclusion or rejection of other tertiary educational institutions in Ghana. Rather, the goal of the study was to have a thorough grasp of employee performance and methods for managing human resources in the CCTU environment.

To ensure the research captured the perspectives and insights of key stakeholders, academic experts from the teaching and support staff at CCTU were actively consulted during the project. Their knowledge and experiences were a great asset, adding depth and significance to the study's conclusions and suggestions. It's crucial to remember that the removal of certain staff members, such as cleaners, drivers, and chefs, from the research was a deliberate methodological choice. Even nevertheless, these junior employees are vital to the institution's general operation, the study's focus was primarily on academic professionals and their performance within the University setting.

The aim was to delve into the specific dynamics and factors affecting the performance of administrative staff, as they often have distinct roles, responsibilities, and performance evaluation processes compared to academic staff. By narrowing the focus to academic professionals, the study was able to offer focused observations and suggestions that directly tackle the particular difficulties and advantages this particular group at CCTU faces.

Nonetheless, it's critical to recognize the significant responsibilities and contributions made by junior staff members in the overall operations of the University, and future studies may consider including their perspectives to provide a more comprehensive understanding of human resource management strategies and employee performance across all staff categories in tertiary educational institutions in Ghana.

Limitation

There are various restrictions on every research project that may have an impact on the findings of the research. In the case of a quantitative study, one limitation could be an inaccurate representation of the target population, which can have implications for the findings' generalizability. Regarding the research project carried out at Cape Coast Technical University (CCTU), the methodology employed may have led to a constrained examination of the opinions of the entire CCTU personnel.

The study's reliance on gathering information from every responder can be a practical challenge. It may be difficult to reach every member of the personnel, which could result in limited sample size and potential biases in the collected data. This limitation may impact the ability to capture a comprehensive understanding of the diverse perspectives within the entire CCTU workforce.

Another limitation arises from the structured questionnaire used to collect data. While structured questionnaires can provide standardized responses and facilitate data analysis, they may restrict the respondents' ability to fully express their opinions or provide nuanced insights. This limitation can lead to a potential loss of depth and richness in the gathered data, restricting the researchers' comprehension of the intricacies within the research setting.

Additionally, monitoring the setting in which respondents deliver their answers might be difficult when using structured questions. Factors such as respondent fatigue, distractions, or variations in interpretation of the questions can impact the accuracy and reliability of the responses. These limitations may introduce measurement errors and affect the reliability and validity of the

analysis and findings of the study. To mitigate these limitations, researchers typically employ various strategies. For instance, they may employ rigorous sampling techniques to ensure a sample that accurately represents the intended audience.

Furthermore, efforts can be made to enhance response rates and minimize non-response bias by clearly communicating the goal of the research and protecting the privacy and anonymity of participants. Researchers can also supplement structured questionnaires with open-ended questions or qualitative approaches to gather more in-depth insights.

Various strategies were used to cope with these limitations to raise the study's calibre and capacity to generalise its findings. To lessen the constraint on the study's dependence on respondents' opinions, it was ensured that they understood the goal of the questionnaire. The respondents were encouraged to honestly answer the questions thoroughly by guaranteeing that their identities and other personal information would be kept secret and confidential. By requesting complete participation from every respondent, a limitation related to likely non-responses was also eliminated. To address the concerns with incompletely filled out surveys or missing information, the data was finally carefully examined and scrutinized.

Definition of Terms

To better assist readers in understanding, the terminology used in the study. The following meanings are provided;

Human Resource Management

The process by which a company manages its personnel and fosters their growth for them to successfully carry out the mission and objectives of the company is called management of human resources.

Human Resource Development

Employee training and development is the focus of the branch of human resource management known as human resource development. It is a foundation for aiding staff employees in growing their knowledge, capabilities, and organisational and personal skills. Funding for education, key employee identification, coaching, performance management, succession planning, and career development and organizational growth are all choices for human resource development.

Human Resource Management Practices

It is a system where a group of diverse but interconnected roles, responsibilities, and procedures are used to hire, develop, keep, or fire a company's human resources or workers.

Employee Performance

Employee performance is defined by how well they do certain jobs in comparison to established or predetermined accuracy, completeness, cost, and speed requirements. There are several methods to measure employee performance, including an improvement in productivity, comfort with new technology, and highly engaged staff.

Organisation of the Study

There are five chapters in this research, and each one covers a large topic. In the first chapter, the topic is presented together with the study's

background, problem statement, objectives, research questions, delimitations, and structure. The review of pertinent literature on the subject is covered in Chapter 2. The research area and methodology are highlighted in Chapter 3, which also includes sub-themes such as study design, study population or sample, data sources, sampling techniques, research instrument, data collection method, data analysis, and data presentation. The presentation and discussion of the findings are the main topics of Chapter Four. The main study findings are summarized, the conclusion is drawn, and recommendations are provided in Chapter Five.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Relevant theoretical and empirical research on the effects of human resource management (HRM) strategies on employee productivity is covered in this chapter. One of the theoretical foundations of the research that was covered in the first section is the Resource Based Theory. The second portion examines the theories with a conceptual framework and important explanations of phenomena within the scope and context of the study, followed by a review of pertinent empirical material.

Theoretical Review

In the dynamic landscape of higher education institutions, administrative staff play a pivotal role in the efficient functioning of the academic environment. Their performance not only ensures the effective day-to-day operations but also contributes to the overall success and reputation of the institution. In this context, the influence of Human Resource Management (HRM) practices on the administrative staff's performance is a subject of paramount significance.

Cape Coast Technical University (CCTU), like many educational institutions, faces the challenge of optimizing the performance of its administrative staff in the pursuit of its academic and administrative goals. To address this challenge, it is imperative to delve into the theoretical underpinnings of HRM practices and their potential impact on the performance of administrative staff. This theoretical review aims to explore

the key dimensions of HRM, shedding light on their significance within the context of CCTU.

As I embarked on this theoretical journey, I examined the fundamental elements of HRM practices, including recruitment, training and development, performance appraisal, and employee motivation. Each of these aspects contributes to shaping the work environment, employee job satisfaction, and, ultimately, administrative staff performance. Moreover, this review will analyse how HRM practices have evolved and the emerging trends and paradigms that influence administrative staff management in modern higher education institutions.

Understanding the theoretical foundations of HRM practices and their potential impact on administrative staff performance at CCTU is essential for developing effective strategies and policies. By aligning HRM practices with the University's objectives and fostering a conducive work environment, it is possible to enhance the productivity and job satisfaction of administrative staff, ultimately benefiting the institution as a whole. This theoretical review sets the stage for a comprehensive exploration of HRM practices within the specific context of CCTU, paving the way for empirical investigations, practical insights, and actionable recommendations to optimize administrative staff performance in the higher education sector.

Resource Based View Theory

According to the resource-based approach, a company's capacity to effectively compete is largely determined by how well it makes use of the many valuable material and intangible resources that are available to it (Warnerfelt,

1984; Rupert, 1984; Penrose, 1959). According to the theory, instead of the way the industry is structured, a firm's internal resources, especially its personnel and their core and distinctive abilities, contribute to competitive advantage and better performance. Wheelen and Hunger (2008) describe resources as an organisation's assets and claim that they serve as the structure of an organisation. These include tangible assets like buildings, machinery, and locations and organisational assets like culture and reputation.

The number of employees and their skills is referred to as human assets. Organisational, physical, and intangible resources comprise the fundamental three resources (Pearce & Robinson, 2000). The cross-functional integration and coordination of skills described by Marfo-Yiadom and Boachie-Mensah (2009) is a contribution to the core and distinctive talents. They think a fundamental skill is a precious resource that gets better and more useful the more you use it. Distinctive competencies are those essential skills that are more advanced than the rivals.

This concept is essential to the study because it makes it clear that a company's people are its most significant asset when it comes to gaining a competitive edge. When utilised well, human resources use other resources to assist the business in achieving its aims and goals. For a technical institution to have a competitive edge, employee performance is essential. This could be helped by strategic hiring and selecting practices, performance management, and strategic training and development.

A rarity, in this sense, refers to resources that are difficult for a sizable fraction of an organisation's current and future rivals to get, whereas value refers to resources that help firms seize opportunities or counter threats

(Barney, 1991). Another meaning of imitability is the incapability of competing enterprises to reproduce or copy the tools necessary for their goals. Lastly, non-substitutability prevents rivals from achieving the same outcome by using alternative resources (Barney, 1991). It is suggested that a business or organisation possesses resources that might finally, non-substitutability means that competitors cannot achieve the same outcome by using alternative resources (Barney, 1991).

The dominant strategic management paradigm before the creation of the resource-based perspective of the corporation focused on external variables that influenced an organisation's profitability, such as industry position (Allen & Wright, 2007; Barney, 1991). Nonetheless, with the emergence of the resource-based paradigm, strategic management research has changed to become a more significant internal focus in accounting for business success (Allen & Wright, 2007; Barney, 1991). Barney (1991) provided a detailed explanation of how a firm's resources help to sustain its competitive edge. Although other academics have previously studied the concept of RBV (e.g., Dierickx & Cool, 1989; Wernerfelt, 1984; Rumelt, 1984), Barney's explanation is particularly noteworthy. The emergence of the resource-based paradigm has led to a more internal focus on accounting for firm success in strategic management research, notwithstanding its initial acceptance (Allen & Wright, 2007; Barney, 1991). Barney (1991) provided a detailed explanation of how a firm's resources help to sustain its competitive edge.

With the advent of the resource-based paradigm, however, strategic management research has moved to a more internal focus on accounting for

firm success (Allen & Wright, 2007; Barney, 1991). Barney (1991) provided a detailed explanation of how a firm's resources help to sustain its competitive edge. Barney's argument is notable even though other academics have already investigated the idea of RBV (Examples include Dierickx & Cool, 1989; Wernerfelt, 1984; Rumelt, 1984). The view based on resources (RBV), despite being largely accepted, has its critics.

Even those who criticize the RBV agree that it has had a significant influence on strategic management research and that it has been successful in explaining competitive advantage by focusing on an organization's internal operations (Priem & Butler, 2001), despite the criticisms mentioned above. According to Priem and Butler (2001), the RBV has significantly influenced strategic management, especially in HRM research. It has been crucial in the development of the human resource management (HRM) field (Wright, Dunford, & Snell, 2001) and offers a structure within which a multitude of HRM concepts and research findings are presented (Colbert, 2004; Delery, 1998). The primary reason for change is because the RBV now emphasizes internal business resources as sources of competitive advantage rather than external considerations like industry position (Colbert, 2004).

The increased identification of internal resources as sources of competitive advantage validates the assertion made by human resources that people are strategically crucial to an organization's success. This has led to an ongoing effort to theoretically construct or conceptualize SHRM in the resource-based approach. For instance, Colbert (2004) made a distinction between an organization's HR practices (also referred to as the HR instruments used to manage human capital) and its human resources (sometimes referred

to as the human capital pool). They contended that it was challenging to use HR practices as the cornerstone for a persistent competitive advantage because other businesses might easily duplicate any HR practice. They achieved this by using the concepts of worth, scarcity, uniqueness, and non-substitutability.

The company's human capital base is influenced by its people management system, which also supports the intended employee behaviour. For several reasons, the RBV is appropriate for our investigation. The first is an evaluation of the workforce's knowledge, abilities, attitudes, and behaviour. Often known as the human capital pool. In addition to improving knowledge and competence, HRM practices may promote proper conduct. The movement of people inside the organisation is second. This illustrates the mobility of information and the movement of individuals with particular skills, knowledge, and abilities. Undoubtedly, HRM practices may influence people's relocation decisions. Corporate cultures, pay structures, and other HRM-related factors all have an impact on employees' propensity to learn, share, and use their knowledge internally. The third area that shows how HRM and the resource-based view of the company are related is the dynamic processes that businesses use to change and reinvent themselves. In reality, a firm can utilise HR practices as its major instrument to change employee behaviour and the human resource pool to support the organisation's success.

