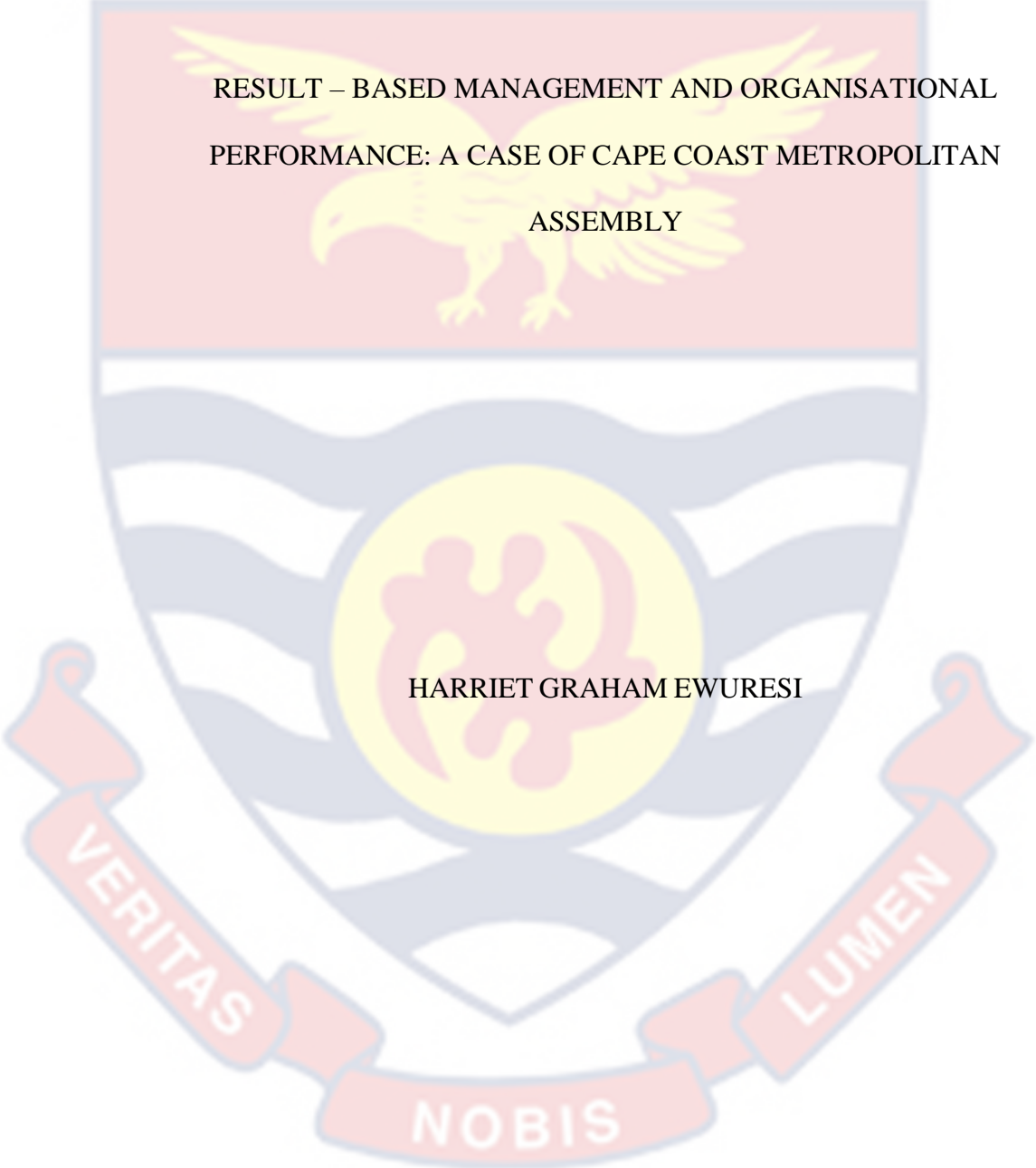


UNIVERSITY OF CAPE COAST



RESULT – BASED MANAGEMENT AND ORGANISATIONAL
PERFORMANCE: A CASE OF CAPE COAST METROPOLITAN
ASSEMBLY

HARRIET GRAHAM EWURESI

APRIL 2022

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RESULT – BASED MANAGEMENT AND ORGANISATIONAL
PERFORMANCE: A CASE OF CAPE COAST METROPOLITAN ASSEMBLY