Conceptual Review

Within enterprises, human resource management, or HRM, is a crucial function that focuses on workforce growth and management. As businesses evolve and adapt to an ever-changing global landscape, HRM plays a pivotal role in making certain that a company uses its people resources to best

effectuate its strategic objectives. The conceptual review of Human Resource Management delves into the theoretical foundations, principles, and best practices that underpin this essential field.

This review's objective is to investigate and evaluate the major ideas and theories that shape HRM and how they have evolved. By examining the core principles and conceptual frameworks, our goal is to obtain a thorough grasp of the role HRM plays in an organization's and its workers' success. Through this analysis, we seek to highlight the various strategies and approaches that organizations can adopt to attract, develop, motivate, and retain a talented workforce. Throughout this review, we will explore topics including hiring and choosing employees, managing performance, providing training and development, employee engagement, paying and benefiting workers, diversity and inclusion, and how technology affects HRM procedures. By investigating these areas, we can identify emerging trends and innovative practices that are shaping the future of HRM.

Numerous scholarly materials, such as books, credible research papers, and academic journals, will be consulted for the conceptual review. By synthesizing the current state of knowledge on HRM concepts, we aim to provide valuable insights for practitioners, researchers, and students interested in understanding the intricacies of managing human resources effectively.

Human Resource Management

Managing people within an organization is a complex task, as individuals possess diverse needs, motivations, and capabilities. As a result, there isn't a single, accepted "best" method of managing people that always

yields the best outcomes. Each organization and its workforce require a tailored approach that considers its unique dynamics and circumstances.

HRM, or human resource management, includes all of the procedures and methods used in effectively controlling and leveraging the human capital within a company. It involves various aspects of managing employees throughout their lifecycle within the organization. The right number and caliber of employees are recruited into the company through the crucial HRM processes of recruitment and selection. By carefully identifying and attracting suitable candidates, organizations can build a skilled and capable workforce. Once employees are hired, Programs for training and development become essential to improving their competencies. These initiatives help employees acquire new competencies and adapt to changing job requirements and industry trends.

Effective HRM also involves putting employees to use in the most appropriate roles and responsibilities that align with their strengths and the organization's goals. Assigning tasks that capitalize on employees' skills and expertise can contribute to their job satisfaction and overall productivity.

Performance assessment and evaluation are integral to HRM, providing a systematic approach to measure employees' contributions and identify areas for improvement. Through regular feedback and performance reviews, organizations can support employee development and ensure alignment with organizational objectives.

Retention is another important aspect of HRM. It involves implementing strategies and initiatives to maintain a satisfied and engaged workforce, fostering loyalty and commitment to the organization.

Organizations may reduce staff turnover and keep key talent by attending to their wants and concerns as well as by building a healthy work environment.

To effectively manage human resources, organizations must take a strategic, all-encompassing approach that considers both the general company goals and the unique needs of each employee. This requires continuous evaluation, adaptation, and implementation of HRM procedures that are consistent with the company's principles and culture. Research and academic literature, such as the works of Armstrong (2009), Vemic (2007), and Haslinda (2009), provide valuable insights into the principles, theories, and best practices of HRM. However, it is essential to recognize that managing people is an ongoing process that requires flexibility, adaptability, and a deep understanding of the unique dynamics within each organization.

To optimize employee contributions to accomplishing organizational goals and objectives, the management of human resources, or HRM, is crucial. HRM includes a broad spectrum of activities and strategies aimed at enhancing productivity, effectiveness, and overall performance while ensuring compliance with legal requirements and demonstrating corporate social responsibility. On an individual level, HRM focuses on fulfilling the personal objectives of employees, such as recognition for their efforts and engaging them in challenging work that aligns with their skills and aspirations. By addressing these personal objectives, HRM aims to increase employee motivation, job satisfaction, and overall well-being.

On an individual level, HRM focuses on fulfilling the personal objectives of employees, such as recognition for their efforts and engaging them in challenging work that aligns with their skills and aspirations. By

addressing these personal objectives, HRM aims to increase employee motivation, job satisfaction, and overall well-being. According to Vemic (2007), with the help of a strategically placed staff that is highly motivated and competent, HRM is a distinct method of managing employment that seeks to give businesses a competitive edge. This is achieved by integrating various cultural, structural, and people strategies that align with the organization's overall business strategy.

Human resource management (HRM) is a logical and systematic way to manage an organization's most valuable asset—its people, claims Armstrong (2009). Recognizing that employees, both individually and collectively, play HRM highlights the significance of efficiently managing and utilizing their skills, expertise, and capacities as a crucial role in accomplishing organizational goals. HRM maximizes the potential influence of an organization's human resources by using a rigorous approach to ensuring that they align with its objectives. This covers tasks like hiring and choosing employees, performance management, remuneration and advantages like staff relations management, training, and development.

Furthermore, HRM considers broader societal objectives, including legal compliance and corporate social responsibility. It ensures that organizations adhere to employment laws, regulations, and ethical practices while also considering the well-being and fair treatment of employees. Human resource management, which has developed into a key function in the majority of organizations, has been the focus of numerous discussions regarding current employment relations. For businesses to stay competitive in the marketplaces of today and tomorrow, they must identify, retain, and deploy an effective

staff. To achieve their goals, managers need to carry out a variety of crucial duties that are a part of the management process (Haslinda, 2009). While the provision of employable human resources for an organization is the common objective of all human resource management roles, they have each been given a unique classification in the management literature that has already been published.

Given the important responsibilities that human resource management plays, Cole (2004) asserted that human resources are a corporation's most dynamic asset. He said that for the business to run as efficiently as possible, the management of the business needed to give the human resource pool more consideration. Human resources management, which supplanted older concepts like labour or welfare management, has largely replaced the phrase "personnel management." In the 1980s, several academics started to examine companies' employees from various perspectives in light of the recession, the increased pressure that globalisation was placing on firms, and the accelerating rate of change brought on by technical breakthroughs—the blending of these concepts brought to light the human resource management idea.

Particularly concerning human resource management (HRM), there has been discussion around the terminology used to refer to the management of individuals within an organization. Some authors have mistakenly equated human resources with the organization's personnel base, considering individuals as mere resources. As a result, we often come across books and literature with titles like "people management" or "managing people."

While it can be argued that the workforce is indeed a critical aspect of a company's human resources, the difference is found in the focus and perspective of HRM. Human resource management goes beyond simply managing people as a workforce; it encompasses a broader understanding of individuals as valuable resources within the organization. This perspective recognizes that each individual possesses unique resources, such as skills, knowledge, attitudes, and talents, which can contribute to the organization's success.

HRM emphasizes the strategic utilization and development of these individual resources to achieve organizational objectives. HR managers are specifically interested in optimizing the utilization of these resources through various HR procedures such as planning, training, development, recruitment, selection, and compensation. They seek to align the capabilities and potential of individuals with the organization's goals, making certain that the appropriate individuals, possessing the requisite abilities and competencies, are carrying out the appropriate duties.

By employing the term "human resource management" instead of "people management," the focus shifts towards recognizing and harnessing the full potential of individuals within the organization. It emphasizes how crucial comprehension and leveraging the unique resources that individuals bring, enabling HR managers to effectively plan, develop, and support their employees. Furthermore, using the term "human resource management" emphasizes the strategic nature of managing people within an organization. It recognizes that people are active participants in the success of the organization, not just passive objects. HRM is aware of the importance of

coordinating personnel talents with organizational strategic goals, encouraging employee engagement, and establishing a positive and inspiring work environment.

Human Resource Management (HRM) Practices

In many businesses, human resource management (HRM) practices address a range of concerns and focus on various aspects of managing employees. These practices revolve around key areas such as operations, systems, compensation, employee development, and recruitment. Making sure the organization runs smoothly is among the primary objectives of HRM practices. This includes establishing efficient HR systems and processes that facilitate tasks such as employee onboarding, performance management, and record-keeping. By implementing effective HR systems, businesses can streamline administrative processes, improve communication, and enhance overall organizational efficiency.

Another critical aspect of HRM practices is compensation management. Organizations strive to develop fair and competitive compensation structures that align with industry standards and reflect employees' contributions. HRM strategies help in accurately calculating and administering compensation, including salary, benefits, bonuses, and rewards, ensuring that employees are fairly compensated for their work. Employee development is another central focus of HRM practices. Organizations can improve their staff members' knowledge, abilities, and talents by investing in training and development programs, which will help them do their jobs more successfully. Businesses can boost employee happiness, motivation, and engagement by providing

chances for learning and advancement. This will eventually result in increased productivity and lower staff turnover.

Recruitment is also a significant area where HRM practices play a crucial role. Effective recruitment strategies help organizations attract and select the right candidates for vacant positions. This involves sourcing candidates, conducting interviews and assessments, and making informed hiring decisions. By employing sound HRM practices in recruitment, businesses can secure talented individuals who fit well with the organization's culture and contribute to its success (Huselid, 1995).

Investing in HRM strategies brings various benefits to both employees and employers. Employees appreciate HRM practices that provide them with increased opportunities for growth, development, and advancement within the organization. Higher levels of engagement and commitment result from such approaches, which also improve their motivation and job satisfaction. Furthermore, HRM practices that support flexible work schedules, work-life balance, and employee wellbeing are perceived as beneficial by both employees and employers, as they contribute to a positive work environment and overall organizational success (Blom et al., 2018).

Although many HRM processes might be included as dimensions, but for this study, four: recruiting and selection, performance reviews, learning and development, fairly paying employees, and employee relations. The selection of these variables was influenced by the Guest Model, which provides the theoretical framework for the investigation. Included are pay, performance evaluations, promotions, and training and development. These actions were selected due to their strong association with the study's variables.

Additionally, it's widely accepted that these attributes can inspire employees and help retain them in their positions by offering a certain amount of safety, independence, consistency, and the chance to find fulfilment in one's career (Hee et al., 2016; Busari et al., 2017; Gadi & Kee, 2018).

Research by Saira Hasan (2016) found that HRM procedures positively impacted employee performance. The relationship between worker performance and HRM practices was examined in the study. Abhishek Kumar Pandey (2016) contends that traditional HRM procedures strongly emphasise an employee's growth and advancement, which also affects the employee's production. HRM practices have been the subject of several scholarly examinations (Chadwick, 2010; Delivery, 1998; Wright & Gardner, 2003). Despite theoretical disputes, a range of HRM conceptualizations, and a lack of clarity in the HRM system construct, we chose to employ the Ability,

Motivation and Opportunities (AMO) model to study HRM practices (Boon, Hartog, & Lepak, 2019; Guthrie, 2001; Jiang, Lepak, Hu, & Bear, 2012). This is because, when analysed in terms of how HRM practices affect organizational performance, the AMO (Ability, Motivation, and Opportunity) model offers a more dependable model that offers a more straightforward assessment of HRM practices (Bello-Pintado, 2015; Boselie, Dietz, & Boon, 2005). It also enables the categorization of HRM practices (Gardner, Moynihan, Park, & Wright, 2001; Subramony, 2009). According to academics (Batt, 2002; Bello Pintado, 2015; Chowhan, 2016; Huselid, 1995; Lepak, Liao, Chung, & Harden, 2006; Laursen & Foss 2003), implementing many HRM techniques has a greater influence on performance than doing so alone. Additionally, it has been said that HRM measurement is necessary to take into

consideration the different organizational activities, particularly when the meso level of HRM practices are the main topic of discussion (Gardner et al., 2001).

It also allows for the classification of HRM practices (Gardner, Moynihan, Park, & Wright, 2001; Subramony, 2009). Scholars (Batt, 2002; Bello Pintado, 2015; Chowhan, 2016; Huselid, 1995; Lepak, Liao, Chung, & Harden, 2006; Laursen & Foss 2003) claim that using many HRM techniques has a greater effect on performance than doing so alone. Furthermore, it has been said that when focusing on the Meso level of HRM practices, HRM assessment must consider the various organizational activities (Gardner et al., 2001). This promotes assessing how strategy alignment affects HRM practices and overall company performance. The inconsistent results have also been referred to as a "black box" by other researchers (Beltrán Martn & BouLlusar, 2018), and this is believed to be the cause of the hazy correlation between HRM practices and organizational performance (Fey, Morgulis-Yakushev, Park, & Björkman, 2009; Gerhart, 2005).

However, relatively few studies have examined strategy alignment as the "black box" that explains the relationship between, even if others have employed characteristics like work satisfaction, organisational commitment, and strategic activities, among others (Gardner et al., 2001; Chowhan, 2016). Furthermore, the term "human resource management" encompasses the interrelated policies, procedures, practices, and beliefs that are involved in personnel management within an organization (Guest, 1997).

Employee Performance

The global discussion on defining work performance has gained significant attention in recent years, as organizations strive to establish a universally accepted understanding of what constitutes effective performance in the workplace. Consequently, multiple definitions have emerged, encompassing both quantitative and qualitative aspects. One such definition of work performance, put forth by Aldag and Stearns (2007), emphasizes the achievement of organizational goals by an individual employee. According to this definition, an employee's job performance is assessed based on their ability to accomplish specific objectives or targets set by the organization. This perspective emphasizes the tangible outcomes or results that an employee produces as a measure of their performance.

Campbell (1990) offers another definition, viewing work performance as observable and controllable actions or actions that help the company attain its objectives. In this definition, the focus is not solely on the outcomes but also on the behaviours exhibited by individuals in their work roles. These behaviours can be evaluated based on the individual's skills and competencies, highlighting the importance of specific actions and conduct in determining performance. Both definitions highlight different dimensions of work performance. Aldag and Stearns' definition emphasizes the results or outputs achieved, highlighting the importance of accomplishing organizational goals. On the other hand, Campbell's definition emphasizes the observable behaviours and actions that individuals exhibit, recognizing the controllable elements that contribute to organizational success.

It's important to keep in mind that there are other ways to evaluate work effectiveness, including quantitative metrics like productivity, sales figures, or customer satisfaction ratings, as well as qualitative measures like teamwork, communication, and problem-solving abilities. The specific evaluation criteria may change depending on the job's requirements and the organization's goals. Researchers initially had great expectations for their capacity to define and evaluate job performance. They quickly realised, however, that determining a job's dimensions and performance requirements was not a simple process. The difficulty came from the possibility of evaluating work performance at the individual, group, unit, or organisational levels in line with output quantity or quality, inventiveness, flexibility, dependability, or whatever else the company judged acceptably. Once more, how well a person does at the individual level relies on how much mental concentration is available throughout the activity and how long the person is visibly executing it (Wanyama & Mutsotso, 2010).

A person's job performance is characterized as the entire set of performance standards related to their employment. According to Griffin, Neal, and Parker (2007), research has shown that it can be difficult to properly capture the processes that result in individual effectiveness and performance in knowledge-based, interdependent organizational systems. This definition was adopted for the study because of this. Additionally, according to Griffin et al. (2007), cross-classifying the three levels at which role behaviour can influence effectiveness (i.e., at the individual, team, and organizational levels) as well as the three different types of performance behaviour (i.e., proficiency,

adaptivity, and proactivity) can measure individual employee performance fairly accurately.

Performance evaluation involves comparing individuals' actual performance against established performance criteria or standards set by their respective organizations. It encompasses assessing how effectively individuals fulfil their duties and responsibilities within their roles. The notion of performance criteria implies a set of shared expectations that exist within an organization regarding what constitutes successful performance. These expectations may vary across different roles, departments, and organizations, but they generally revolve around achieving specific goals, delivering high quality work, and meeting predetermined standards.

When employees accomplish their goals and consistently deliver high quality work, their performance is typically regarded as effective. Goal achievement signifies that individuals have met or exceeded the targets or objectives assigned to them, contributing to the organization's overall success. Depending on the nature of the task and the organizational priorities, this may include both short-term and long-term objectives. Excellent work is defined as the calibre of excellence, accuracy, and precision exhibited by employees in their tasks and deliverables. It involves consistently meeting or exceeding the expected standards of performance, ensuring that the work is error-free, reliable, and meets the required specifications. High-quality work reflects strong attention to detail, a focus on accuracy, and a commitment to delivering outputs that align with organizational expectations.

Organizations often establish performance criteria and communicate them to employees through various means, such as job descriptions,

performance objectives, key performance indicators (KPIs), or performance management systems. These criteria serve as benchmarks against which individual performance is assessed and measured. By aligning individual performance with organizational goals and expectations, employers can make certain that workers' efforts are focused on reaching their goals.

Effective performance not only benefits the organization but also contributes to employee satisfaction, engagement, and career advancement. When employees consistently meet or exceed performance criteria, they enhance their professional reputation, build trust with colleagues and supervisors, and increase their opportunities for growth and development within the organization. Participation of employees in planning improves their awareness of the objectives of the organization, as well as what needs to be done and why (Terrington, 2005). Clear performance objectives that, if feasible, consider staff contributions are essential, as Terrington (2005) reiterates. Williams (2000) contends that since people aren't always in control of their results, having behavioural objectives in addition to production goals is essential. Therefore, it is advocated that businesses adopt a staff development strategy to aid in attaining their objectives (Williams, 2000).

According to the literature analysis, three factors are crucial for evaluating an employee's effectiveness at work. First, one must take these actions to meet the position's criteria, the company's aims and objectives, and the behaviours that management values the most in work performance (Motowildlo & Schmitt, 1999; Murphy & Shiarella, 1997). According to the study, while envisioning each employee's performance on the work, it is critical to consider both task activities and contextual behaviours. Murphy and

Shiarella (1997) claim that work performance evaluations are no longer only based on the physical tasks required to produce tangible products and services. Contextual performance is now considered more.

Employee perceptions and expectations have developed as civilizations shift from economies based on the physical world to ones based on knowledge. They can adopt certain creative practices that might give their firms a competitive edge in addition to finishing the assignment. Allen and Rush (1998) assert that the relevance of contextual performance to task performance is beginning to be recognized. Offering extra labour, adhering to organizational policies and procedures, helping and cooperating with coworkers, and many other discretionary behaviours are examples of contextual performance (Ostroff, 1992; Allen & Rush, 1998).

Organisations and academics have paid much attention to employee performance since the dawn of time (Khan & Nawaz, 2010; Armstrong, 2017). For instance, employee performance was described by Aguinis (2009) as the acts or behaviours that employee engages in rather than the results or outputs they produce while working. According to Khan and Nawaz (2010), employers can make certain that workers' efforts are focused on reaching their goals. According to Agarwal and Bhargava (2012), workers are often able to perform at a higher level and as a result are afforded the chance to participate in the implementation of changes that impact them. Employees who participate in innovations may immediately put them into practice; they are made clear.

According to Agarwal et al. (2012), employee success includes what people do and achieve and how they accomplish it. Armstrong (2017) claims

that evaluations of employee production often consider their activities and career achievements. It has typically been accepted as a continuous phase and, as a result, has been assessed using several criteria (Koopmans, Bernaards, Hildebrandt, de Vet & van der Beek, 2014; Armstrong, 2009). Based on task related, contextual, or inefficient work behaviour, employee productivity was evaluated for this study (Koopmans et al., 2014; Armstrong, 2009). The capacity or competence to carry out one's primary obligations is known as task performance. It mainly consists of the work volume, assignment standard, technical proficiency, and industry knowledge.

As defined by Koopmans et al. (2014), contextual work behaviour refers to employee behaviours that promote the social, psychological, and organisational environment. This dimension has many different elements, such as interpersonal relationships, extra-role success, organisational citizenship behaviours, and the completion of tasks that are not job-specific, etc. It frequently refers to behaviours that go above and beyond the job requirements in terms of technical proficiency, such as taking on extra responsibilities, demonstrating initiative, or helping trainees with their assignments. Employee activities and contextual work behaviour are valued on par with strategy achievement since they contribute to the social and psychological foundation of the company (Koopmans, 2014).

On the other hand, unproductive workplace behaviour occurs when a worker engages in behaviour inconsistent with the beliefs and objectives of his or her company (Koopmans, 2014). Such behaviours endanger the well-being of the company, its employees, patients, and clients. Hazing workplace conduct has escalated lately, including fraud, drug usage, tardiness, off-task

behaviour, absenteeism, and other subpar employee behaviours (Ahmad, Hashmi & Akhtar, 2016). These work procedures were shown to affect performance directly; thus, they were included in the study's employee performance assessments.

Factors Affecting Performance of Employees

Employee performance is affected by a variety of characteristics in different organizational situations, according to research (Uddin, Luva, and Hossain, 2013; Wright & Snell, 2009). To better understand the specific dynamics at play within Cape Coast Technical University (CCTU), it is important to investigate these factors and their potential impact on the performance of CCTU personnel. By focusing on the unique context of CCTU, researchers can gain insights into how these factors directly or indirectly shape employees' productivity and performance.

Cooke (2013) highlights that an organization is defined by the interactions among individuals, groups, and the overall structure. These interactions are greatly influenced by the corporate culture, and employee performance can be significantly impacted by these interactions as well. Employee performance and the university's objectives are likely to be greatly impacted by the CCTU culture, which has its own set of norms, values, and beliefs.

Previous research has identified numerous factors that have been found to influence employee performance and can be divided into three primary categories: those about the employee, the environment, and the job (Kawiana, Dewi, Martini & Suardana, 2018; Uddin et al., 2013). Factors that relate to employee include individual characteristics, such as knowledge, skills,

abilities, attitudes, and motivation, which can significantly impact how employees perform their roles. Job-related factors encompass aspects like task design, workload, job autonomy, and the availability of resources necessary for employees to carry out their responsibilities effectively. Environmental factors refer to the broader organizational context, including the leadership style, organizational structure, communication channels, and the overall work environment.

Investigating these factors within the context of CCTU will provide valuable insights into how they influence employee performance specifically within the University. For instance, understanding the specific employee-related factors that are most significant in driving performance can help identify areas for targeted training and development programs. Examining job-related factors can shed light on how task design or workload may impact employee productivity and identify opportunities for improvement. Exploring the environmental factors at CCTU, such as the leadership style or communication practices, can provide insights into how the organizational context influences employee performance.

The various personal characteristics that affect a person's performance are all considered employee-related components (Hancock, Allen, Bosco, McDaniel & Pierce, 2013). Flexibility, skill versatility, intrinsic drive, engagement, proactivity, and skill level are given much weight in this context. According to Boxall and Purcell (2011), employee-related characteristics, especially skill flexibility, are substantially connected with employee performance and can therefore have a big impact on one's performance levels. Proactivity was defined by Parker and Collins as "controlling a situation by

causing something to happen rather than waiting to respond to it after it happens" (2010). If an employee is adaptable, they should be able to readily adjust to changing job requirements, demands, and unusual events. Therefore, one may contend that these factors directly affect performance levels.

Prior studies have focused on indicators of aspects of the workplace, such as the environment, communication and autonomy (Boselie, 2010; Noe, Hollenbeck, Gerhart & Wright, 2006). For instance, job autonomy is concerned with the degree to which individuals can decide how to carry out their professional activities (Noe et al., 2006). It stresses how independent and free workers are to make decisions about their employment. Additionally, a person's workplace affects their capacity for productivity and initiative (Fawcett, Brau, Rhoads, Whitlark & Fawcett, 2008; van Veldhoven, 2005). Additionally, excellent communication at the workplace is a critical component directly linked to employee dedication, morale, and performance levels (Armstrong & Taylor, 2020). In conclusion, CCTU employee performance might be considerably harmed if aspects linked to the work are ignored.