BY

HARRIET GRAHAM EWURESI

Thesis submitted to the Department of Human Resource Management of the
School of Business, College of Humanities and Legal Studies, University of Cape
Coast in Partial Fulfilment of the Requirements for the Award of Master of
Commerce in Human Resource Management.

APRIL 2022

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.....

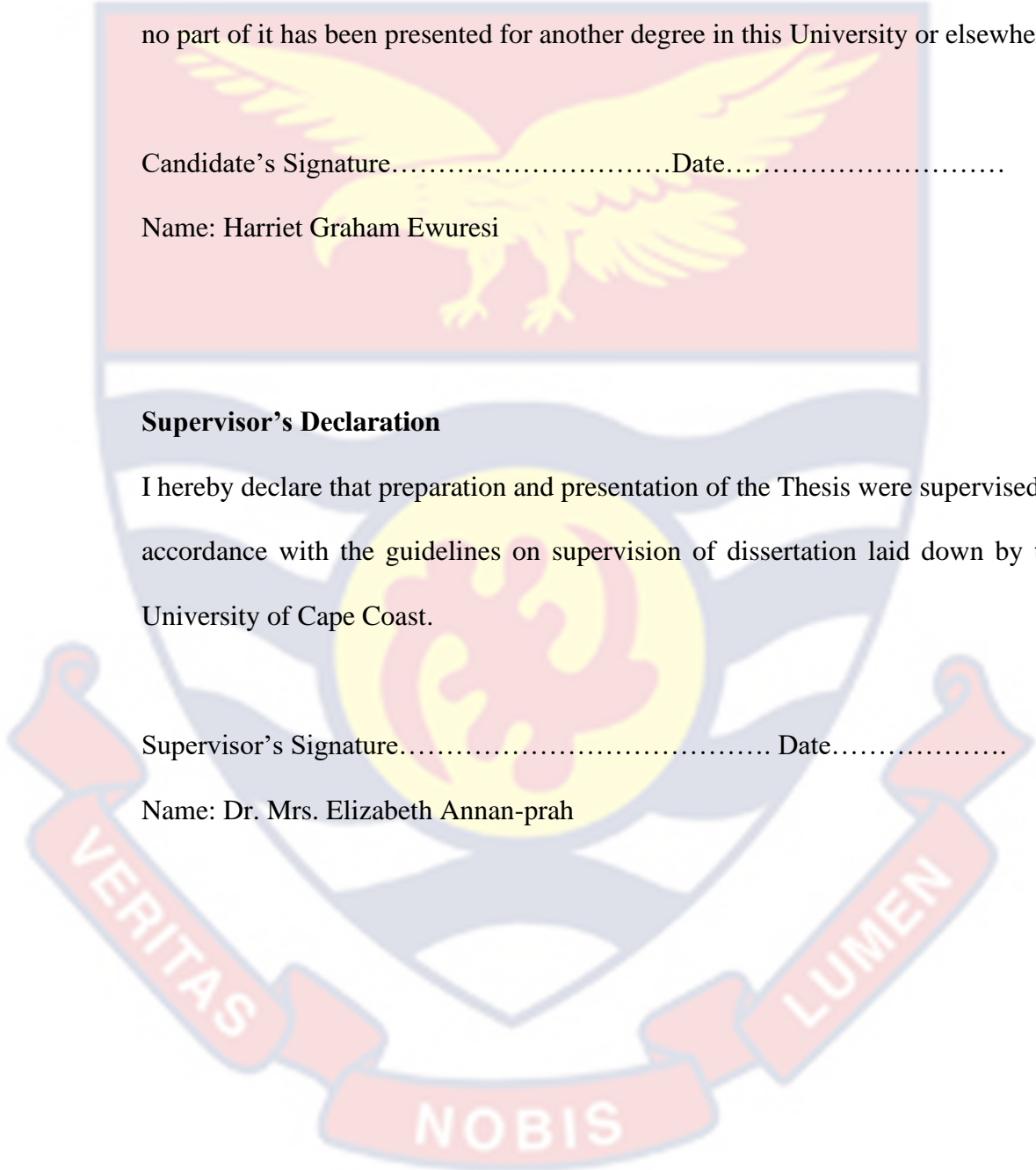
Name: Harriet Graham Ewuresi

Supervisor's Declaration

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

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

Name: Dr. Mrs. Elizabeth Annan-prah



ABSTRACT

The study's overall purpose was to investigate at the factors that influence Result-Based Management (RBM) and how RBM affects the performance of the Cape Coast Metropolitan Assembly. For the study, a quantitative research approach was used, as well as descriptive and explanatory research designs. The study was cross-sectional, with data collected over a set period of time being analyzed. Using a table of random numbers, 140 samples were selected from a total of 215 population. The data was collected via a questionnaire, which was subsequently coded using the Statistical Package for Social Sciences. Using descriptive statistics and structural equation modeling, the research objectives were examined. The study discovered that goal-setting processes and a performance-based personnel performance system were generally favourable. According to the findings, however, resource allocation and accountability were found lacking. Accountability was negatively connected with result-based management. The study revealed that the assembly is capable of advancing social growth, conducting initiatives, and assuring the municipality's safety and public security. All but goal setting was found to have a detrimental impact on organizational performance in the study. The study discovered that when these factors are combined, they result is significant and moderately beneficial to organizational performance. The study concluded that allocating resources, monitoring and evaluation, goal setting, and result-based personnel performance management are the most important determinants of RBM that management of the Cape Coast Metropolitan Assembly should continue to practice. The accountability practiced at the assembly is insufficient, so it was recommended that appropriate actions must be taken.