Finally, earlier studies have also researched environmental factors (Kasemsap, 2014; Dermol & Cater, 2013; Bapna, Langer, Mehra, Gopal & Gupta, 2013; Ketkar & Sett, 2010). These components strongly emphasise organisational trust, leadership, and human capital development. Other characteristics, such as training culture, management support, environmental dynamic, and organisational climate, have been presented by Armstrong (2004) and Pulakos (2004) Employees may believe that management's support influences their efforts at work and favourably raises proactivity, devotion, and

performance levels, according to Parker, Williams, and Turner's (2009) research. Armstrong and Taylor (2020) concluded that a training culture enhances employees' knowledge and abilities to effectively manage ongoing, new workplace issues. This enhances employee performance.

Effectiveness of HRM Practices

Directing and implementing effective HRM practices are essential for aligning HRM objectives with the overall strategic objectives of the organization and ensuring optimal support for internal customers, including employee satisfaction. By utilizing modern tools and techniques, HR planning, also known as workforce planning, plays a vital part in making sure the correct number of qualified workers are stationed in the best possible places inside the company.

The methodical process of projecting the organization's future requirements for human resources and creating plans to address those needs is known as HR planning. This procedure considers variables including projected growth, technological advancements, market trends, and labour force composition. By proactively identifying the organization's talent requirements, HR planning helps to avoid staffing shortages or surpluses and ensures a well-balanced workforce that can effectively contribute to achieving strategic objectives.

A key component of effective staffing is attracting and selecting the best candidates with the required skills and qualifications from various sources. The recruitment process involves identifying potential candidates, creating job advertisements, and employing appropriate recruitment methods such as online job boards, social media platforms, and networking.

Organizations stand a greater chance of learning people who have the qualifications for the open positions if they reach out to a diverse pool of candidates. Once potential candidates are identified, the selection process comes into play. This process typically involves reviewing applications, conducting interviews, and assessing candidates through various assessment methods such as tests, group exercises, or work samples. The goal is to choose candidates who not only fulfil the position's requirements but also coincide with the company's values and culture. Effective selection practices ensure that the right individuals are hired, contributing to improved performance, productivity, and overall organizational success.

Adequate staffing goes beyond recruitment and selection; it also encompasses addressing the needs and requirements of the selected candidates. This involves providing necessary training, onboarding processes, and orientation programs to help new employees acclimate to their roles and responsibilities efficiently. By offering comprehensive support and addressing employee needs, organizations can enhance employee satisfaction and engagement, ultimately leading to improved performance and retention.

To function optimally, HRM practices rely on contemporary recruitment technology that enables efficient and streamlined hiring processes. In order to draw in a wide pool of applicants and expedite the selection process, this involves utilizing AI-powered screening tools, online job portals, and applicant tracking systems. By leveraging technology, organizations can enhance the efficiency of their recruitment efforts, ensure equal incentives and opportunities for all candidates, and promote a fair and inclusive work environment.

The establishment of efficient pay systems is another crucial aspect of HRM practices. These systems should not only provide competitive compensation but also incorporate elements that recognize and promote teamwork. Incentive programs and reward structures can be designed to encourage collaboration, cooperation, and collective achievements within the organization. By aligning pay with performance, organizations can foster a culture of meritocracy by motivating its employees to contribute to the achievements of internal customer demands and expectations.

Employees that participate in training and development programs are better prepared to perform better and contribute more effectively to the organization. HRM practices that prioritize training and development ensure that employees at all levels have access to relevant and up-to-date training materials and technologies. This can include online learning platforms, eLearning modules, workshops, seminars, and mentoring programs. By investing in continuous learning and development, organizations empower their employees to enhance their performance, attitude, and level of work.

Effective performance evaluation systems are essential for monitoring and measuring individual and team performance. The key performance indicators (KPIs) that determine success should be the emphasis of these systems, which ought to be consistent with the strategic goals and objectives. By setting clear performance objectives and utilizing cutting-edge performance review technologies, HRM practices can provide valuable feedback to employees, identify areas for improvement, and support their professional growth. This can include performance management software,

360-degree feedback tools, and regular performance conversations between managers and employees.

In conclusion, HRM practices function best when they leverage contemporary recruitment technology to attract and select the right candidates, establish efficient pay systems that promote teamwork and meet internal customer demands, provide comprehensive training and development opportunities, and utilize performance evaluation systems that align with strategic goals and incorporate cutting-edge technologies. By integrating these practices into their HRM strategies, organizations can enhance employee engagement, performance, and overall organizational success.

Human Resource Management Practices and Employees' Performance

Various industries, including manufacturing, services, and construction, have been researched about HRM practices and performance, with variable degrees of success (Bello-Pintado & Garcés-Galdeanor, 2017; Chowhan, 2016; Kuipers & Giurge, 2016). To the researcher's knowledge, however, there haven't been many—if any—studies which have attempted to assess HRM performance and practices at the higher institutional level. There are various drawbacks, nevertheless, if human resource management procedures are improperly applied in a business.

A business with efficient human resource management practices benefits from sustained growth that will improve economic prospects and aid in achieving the company's goals (Yi, Natarajan & Gong, 2011). Due to this, companies without effective methods of managing their human resources spend more on attracting and employing people who fit the organisation's needs, training them to adhere to the organisation's overall culture, and

accruing higher costs (Moon & Li, 2012). HRM techniques favour the execution of business strategy, employee performance, financial outcomes, internal conflict management, and sustainable competitive advantage (Mukhtar & Siengthai, 2011; Tan & Nasuridin, 2011; Atteya, 2012; Loshali & Krishnan, 2013).

According to various empirical studies (Singh & Jain, 2014; Tangthong, 2014), effective HRM practices improve the success of organizations, particularly about employee retention. Studies have shown that implementing HRMPs positively affects organisational loyalty, employee retention, and turnover (Tangthong, 2014; Osemeke, 2012; Fauzi et al., 2013, Merchant, 2013). The company's continued growth (Yi, Nataraajan & Gong, 2011). Employee recruiting and training practices, promotion opportunities, and employees' impressions of how far the promotion process is all impact employee performance (Ambrose & Cropanzano, 2003).

Compensation levels, pay equity, and other job-oriented factors influence it. A few HRM tactics proven to affect employee performance include performance reviews, profit sharing, job descriptions, employment security, and voice. Furthermore, academic research suggests that implementing these practices collectively rather than singly would increase organisational performance more than singly (Geringer et al., 2002; Ali et al., 2017).

Although the majority of research claims that HR policies have an impact on performance, such a one-sided perspective is inadequate (Edwards & Wright, 2001). The primary argument against organisational performance and expensive HR practices is that high-performing businesses can afford to

do so, not the other way around (Shaukat, Ashraf, & Ghafoor, 2015; Bratton, 2007). There is, however, little to no robust theoretical development that explains how such HR strategies work, despite the one-way causal link between HR practices and company success being established (Guest, 2011; Shaukat, Ashraf, & Ghafoor, 2015; Delery & Gupta, 2016; Guest, 2011). As a result, HRM systems and practices have an impact on company resources like human capital or employee behaviours, which indirectly impact corporate performance (Bratton, 2007; Davis, 2017).

The implicit model (Boselie et al., 2001; Fey et al., 2000; Guest, 2001; Park et al., 2003; Paul & Anantharaman, 2003; Huselid, 1995; MacDuffie, 1995) assumes that there are factors that operate as mediators between business performance and HR practices. Future research, according to Delery (1998), has to focus on identifying the mediators and gathering data on these components. The development of SHRM theory depends on this issue.

Additionally, according to Bowen and Ostroff (2004), it is yet unknown how HRM systems affect organizational performance. HR practices, according to Doty and Delery (1997), affect business success by building a knowledgeable, empowered, and driven workforce. HR outcomes, such as development, retention, and motivation, are used as moderators across HR methods and business success was supported by evidence provided by Fey et al. in 2000. Quality, adaptability, and staff dedication were employed as mediating factors by Guest (2001).

The performance of employees and human resources management techniques are closely associated because the former helps select and assign the best human resources, which enhances the performance of the firm as a

whole (Absar, Azim, Balasundaram, & Akhter, 2010). Human resources management procedures such as performance review and monitoring provide an inbuilt guarantee for an employee's continuing employment performance, rewarding and enhancing it based on this evaluation, punishing him when he makes a mistake, and providing him with the necessary development and training. The performance of employees and human resources management techniques are closely associated since the former helps select the best human resources and places them in jobs that improve the performance of the company overall (Absar, Azim, Balasundaram, & Akhter, 2010). Human resources management procedures such as performance review and monitoring provide an inbuilt guarantee for an employee's continuing employment performance, rewarding and enhancing it based on this evaluation, punishing him when he makes a mistake, and providing him with the necessary training and development. Job performance, supervision, and incentives are all positively connected, per a study by Akhter et al. (2016).

It also demonstrated that neither the nature of the work teams nor the motivation to quit had a substantial impact on how well employees performed their jobs. According to Hosain's (2016) research, there is a strong correlation between job analysis, employee data accuracy, manager-employee relationships, and decision-making involvement. According to the study, there is a link between the other traits and the detrimental impacts of incentives, bonuses, and supervisor support on staff retention. The analysis found that there are more coordinated factors for employee retention than just one cause.

Effective HRM practices and employee performance have a statistically significant positive link, according to studies by Ilyas et al. (2016),

Islam et al. (2016), and Jeet & Sayeeduzzafar (2014). The study also demonstrated that incentives and rewards had the greatest impact on worker performance. Sattar,

Khalil, and Hassan (2015) and Hanaysha and Tahir (2016), as well as Sattar, Khalil, and Hassan (2015), have conducted studies that show collaboration and empowerment as the most effective on employees' performance, with incentives coming afterwards. Research by Ijigu (2015) and Mehta (2014) shows an association between performance, work satisfaction, and techniques for managing human resources (rewards, incentives, and performance enhancement) that is statistically significant. The study also showed how crucial expectations are to having productive conversations with bosses.

All human resources significantly affect how long employees stay at a firm and how dedicated and loyal they are to it, according to a 2014 study by Janjua and Gulzar. Organizational commitment, according to Koç et al. (2014), is statistically related to performance, and management tactics such as hiring practices, incentive schemes, and bonus payments. The results also illustrated the usefulness of bonuses in specialised and general incentive programs. Oyeniyi, Afolabi, and Olayanju's (2014) study found that rewards and promotions are two management tactics that considerably impact employees' performance. Incentives and rewards that significantly impact employee commitment, loyalty, and satisfaction are linked to management practices' features, finds a 2013 study by Hassan, Hassan, Farooq, Khan, and Iqbal. Salaries are the most critical element determining how well people perform, followed by recognition and promotions, according to a study by

Yaseen (2013). According to a study by Javed, Rafiq, Ahmed, and Khan (2012), incentive and award programs and employee performance and work satisfaction are statistically correlated. However, the recognition was of little significance, given the employees' performance and training quality.

Empirical Review

Over the years, many significant contributions to the literature on subjects relating to labour management have been made. Much emphasis has been paid to human resource management (HRM), which many view as a revolutionary approach to managing people (Guest, 1997). The impact of HRM on employee performance regarding accomplishing business goals and objectives has been studied. Cappelli and Crocker-Hefter (1996) state that there is interest in improving human resource management is currently present (HRM).

Rapid environmental change, innovation to provide competitive goods and services, and changing investor and customer expectations have become standard for companies. Due to the constant need for businesses to raise the bar for their performance and develop competitive advantages, the HR department must concentrate on novel techniques rather than conventional HRM. Some practices include suitable recruiting and selection methods, adaptive workforces, strategies for enhancing quality and professional development, employee empowerment, performance management systems, team-based job designs, as well as bonus money (Jing & Huang, 2005).