KEYWORDS

Result – Based Management

Functional organizational assessment tool

Organisation

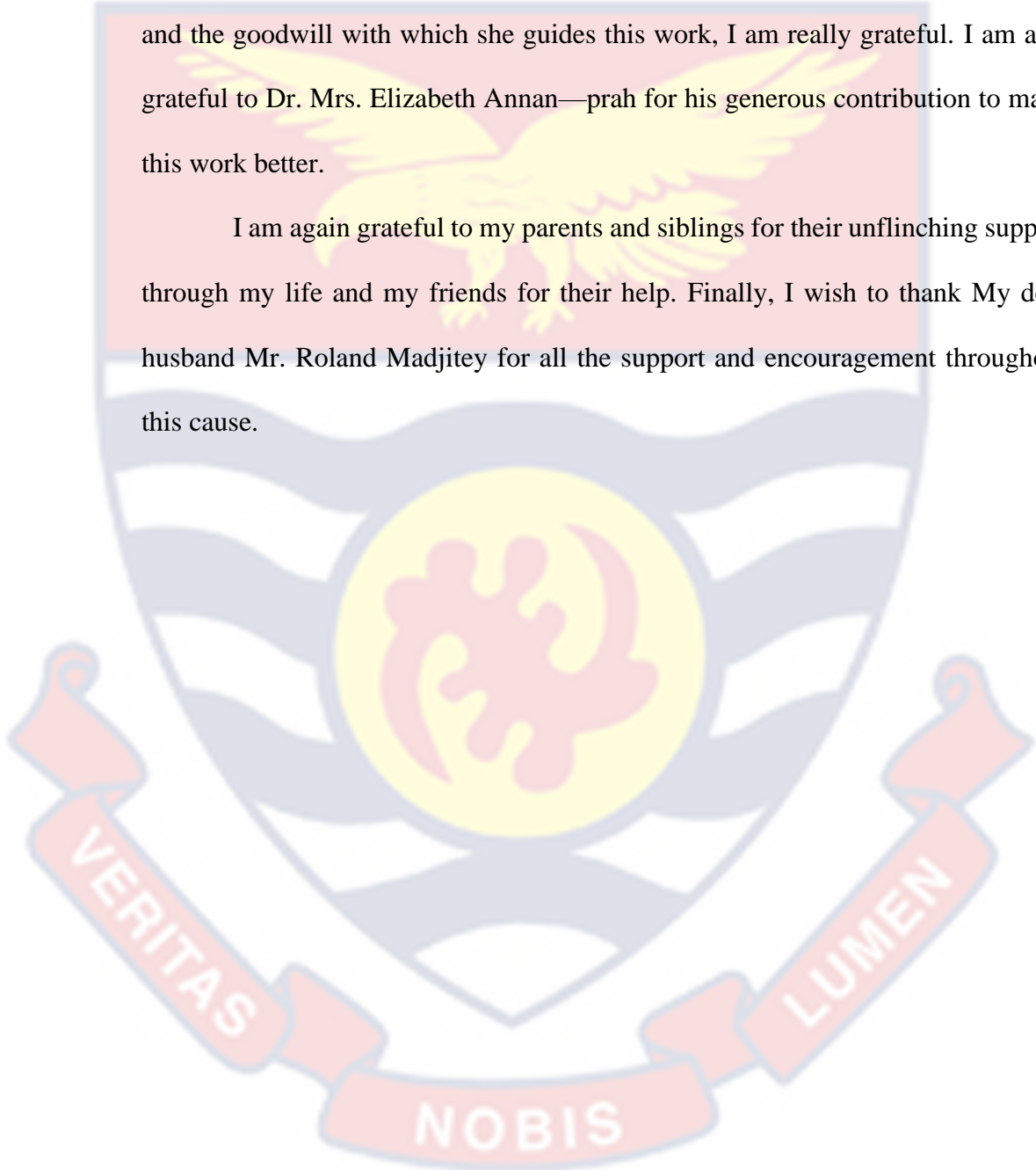
Performance



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DEDICATION

To My children, David Adjanor Madjitey and Peniel Kwartemaa Madjitey.