Recruitment and Selection

The concept of equity is supported by Adams' (1963) Equity Theory. The most effective hiring and selection standards, by this notion, reflect the

organization's dedication to being an equal opportunity employer. Finding competent employees, however, is a severe organisational challenge, and it can be challenging to choose and hire people with the proper qualifications to support company goals (Hausdorf & Duncan, 2004). As was also mentioned, this issue is exacerbated by the absence of strategic consequences for employee selection and recruitment.

According to Gamage (2014) and Carroll et al. (1999), a systematic hiring process should comprise the following steps: identifying open positions, job analysis, job descriptions, person requirements, and advertising. Strategic recruitment and selection procedures, as opposed to informal approaches, involve the recruitment process, information gathering about qualified candidates, evaluating each candidate's qualifications, and making long-term employment decisions (Rogelberg, 2006). This demonstrates that selecting and employing personnel is a strategic process meant to aid the company in achieving its objectives as opposed to being just an administrative duty or a means to an end in and of itself. Therefore, having recruiting and selection procedures and policies in place is insufficient. In addition, regular monitoring, evaluation, and reviews of these programs and policies are required to determine their applicability and efficacy (Bloisi, 2007).

Training and Development

Even carefully chosen staff can occasionally perform below par, according to Dessler (2008). This is because potential performance and actual performance are two different things, and without training and development, even a worker may not be able to perform effectively and correctly while having a high potential for performance. According to the Labour Act 2003,

part III (Protection of Employment), Act 651, section 10, a worker's rights include the right to receive information relevant to his employment, retained for the advancement of his job (Rights of a Worker) as well as the right to be trained. Similar to how they affect other operations, the organisation's policies and strategy impact training and development initiatives. Throughout the hiring and selection process, job descriptions are essential processes in a company with organized, methodical training and development plans.

Miller (2007) created a framework for people management that covered succession planning, hiring, performance, learning, career development, compensation, monitoring, and reporting to successfully run a business. To correctly build a corporation, managers must review its recruiting, training, performance management, and compensation methods. Investing in personnel is one of the major strategies for management used by the organization. Therefore, in various HR practice applications, they must strive to promote, motivate, and increase employee performance (Gungor, 2011). Since it affects both individual employee performance and organisational performance, performance management should be a crucial part of the organisation's HRM system.

The ability, motivation, and opportunity for employee engagement all impact performance, according to Appelbaum's (2003) AMO-Model. This shows that while managing performance, people must be given the flexibility and chance to make their judgments (O). To effectively focus their efforts, employees must be motivated and have the ability (A) to acquire the essential knowledge and skills through training and development. Encourage employees to put their all into the work they are doing for the organisation.

The primary focus of Raziq's (2014) study is the connection between effective human resource management techniques and strategic planning. The industrial and service sectors of Pakistan's small and medium-sized businesses were the primary focus of the study. Because the primary data for the study originated from a survey on high-performance HRM practices, it is quantitative in nature (HPHRMP). The study's target population consisted of SMEs located in Karachi, a significant metropolis in Pakistan. To gather information from 357 SMEs, a stratified random sampling strategy was applied. To determine whether the group's methods of strategic planning were substantially different in terms of the frequency of HPHRMP, a t-test using independent samples was also carried out. Overall, the findings were conflicting and only slightly in favour of a link between adopting HPHRMP and strategic planning.

Performance Management

In a study focused on small businesses, Collins (2005) found that good HR policies significantly affect employee outcomes. This emphasizes how critical it is to implement HRM plans that mesh with the goals and fundamental principles of the company. What Impact HRM has on performance, according to Guest (2002), depends on how employees view and react to various HRM activities. Consequently, the efficacy of HRM procedures relies heavily on the workers' perceptions and attitudes towards them.

Employee performance may be improved if HRM practices are viewed favourably. Employees are more inclined to be involved, driven, and committed to their work when they believe HR practices are fair, supportive,

and in line with their needs and objectives. Based on this favourable view, employees are motivated to provide extra effort since they feel respected and empowered. As a result, organizations with effective HRM practices can tap into the discretionary effort of their employees, leading to improved output and productivity.

But conversely, poor opinions about HRM procedures may have a detrimental influence on employee execution. Should employees perceive HR procedures as unfair, inconsistent, or misaligned with their expectations, it can lead to disengagement, demotivation, and reduced commitment to their work. In such cases, employees may withhold their discretionary effort and be less willing to go above and beyond their job requirements. This can hinder organizational performance and productivity.

As stated by Wright and others (2003), the presence of an appropriate supervision of performance system, supported by a compensation system linked to performance, can encourage employees to exert discretionary effort. When employees perceive that their performance is being effectively managed and recognized through a fair and transparent performance appraisal process, they are more likely to be driven to give their best effort. When performance management is coupled with a compensation system that rewards high performance, it strengthens the relationship between achievement and reward even more, motivating employees to strive for excellence.

To determine how human resource management strategies affect employee performance in Pakistan's telecom industry, Marwat and other (2009) carried out a study. According to their study, all of the variables analysed had a favourable link with employee performance, which suggests

that good HRM procedures might lead to better employee performance. However, the variables of compensation and training were discovered to have the most important associations with workers' output. This suggests that adequately rewarding employees and providing them with relevant training opportunities are key factors in enhancing their performance within the telecom sector.

Baloch & Co. (2010) examined the association between three methods for HR in a more recent study. Remuneration, promotion, and performance assessment and employees' opinions about how they performed were investigated. The researchers looked into a correlation analysis to look at the connections between these HR procedures and viewed worker output. The findings demonstrated a strong relationship between performance evaluation methods and employees' assessments of their work. This indicates that the way employees' performance is evaluated within an organization can influence how they perceive their performance.

Additionally, a strong correlation between remuneration methods and how well employees thought they were performing the way employees are compensated for their work, including factors such as salary, incentives, and rewards, can influence their perception of their performance. Similarly, the study discovered a significant link between the promotion procedures and how well employees were perceived by their employers. The opportunities for advancement and career growth within an organization can impact how employees perceive their performance.

Human resource (HR) practice bundles, systems, or configurations and their effects on performance outcomes have been the subject of recent studies

(De Kok & Hartog, 2006; Drummond & Stone, 2007). Previous studies have mostly concentrated on the connection between individual HR practices and business performance. In this investigation, these categories of HR processes are referred to as high-performance human resource management processes (HPHRMP).

Wherever they are used, Organizational performance has been demonstrated to benefit from HR practices (Liao, Toya, Lepak, & Hong, 2009; Sun, Aryee, & Law, 2007). Employee involvement may improve organizational effectiveness, according to numerous studies. According to Ramsay, Scholarios, and Harley (2000), employee performance converted HRM practices and policies into explicit performance. Formerly regarded as a high performer, he is inspiring and driven by their interests. Strong work ethics among employees help the business function better. As a result, when doing HR research, the employees' viewpoints are considered (Bowen & Ostroff, 2004; Nishii & Wright, 2008). How HR management systems are used reflects organisational strategy and outside forces.

Organisations choose structures for people management. The internal communications plan for employees is described in this design (Bretz & Judge, 1994). Until an HR system is established in plain English, it cannot be expected to have the desired effects on employees (Legge, 1989). According to Den Hartog, Boselie, and Paauwe (2004), the line manager's work has been sufficiently successful in executing the intended HR system and addressing issues that have arisen during implementation. According to Nishii's (2008) research, when managers successfully implement HR systems, they will be viewed as realistic and demonstrated to be goal-oriented. The success of HR

policies, however, is viewed differently by managers and non-managers (Nishii, 2008). Because of this gap, there is a difference in how managers and non-managers see how HR practices impact employee performance. Research is necessary to uncover perceptual agreement between the two stakeholders on HR outcomes because of this perception gap (Nishii, 2008).

Employee views and human resource strategies are mediated by employee perceptions (Arthur, 2008). Integrating HRM practices has led to the development of new management concepts. To achieve financial viability and, eventually, competitive advantage, HRM is transitioning from evolution to revolution (Ashraf, 2011). At this pivotal time in human history, citizens of emerging nations want major help for raising economic productivity. Instead of being sluggish, they should develop adult habits based on experience and wisdom (Khalid, 2011).

Conceptual Review

This framework was created using the theoretical foundations of the study, which viewed strategic recruiting and selection, strategic training and development, and a strategic performance management system as the independent factors, and employee performance as the dependent variable. The literature analysis reveals that strategic HRM strategies affect workers inside a company. Therefore, the researcher's main point of emphasis for the study is how strategic HRM strategies impact employee performance. Furthermore, it is evident from a conceptual standpoint that the independent variables affect employee performance. Therefore, the framework demonstrates how strategic HRM strategies affect employee performance.

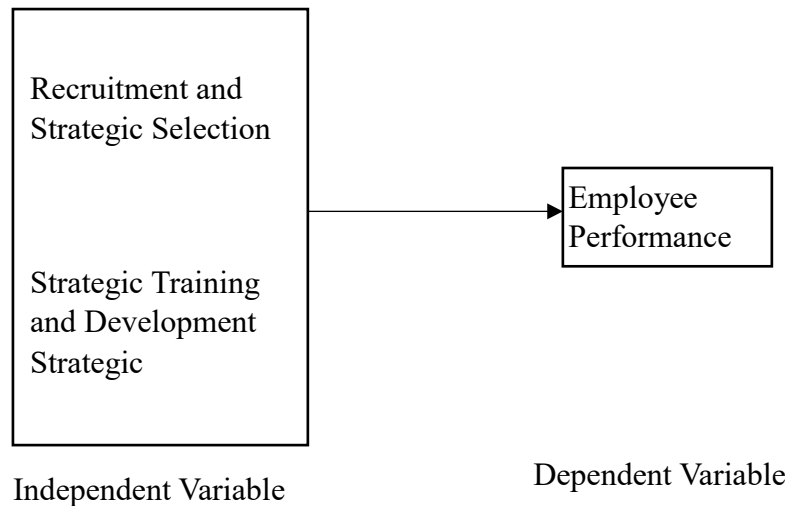


Figure 1: Conceptual Framework of the Study

Source: Prah (2018) And Modified by The Researchers

Chapter Summary

In conclusion, Jones & Wright (1992) and Huselid (1995) explain that thorough recruitment and selection processes, in-depth employee training and development programs, and efficient performance management systems can enhance current and future skills, knowledge, and capabilities necessary for organizational growth. Additionally, increased employee empowerment and motivation will boost high performers' retention rates and motivate underachievers to quit the company.

CHAPTER THREE

RESEARCH METHODS

Introduction

This part contained the appropriate techniques or methodologies that were used in the study about employee performance and HRM procedures. The sections that followed described the primary research philosophies.

Research Approach

To accomplish its goals, the research study used a quantitative research approach. At CCTU, the effect of HRM procedures on staff performance was systematically investigated and analysed thanks to the application of a quantitative approach. This methodology provided a structured framework and specific strategies for collecting and analysing numerical data (Creswell, 2014). By utilizing statistical analysis, the quantitative approach facilitated a clear understanding of the relationships between the variables under investigation (Creswell & Plano Clark, 2011). It enabled the identification of causal relationships and the measurement of the strength and direction of these relationships. Descriptive and inferential statistical techniques were applied to gain understanding of and make judgments regarding the target audience (Saunders & Lewis, 2012).

To conduct the statistical analysis, data were collected and transformed into a numerical form. This numerical data provided the basis for conducting various statistical tests and calculations. By examining the numerical data gathered from the research participants, the quantitative approach allowed for the examination of the effect that HRM procedures have on worker performance.

One of the advantages of the quantitative approach is its ability to provide more objective and generalizable results. By employing a systematic and structured methodology, the research study aimed to produce reliable and valid findings. To examine patterns, trends, and relationships in the data and provide a solid foundation for findings, statistical analysis was used (Creswell & Creswell, 2017). In general, the quantitative research approach was selected for this study to evaluate how HRM practices at CCTU affect employee performance. It gave researchers a methodical and objective way to gather and analyse numerical data, allowing them to make insightful deductions and add to the body of information already known about HRM.

Research Design

Within the framework of quantitative research, for this investigation, a descriptive design was used as the methodology. The primary objective of the descriptive design is to explore and address research questions or problems that have not been adequately studied in the past. By employing this design, the researchers aim to provide a comprehensive overview of the key components related to HRM practices and employee performance at CCTU. The descriptive design allows for a systematic and detailed examination of the subject under study. It permits the investigators to gather relevant data and information, describe the characteristics of the variables of interest, and establish patterns and relationships between them. The design is very helpful in offering a thorough comprehension of the phenomenon under investigation.

According to Salaria (2012), the descriptive design offers several advantages. It facilitates the generalization of results, allowing for broader implications and insights beyond the particular study context. The design also

provides flexibility in data collection and analysis, allowing for the inclusion of various sources and methods to enhance the accuracy and dependability of the results. Additionally, the design allows for purposeful observations and documentation of specific features of HRM procedures and how they affect employee performance.

Though it's crucial to recognize the constraints of the descriptive design. For instance, there is a possibility of collecting partial or incomplete data from respondents, which may limit the comprehensiveness of the findings. Additionally, the presence of other uncontrollable variables in the research context may influence the conclusions drawn from the study. Finally, the descriptive design may require a significant amount of time and resources to fully gather and examine the material.

Despite these limitations, the researchers have deemed the descriptive design suitable for addressing the primary research questions and objectives. It will offer a thorough analysis of the HRM procedures used at CCTU and how they affect worker performance. By employing this design, the researchers aim to advance our current understanding and comprehension of the relationship between HRM and procedures and worker output in the particular setting of CCTU.

Study Area

Based in Ghana's Central Region and five kilometres from the main road that connects Twifu Praso and Cape Coast, the Cape Coast Technical University (CCTU) was the study's focus (CCTU, 2017). In 1984, the Technical University was founded as a second-cycle institution to offer numerous intermediaries leading to the award of non-tertiary certificates.

Following the enactment of the Polytechnic Law (PNDCL 321) in 1992, the University was upgraded to a tertiary level to run programmes in various disciplines leading to the award of Higher National Diplomas (HND) in engineering, business and applied sciences and art awarded by the National Board for Professional and Technician Examination (NABPTEX).

Currently, as a Technical University, and per the Technical Universities Act, 2016 (Act 922), as amended, in 2018 Act (Act 974), Cape Coast Technical University is mandated to provide higher education in Engineering, Applied Sciences and Arts, Technical and Vocational Education and Training and other related disciplines. The Technical University aspires to be the leading Technical University in Ghana. Its objective is to increase access to postsecondary education for people who desire practical training to attain academic and professional success (CCTU, 2017). To fulfil these obligations and satisfy the ever-increasing demands, the institution always needs the help of its employees. This might lead to an increase in effort, job expectations, and stress for the staff at the technical institution. Therefore, diverse HRM solutions are required to address these problems and raise employee performance levels continuously. This led the investigation to concentrate on CCTU. Therefore, as stated earlier, the literature on Cape Coast Technical University remains vague, hence the researcher's need to fill this gap.

Population

In this study, the population under investigation consists of the academic personnel at Cape Coast Technical University (CCTU). The academic personnel at CCTU include both administrative staff and teaching staff who are involved in the various academic-related activities within the

university. According to Creswell (2014), the population is a collection of organisms that share particular traits important to the study. In the purpose of this study, the population refers to those who actively participate in their academic obligations and make contributions to the overall functioning and success of CCTU.

According to the CCTU Academic Records (2019), the anticipated population size of the administrative staff at CCTU is 175 individuals. These office staff employees are extremely important to the daily operations of the university, ensuring the smooth functioning of administrative processes, student services, and support functions. They are responsible for managing various departments, overseeing academic programs, coordinating resources, and providing essential services to students and faculty. The selection of the administrative staff as the target population for this study is justified by their active participation in office-related activities and their significant contribution to the overall functioning of CCTU. Their roles and responsibilities within the University make them a key group to investigate to comprehend how HRM procedures affect employees' performance in an academic setting.

By focusing on the administrative staff as the target population, the study aims to gather insights into the specific challenges, experiences, and perceptions of this group regarding HRM procedures and how they affect worker output. The study's findings can potentially inform the development and improvement of HRM strategies designed to fulfil the unique needs and requirements of the academic personnel at CCTU.

Sampling Procedure

Data collection from every participant in the study was challenging since the research's huge sample size. In this way, choosing a sample that was typical of the intended audience was important. To accomplish its objective, this study employs Yamane's formula to estimate the size of the study's sample and determine the appropriate sample size for the various survey participant types.

The following formula is provided as:

$$N$$

$$=1+(e)^2$$

Where:

e is the required degree of accuracy (i.e., the margin of error which is 0.05),

N is the population, n is the sample size.

$$\text{Therefore, } n = \frac{175}{1+175(0.05)^2} = 122$$

The study will use 122 of the 175 administrative staff surveys as the study's respondents. Therefore, the study's analysis will be predicated on the thoughts and perspectives of the sample, which will then be extrapolated to the intended audience. Picking respondents from the desired population was done using the simple random sample approach, giving each participant an equal chance of being chosen. The sampling procedure was selected because it is the most straightforward probability sampling procedure, is easy to use, is regarded as a reasonable way to choose members, and gives each member an equal chance of being chosen when compared to other sampling techniques like stratified and systematic sampling (Creswell, 2014).

This was accomplished in the study by using the lottery approach. This was achieved by acquiring an extensive roster of the faculty members from the technical institution's human resources department. After assigning numbers to the list, the numbers were inserted into a ballot box. Random numbers were taken out of the voting box and shaken repeatedly until the necessary sample size was reached. In conclusion, all of the study's samples comprised individuals within the intended demographic.

Data Collection Instrument

The sampled respondents were surveyed using a standardized questionnaire to obtain information from them. Each respondent to a questionnaire submits the same data following predefined rules (Creswell & Clark, 2011; Saunder & Lewis, 2012). To help research in quantitative studies, it is used to approach respondents and request primary data. The survey was constructed utilising interval data on a Likert-style scale, where one (1) denotes the least agreement and five (5) the greatest. The scale is essential for descriptive and inferential statistical data analysis methods.

Parts A to D of the structured questionnaire were separated into separate sections. As an illustration, Part A gathered information about the respondent's demographics; Part B included 15 questions about responses regarding different methods of managing human resources at the Technical University; To determine the variables affecting staff performance at the technical institution, Part C likewise had fifteen questions, and Part D included 15 questions. to gather information about the respondent's overall satisfaction with the technical university. Bear in mind that all of the questions were revised in light of empirical analysis.

Validity and Reliability

When considering a certain instrument, reliability is an important factor to consider. Reliability, according to Bless and Higson-Smith (2000), is focused on the instrument's consistency. If an instrument can be relied upon to measure a constant value consistently and correctly, then it is considered extremely trustworthy. Dependability or consistency are the definitions of reliability (Neuman & Kreuger, 2003; Creswell, 2014). It shows the probability that a specific measurement method will consistently produce an accurate description of a specific phenomenon. Reliability's function in a study is to reduce biases and errors (Yin, 2017). As previously mentioned, the internal consistency of the research items was confirmed by generating a Cronbach's Alpha coefficient on the pre-data.

Previous studies have demonstrated that scales with a Cronbach's Alpha coefficient of 0.70 or higher are considered dependable (Pallant, 2016). However, studies such as Mahmoud (2010) and Boohene et al. (2012) seem to support Nunnally's (1978) recommendation for an Alpha coefficient of 0.5 and, thus, was employed in the study. On the other hand, the validity of an instrument refers to how effectively the notion is intended to test is measured (Bryman, 2016). They also contend that in order for an instrument to be genuine, the instrument should be able to be consistently reproduced; once this is achieved, it may be evaluated further to see if it lives up to its claims. In order to determine how the study's constructs have been measured by prior researchers, the researcher reviewed pertinent literature (Agarwal and others, 2012; Hashmi and others, 2016; Akhtar and others, 2016; Al Hosani and

others, 2017) as advised by Brynam (2016) to confirm the accuracy of the questionnaires.

Data Collection Procedures

The process of obtaining permission and conducting the gathering of data for this research involved several important steps. Firstly, a formal request for permission was made to the relevant authorities at Cape Coast Technical University (CCTU). This was done by submitting an introduction letter from the head of the university's human resources division, which explained the significance and goal of the study. Once the CCTU leadership approved the request, the research team proceeded with the data collection process. To ensure efficient data collection, two research assistants were selected based on their competence and skills in conducting surveys and gathering data. Their role was crucial in disseminating the standardized surveys and collecting the responses from the participants.

Given the busy schedules and availability constraints of the administrative staff, the data collection process spanned a month to accommodate their participation. This extended timeframe was necessary to allow sufficient time for the respondents to fill out the surveys whenever it was most convenient for them. The research assistants played a vital role during this period by providing support and guidance to the respondents, ensuring that self-administered questionnaires were used. The assistants for research were responsible for distributing the surveys, answering any queries or clarifications raised by the participants, and collecting the completed questionnaires. They were trained to maintain confidentiality and handle the collected data securely to safeguard the privacy of the respondents.

Throughout the data collection period, the research assistants maintained regular communication with the participants to encourage their active participation and ensure a high response rate. They also followed up with reminders to maximize the completion of the surveys. By involving research assistants and employing a systematic approach to data collection, the study aimed to minimize potential biases, errors, and inconsistencies in data gathering. The involvement of trained assistants helped streamline the process, enhance the participant's understanding of the survey, and increase the overall data quality.

In all, the study's data collection phase was carried out in a methodical and organized manner, adhering to ethical considerations and with the cooperation and support of the relevant authorities at CCTU. This guaranteed that the data collection process would be completed successfully, which forms the foundation for subsequent data analysis and drawing meaningful conclusions.

Ethical Considerations

Data collection in research studies is guided by fundamental principles to ensure ethical considerations are met. Patten and Newhart (2017) highlight key principles such as anonymity, confidentiality, the right to privacy, and addressing concerns about plagiarism. These principles were carefully upheld during the data collection process for this study. To preserve the responders' anonymity, the gathering of data instrument did not collect any identifying information. This decision was made to safeguard the identity of the participants and protect their confidentiality. The study ensured that

respondents' data remained anonymous, and their personal information was not linked to their responses.

Confidentiality was also maintained throughout the study. Respondents were assured that their opinions and data would be handled with the highest discretion and kept private from third parties. This guarantee provided a sense of security and encouraged respondents to provide honest and uninhibited responses. By allowing respondents to complete the poll on their own, the right to privacy was honoured. It was not required to provide any additional personal information beyond what was necessary for the research. This approach ensured that respondents had control over the information they shared and maintained their privacy throughout the data collection process.

Plagiarism concerns were addressed by adhering to the originality requirements. The research team used tools like the turn-in report to make sure that the research's content was unique and free of any plagiarism. The validity and reliability of the study's findings were preserved by this dedication to academic integrity. Importantly, the study did not pose any risks to the lives of the subjects. The data collection process focused on gathering information related to HRM practices and employee performance. It did not involve any intrusive or harmful elements that could potentially endanger the well-being or safety of the participants. By upholding these fundamental principles, the research team ensured that ethical considerations were prioritized throughout the data collection process. This commitment to maintaining anonymity, confidentiality, privacy, and addressing plagiarism concerns helped create a safe and respectful environment for the participants, promoting their readiness to participate in the research and provide valuable insights.

Data Processing and Analysis

Once the sampled respondents had provided enough information to guarantee that any inaccuracies resulting from incomplete or improperly filled out questionnaires had been considerably reduced or eliminated, the data was thoroughly validated. Then, to avoid missing values, the error-free data was suitably coded and modified. Following data entry and analysis, IBM SPSS version 26 was used to produce the findings, which were then shown in tables. Ultimately, the data were analysed using both inferential and descriptive statistical techniques.

Frequencies and percentages were two descriptive statistical methods that were used to more precisely define the respondents' demographic features. The study's objectives have also been assessed using the mean and standard deviation scores. To achieve the study's objectives, ranking was done using the mean scores. Finally, inferential statistical methods will investigate the study's objectives two and three, particularly linear regression and correlation analysis.

The study met the requirements for utilising linear regression and correlation analysis, which included uniform variation, data independence and linearity, a sufficient sample size, and data with a normal distribution. (Brown, Little, & Rubin, 2014).

Chapter Summary

This chapter examined the techniques and processes used to achieve the study's objective. The analysis employed a quantitative approach, a descriptive methodology, and well-structured questionnaires to meet the

study's aims. The gathered data was also analysed using descriptive and inferential methods including linear regression and mean scores.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The purpose of the study was to carry out a comprehensive analysis into the primary techniques for managing human resources and their effects on employees' productivity on administrative personnel at Cape Coast Technical University. The descriptive statistics and a discussion of the findings are discussed in this chapter. There are three sections in this chapter, namely, Survey response rate, respondent demographics, and descriptive statistics of variables.

Survey Questionnaire Response Rate

The researcher targeted 122 respondents from whom data were to be collected, however, the researcher got 120 responses after the questionnaire administration. This constituted 98.4 per cent, which is a positive response rate for meaningful statistical analysis. According to Natori and Iio (2021), a response rate of 50% and above is a good one.

Descriptive Statistics of Variables

In this part, the statistical descriptions of the study's variables are provided. These included the main methods of managing human resources at CCTU, the connection between these methods and workers' productivity, and the impact of these methods on workers' productivity. The results are shown in the ensuing subsections.

Main Human Resource Management Practices at CCTU

The main strategies of managing human resources at CCTU are shown in Table 1. It indicates that all the indicators received positive ratings (mean

values exceed 3.00) suggesting that the respondents agreed with the indicators. Though there are variations in the responses, they are very low compared to the majority of the respondents who agreed.

Table 1: Main Human Resource Management Practices at CCTU

	Mean	Std. Dev.	Rank
For deciding on promotions and other perks for university employees, there are clearly defined procedures.	4.16	1.218	1
Based on defined procedures, the institution selects and hires its employees.	4.15	1.335	2
The University conducts regular performance reviews to enhance the teaching and learning procedures at the institution.	4.10	1.263	3
Lecturers who violate the specified guidelines are fairly disciplined.	4.07	1.110	4
This University conducts performance appraisal in a professional manner.	4.02	1.237	5
All the University administrators participate in regular training and development programs.	3.86	1.486	6
Employees at the institution are well compensated.	3.66	1.386	7

Source: Field Data, 2023

The results of the evaluations of various HRD (Human Resource Development) practices used at CCTU (Cape Coast Technical University) are shown in Table 1. The mean (M) and standard deviation (SD) values provide insights into how the respondents perceived and rated each practice. According to the table, the HRD practice that received the highest mean rating was the established processes for allocating promotions and other perks to

university employees ($M=4.16$; $SD=1.218$). According to this, the respondents considered this practice to be the most prominent and significant HRD practice at CCTU. It suggests that the University has well-defined procedures in place for determining promotions and providing additional benefits to its staff.

The second-highest rated practice was the defined procedures used by the institution in selecting and hiring its employees ($M=4.15$; $SD=1.335$). This suggests that the respondents perceived the university's selection and hiring processes to be well-established and effective. The university's regular performance review process, aimed at enhancing teaching and learning procedures at the institution, received a relatively high rating ($M=4.10$; $SD=1.263$). This indicates that the respondents acknowledged the importance of performance reviews in improving the overall quality of teaching and learning experiences at CCTU.

Fair disciplinary actions towards lecturers who violate specified guidelines also received a positive rating ($M=4.07$; $SD=1.110$). This suggests that respondents believed in the university's commitment to maintaining discipline among its teaching staff. The performance appraisal conducted at the University was perceived to be done professionally, although with a slightly lower mean rating ($M=4.02$; $SD=1.237$). This indicates that while the respondents recognized the professional nature of performance appraisals, there may still be room for improvement in the process.

Participation in regular training and development programs by all university administrators received a relatively lower mean rating ($M=3.86$; $SD=1.486$). This suggests that there may be perceived gaps or areas where the

training and development initiatives for administrators could be enhanced. Finally, the HRD practice of employee compensation received the lowest mean rating ($M=3.66$; $SD=1.386$). This suggests that the respondents perceived the compensation provided to employees at CCTU to be relatively lower or less satisfactory compared to other HRD practices assessed in the study.

In conclusion, the study examined the HRD practices implemented at Cape Coast Technical University (CCTU) and their ratings by the respondents. The findings indicate that recognized methods for calculating promotions and benefits, as well as defined procedures for selecting and hiring employees, were rated the highest among the HRD practices at CCTU. This suggests that these practices are perceived as the main focus of HRM at the university.

The study also revealed that regular performance reviews, fair disciplinary actions, and professional performance appraisal processes were positively rated by the respondents. However, there's space for development in areas such as development and training for employees and administrators' compensation. The implications of the findings highlight the importance of prioritizing promotion and fringe benefits, effective selection and hiring, and strengthening performance review processes at CCTU. Additionally, the study suggests there has to enhance the professionalism of the mechanism for performance evaluation, address any concerns regarding employee compensation, and invest in training and development programs for administrators.

Relationship Between Human Resource Management Practices and Employees' Performance

Correlation examination was done to ascertain the relationship between HRM procedures and workers' performance. The relationship between an employee's performance and techniques for managing human resources was determined using a correlation analysis. The findings are shown in the tables that follow.

Table 2: Correlation between Human Resource Management Practices and Employees' Performance

		Employees' Performance
Human Resource	Pearson	.609
Management Practices	Correlation	
	Sig.	0.000
	N	120

Source: Field Data, 2023

Table 2 explains that a correlation coefficient between HRM (human resource management) procedures and employee performance of 0.609 shows a strong positive linear link. This means that as the HRM practices improve or are implemented effectively, there is a corresponding improvement in employee performance. Additionally, the 0.00 p-value, which is lower than the significance threshold of 0.05 indicates that there is statistical significance in the association between employee performance and HRM procedures. This indicates a meaningful correlation between the two variables and suggests that the observed relationship is unlikely to have happened by chance.

The results align with those of previous research conducted by Uddin, Luva, and Hossain (2013) as well as Wright and Snell (2009), who also discovered a significant connection between employee performance and HRM

methods. Overall, the assertion emphasizes the strong and favourable correlation between employee performance and HRM procedures, supported by both the correlation coefficient and statistical significance, as well as the consistency with previous research.

Effect of Human Resource Management Practices on Employees' Performance To meet the third research aim, this section examined how CCTU's employee performance is impacted by human resource management techniques. These results, which incorporate the model synopsis, the ANOVA results, and the coefficients of regression, were obtained through the use of linear regression analysis and are shown in Tables 3, 4, and 5 correspondingly.

Table 3: Summary of the Model

R	R Square	R Square Adjusted	Standard Error of Approximation
0.684	0.567	0.567	0.68121

Source: Field Data, 2023

The standard error, R, R squared, and corrected R squared are included in the model's summary output, shown in Table 3. The R-square (R²) value, which offers a more reliable and accurate result, was presented in place of the R-value to explain the coefficient of determination. According to Cohen (1992), the R² measures the amount of variance in a dependent variable for which one or more independent variables can provide a linear explanation. In light of this, the R² value of 0.567 for the research indicates that the procedures used in human resource management are responsible for around 56.7% of the shift in CCTU staff performance. That suggests that the existence of human resource management methods accounts for 56.7% of the difference in the staff's performance at CCTU. Additionally, an Adjusted R² of 55.7%

shows that changes in human resource management procedures may account for any variance in employee performance. The university's staff performance will alter by 55.7% with any change in human resource management procedures. Additionally, shown in Table 4 and explained therein was the regression analysis's Analysis of Variance (ANOVA) result.

Table 4: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	43.538	2	21.769	46.91	0.00
Residual	49.654	107	0.464		

Source: Field Data, 2023

The ANOVA result was composed of the total squares, df, mean square, F, and sig. value. Cohen (1992) states that if the sig. value of the F statistics is 0.05, the independent variable(s) explain any change in the dependent variable quite well. All that the sig. value does is to show if the variables are related or not. Table 4 shows that the study had a sig. value of less than 0.05, or 0.000, and a F stat of 46.91. Because there is a statistically significant correlation between HRM practices and employee performance, HRM practices may therefore be utilized to explain employee performance at the organization. Additionally, the results point to a statistically significant relationship between HRM practices and employee performance, suggesting that changes to HRM practices could have a substantial effect on employee performance.

Table 5: Coefficient

	B	Unstandardized	Standardized	<i>t</i>	Sig.
		Coefficients	Coefficients		
		Std. Error	Beta		
(Constant)	0.953	0.260		3.668	0.000
Human Resource Practices	0.510	0.080	0.523	6.381	0.000

Source: Field Data, 2023

The regression analysis's standardized and unstandardized coefficients were displayed in Table 5. According to Cohen (1992), who provided an interpretation of the beta coefficients (*r*) under the standardized and unstandardized columns indicate the following: *r* = 0.10 to 0.29 indicates a "very weak," *r* = 0.30 to 0.49 indicates a "weak," *r* = 0.50 to 0.69 indicates a "moderate," and *r* = 0.70 to 0.99 indicates a "strong" effect of one variable on the other). Employee performance is significantly impacted by HRM initiatives, as indicated by the beta value of 0.510 under the unstandardized coefficient column, with a constant term of 0.953. This indicates that the efficiency of managing human resources strategies on personnel at CCTU is statistically significant, positive, and powerful.

Additionally, the study presented the standardized coefficient's beta value to show how well HRM practices forecast employee performance. More precisely, the university's staff performance is revealed by the beta coefficient of 0.523 under the "standardized coefficient" column. is somewhat predicted by human resource management techniques. In other words, for each change in employee performance, HRM procedures foresee the change by around 50.3%.

According to the findings, CCTU staff performance will significantly moderately enhance as a result of a unit increase in human resource management methods. Simply put, human resource management techniques account for around 50.3% of changes in staff performance; as a result, staff performance levels rise as more techniques are used at the University.

The results of the research have been generally confirmed by earlier relevant books. Bingilar and Etale (2014), for example, discovered that the performance of the academic staff at several chosen Nigerian universities was significantly improved by human resource management strategies. Amin et al. (2014) narrowed their attention to Malaysian public universities and discovered HRM procedures had a favourable influence on the productivity of the academic staff. Along these lines, Tizikara and Mugizi (2017) discovered that employee performance at Palestinian colleges in the Gaza Strip was positively influenced by human resource management techniques. Additionally, it was found by Wambui and Kihara (2018), Otoo and Mishra (2018), and Pohan et al. (2018) that employee performance was significantly impacted by human resource management techniques.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter provides an overview of the research, analyses the results, and offers suggestions for future policy considerations.

Summary of the Study

The primary strategies for managing human resources and their impact on the productivity of the administrative personnel at Cape Coast Technical University were to be ascertained in this research. The research specifically aimed to ascertain the primary human resource management strategies used by CCTU, establish a connection between these practices and worker performance, and evaluate how these practices affect worker performance. The study has a descriptive design and a quantitative methodology. According to the Academic Records of CCTU, the anticipated population number was 175 administrative staff, in this sense, it was important to choose a sample that was typical of the intended audience. To accomplish its objective, the study employed the formula of Yamane to calculate the proper sample volume of 122 survey participants. The sampled respondents were given a standardized questionnaire to complete to get firsthand information.

The information was rigorously verified after the sampled respondents had given enough information to ensure that whatever errors caused by incomplete or inaccurate questionnaire responses had been significantly decreased or eliminated. Then, to avoid missing values, the error-free data was suitably coded and modified. The data was examined using Version 26 of IBM SPSS and the outcomes were displayed in tables. Both inferential and

descriptive statistical methods were applied to the data analysis. The data were analyzed utilizing descriptive statistical techniques, especially percentages and frequencies. The mean and standard deviation ratings, regression, and all of them employed analysis of variance (ANOVA) to evaluate the study's goals.

Summary of Findings

Having presented the information obtained from respondents through statistical analysis, it became significant to present a summary of the results. The results were obtained about the three research questions guiding the study; the primary techniques that CCTU use to oversee its human resources, how they affect employees' performance in terms of both cause and effect, and how they relate to each other.

In response to CCTU's primary methods of human resource management, all the indicators received positive ratings suggesting that the respondents agreed with the indicators. It was obvious that there were defined protocols for deciding the endorsement and additional perks of the workers in the university among the many human resource management practices used at CCTU. This was followed by defined procedures the institution uses in selecting and hiring its employees. Furthermore, the University conducts regular performance reviews to enhance the teaching and learning procedures at the institution, and lecturers who violate the specified guidelines are fairly disciplined. Additionally, the CCTU conducts performance reviews professionally. However, all University administrators take part in regular training and development programs, and CCTU personnel receive competitive pay and have the lowest mean ratings.

The findings demonstrated a robust, positive linear relationship between human resource management practices and employee output, with a correlation coefficient of 0.609, with regard to The connection between employees' performance and human resources management practices. Additionally, a pvalue of 0.00, which is significantly lower than the significant value of 0.05, demonstrates the statistical significance of the link between the two variables.

In assessing how to handle human resources techniques affect workers' output. According to the research's R^2 value of 0.567, human resource management techniques are responsible for 56.7% of changes in employee performance at CCTU. This suggests that the existence of human resource management methods accounts for 56.7% of the difference in the staff's performance at CCTU. Also, an Adjusted R^2 of 55.7 per cent demonstrates that every difference in worker performance can be accounted for by changes in human resource management practices. Thus, for any adjustment methods for human resource management will make up 55.7% of improvement in university staff members' work performance.

The results show that exists a statistically noteworthy connection between employee human resource management practices and performance, with a F stat of 46.91 and a sig. value of 0.000, which is less than 0.05. As a result, employee performance at the university is explained by practices of human resource management. As a result, It's conceivable that any change in practices of human resource management will have a large influence on employee output because there is a statistically significant relationship between employee performance and HRM procedures.

Conclusions

Based on the study's findings, it can be said that Cape Coast Technical University employs a number of ethical and effective human resource management techniques. The general welfare of the workers may greatly improve as a result of this. Established processes for selecting staff members for promotions and other rewards in the University stood out tall among the best human resource management practices at CCTU.

There are various practices at CCTU, including defined procedures, selective hiring, regular performance reviews, fair disciplinary measures, and a professional performance appraisal system. However, it also suggests potential areas for improvement in terms of development and training programs for administrators and employee compensation. There is evidence that HRM practices, specifically HRD practices, clearly and positively influence employee performance at CCTU. It emphasizes the importance of investing in HRD initiatives to enhance staff productivity, aligning with previous research supporting the relationship, in any corporate situation, between worker performance and HRD practices.

Recommendations

It is advised that; based on the study's findings;

1. Cape Coast Technical University should always work to enhance its methods for managing its human resources because doing so is very likely to boost employee productivity.
2. CCTU human resource department should be directly involved in activities aimed at improving the performance of its staff because it was discovered

that the staff's performance was heavily influenced by university-wide human resource policies.

3. The management of CCTU should keep offering staff members pertinent training programs to help them develop their skills. This recommendation aligns with the study's conclusion that at CCTU, HRD procedures significantly contribute to improving employee performance. By offering training programs that are tailored to the needs of the staff, the management can enhance their skills, knowledge, and competencies, ultimately leading to improved performance.
4. The CCTU management needs to start taking action to fix the minor flaws that were found. For instance, the University's staff did not routinely have training and development programs organized for them. As a result, the management of CCTU should take the appropriate actions to remedy this situation. Employees benefit from regular training and development programs.

Suggestions for Further Research

It is suggested that future research considers a mixed methods approach in determining the best practices for human resource management and how they impact administrative staff productivity at Cape Coast Technical University. The study can also be replicated in other technical universities in Ghana.

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APPENDICES

APPENDIX A

SURVEY INSTRUMENT

Introduction

I am a postgraduate student of the University of Cape Coast. I am conducting research *“To Determine the Main Human Resource Management Practices and*

Their Influence on Employee’s Performance in The Cape Coast Technical University”. I am humbly requesting you to take part in this research by giving the required information. Please answer the questions below as honestly as possible. Your responses will be confidential and completely anonymous. Be informed that they are for academic purpose only.

Section A: Demographic Characteristics

Please tick or write the appropriate answer. Please you are reminded that your answers would be kept strictly confidential and will only be used for statistical purposes.

1. Gender

a. Male []

b. Female []

2. Age-range

a. Less than 30 years []

d. 51-60 years []

b. 31-40 years []

e. 61+ years []

c. 41-50 years []

3. How long have you been working here?

a. 1-10 years []

c. 21-30 years []

b. 11-20 years []

d. 31+ years []

4. Highest educational qualification

- a. Diploma/HND [] c. Masters []
- b. Degree [] d. PhD []
- e. Other(s).....

Section B: Human Resource Management Practices

Please tick or write the appropriate answer. Please you are reminded that your answers would be kept strictly confidential and will only be used for statistical purposes.

1. What are the uses of job analysis information in this university?
 - a. Performance appraisal [] d. Job evaluation []
 - b. Recruitment [] e. Health and safety []
 - c. Selection and placement []
 - f. Other(s).....
2. What are the recruitment and selection methods that are used in this university?
 - a. Walk in [] c. The internet []
 - b. Employment referral [] d. School career center []
3. What of the following training method are in this university?
 - a. Lecture [] d. computer based training []
 - b. Visual technique [] e. simulations []
 - c. Role play [] f. similar sector trips []
 - g. other(s).....
4. Training programmes in this university are usually facilitated by
 - a. experienced staff members of the school []
 - b. individual trainers outside the school []
 - c. trainers of consultancy firms []

d. other(s).....

5. which of the following training evaluation methods are used in this university?

- a. Trainee self-evaluation []
- b. Test applied before and after the training []
- c. Trainers' evaluation []
- d. Consultancy firm evaluation []
- e. Behavioral change []
- f. Utility analysis []
- g. Other(s).....

Other Human Resources Management Practices

Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please tick your answer) Where 1= Least Agreement, 2=Somewhat Agree, 3=Moderately Agree, 4=Agree and 5 = Strong Agreement.

Statement/Variables	1	2	3	4	5
Employees at the institution are well compensated.					
There are clearly established procedures for determining the promotion and other fringe benefits of the staff in the university					
The university conducts regular performance reviews with the goal of enhancing the teaching and learning procedures at the institution.					

Performance appraisal that is conducted in this university is done professionally					
Based on defined procedures, the institution selects and hires its employees.					
lecturers who violate the specified guidelines are fairly disciplined.					
All university instructors participate in regular training and development programs.					

Section C: Employees' Performance

Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please tick your answer) Where 1= Least Agreement, 2=Somewhat Agree, 3=Moderately Agree, 4=Agree and 5 = Strong Agreement

Statement/Variables	1	2	3	4	5
I am able to make recommendations that enhance the university's general effectiveness and efficiency.					
I am able to adapt quickly to changes that the institution as a whole experience.					
I have ideas for improving the efficiency of my department.					
I can adapt well to changes in the way my department operates (for instance, taking up a new role, if need be)					

I am able to assist other employees when they need it.					
I can successfully suggest improved methods for carrying out my primary duties.					
I can adapt effectively to changes in how I perform my tasks.					
I have the ability to carry out my responsibilities effectively and on schedule.					
My ability to do my primary responsibilities well.					

Thank you very much for your cooperation

APPENDIX B

IRB CLEARANCE LETTER

UNIVERSITY OF CAPE COAST

INSTITUTIONAL REVIEW BOARD SECRETARIAT

TEL: 0558093143 / 0508878309

E-MAIL: irb@ucc.edu.gh

OUR REF: IRB/C3/Vol.1/0592

YOUR REF:

OMB NO: 0990-0279

IORG #: IORG0011497

29TH JANUARY, 2024

Ms Aileen Efua Ewudzi- Annan
Institute of Educational Planning and Administration
University of Cape Coast

Dear Ms Ewudzi- Annan

ETHICAL CLEARANCE – ID (UCCIRB/CES/2023/201)

The University of Cape Coast Institutional Review Board (UCCIRB) has granted Provisional Approval for the implementation of your research **Influence of Human Resource Management Practices on Administrative Staff Performance at Cape Coast Technical University**. This approval is valid from **29th January 2024 to 28th January 2025**. You may apply for an extension of ethical approval if the study lasts for more than 12 months.

Please note that any modification to the project must first receive renewal clearance from the UCCIRB before its implementation. You are required to submit a periodic review of the protocol to the Board and a final full review to the UCCIRB on completion of the research. The UCCIRB may observe or cause to be observed procedures and records of the research during and after implementation.

You are also required to report all serious adverse events related to this study to the UCCIRB within seven days verbally and fourteen days in writing.

Always quote the protocol identification number in all future correspondence with us about this protocol.




Yours faithful

Kofi F. Amuquandoh
Ag. Administrator

ADMINISTRATOR
INSTITUTIONAL REVIEW BOARD
UNIVERSITY OF CAPE COAST

APPENDIX C

IEPA INTRODUCTORY LETTER



Our Ref: IEPA-UNESCO /1.2/VOL.2/0016

5th December, 2022

The Chairman
Institutional Review Board
UCC

Dear Sir,

**REQUEST FOR ETHICAL CLEARANCE – AILEEN EFUA EWUDZI ANNAN
(EO/AHP/20/007)**

We write to introduce to you **Ms. Aileen Efua Ewudzi Annan** with registration number **(EO/AHP/20/007)** an MPhil student pursuing Educational Administration in Higher Institution.

We wish to inform you that the Institute has approved Ms. Aileen Efua Ewudzi Annan research proposal.

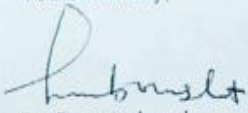
We would be grateful if ethical clearance could be granted to him to collect his data. His research topic is: **"The Impact of Human Resource Management Practices on Employee Performance at Cape Coast Technical University."**

Kindly find attached a copy of his proposal for your perusal.

Counting on your usual support.

Thank you.

Yours faithfully,


Dr. Francis Ansah
HEAD, ACADEMIC PROGRAMMES
For: DEPUTY DIRECTOR-GENERAL (ACADEMIC PROGS. & PROFESSIONAL DEV'T)

cc: Director-General
Ms. Aileen Efua Ewudzi Annan, IEPA ✓

Address :
+233 3320-91478

Phone :
+233 3320-91478 / +23303321 305 44

Email :
iepa@ucc.edu.gh

Website :
iepa.ucc.edu.gh