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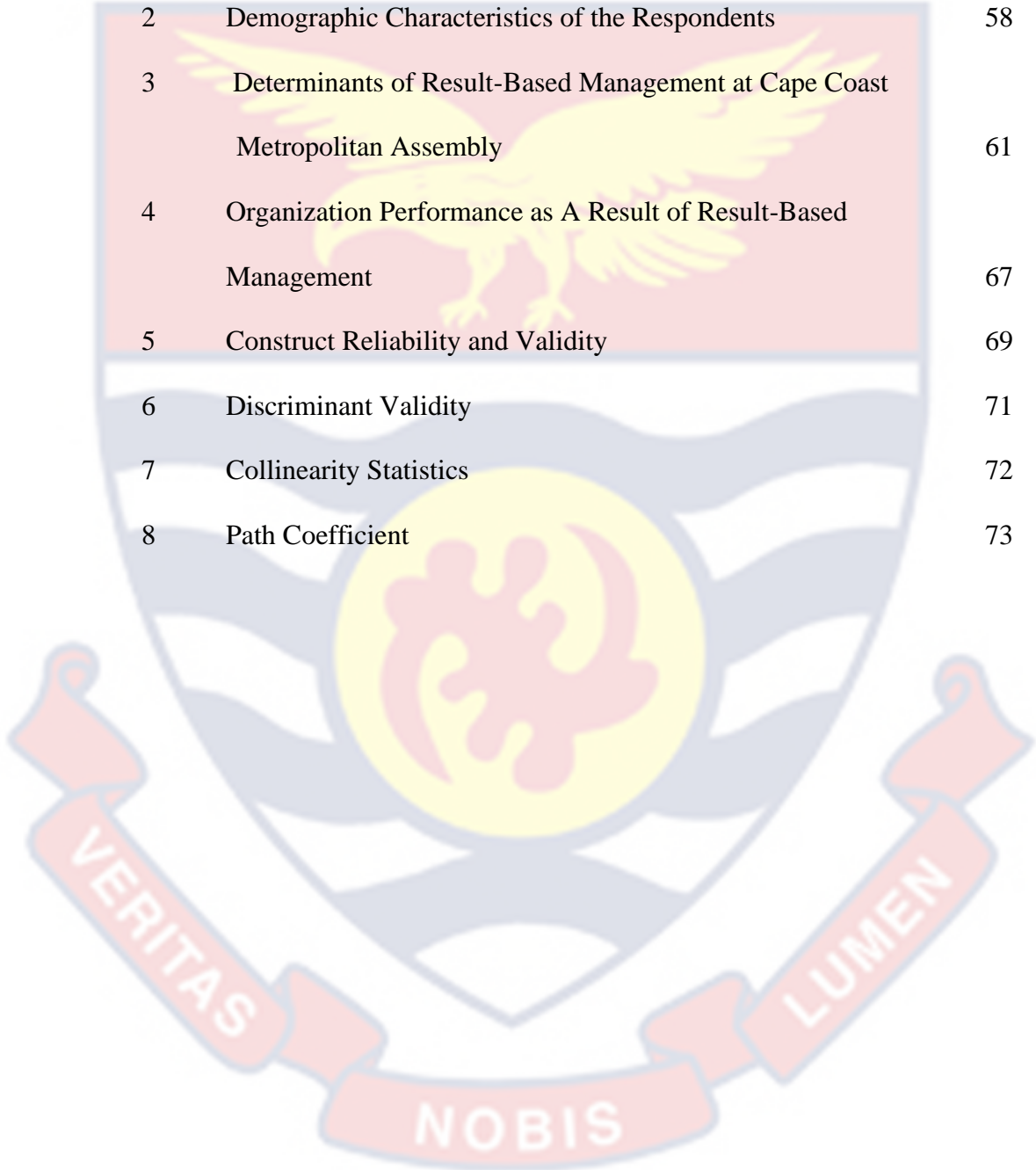
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CHAPTER ONE

INTRODUCTION

Background to the Study

The emphasis on performance results is one of the most prominent elements of the present public sector reforms. Managing for results necessitates the government focusing on its organisations' performance outputs/outcomes rather than their administrative processes. Following the rise of the New Public Management (NPM) doctrine, several countries have passionately adopted this new strategy (Reiter & Klenk, 2019). According to the NPM principles, enhancing public service performance necessitates a focus on results while giving public managers more control over their fiscal and human resource management (Owolabi & Adeosun, 2020). Furthermore, this reform necessitates those political leaders define performance objectives and outcomes, select the quantity of resources to be used, and delegate implementation tasks to lower-level administrative managers (Akinsolu, 2015; Owolabi & Adeosun, 2020). The NPM reform movement, which began in the West, notably in Australia, the United Kingdom, the United States, and New Zealand, is obviously linked to the result-based management approach (Cohen, 2016; Andrews et al, 2019). However, several developing countries have used this technique as a "management tool" to restructure and improve the performance of their public sector organisations in recent years (Shangahaidonhi, 2013).

Effective leadership and management in the public sector are all about results, which must either increase service delivery or residents' quality of life

(Philips & Kapletia, 2014). Many institutions, on the other hand, are in a poor position when it comes to results-based management. An organisation's operations are numerous, yet the results and impact are small. The United Nations initiated a programme in the 1990s to bring results-based management systems into the governments of Organisation for Economic Development member countries (RSA, 2005). "The transition to a results-based culture has been lengthy and arduous, with institutions striving to empower managers and staff alike in the creation and achievement of goals,"(Ortiz et al., 2004, p132).

In addition, public sector organisations have been scrutinized in light of diminishing trust in political leadership, rising national financial deficits, and the need for more accountable and transparent governance, which has led to the emergence of RBM (Bester, 2012). According to Jedaman, et al. (2020), RBM has gained popularity in developed countries (UK, USA, China) because it requires all organisational members to ensure that all of their efforts directly contribute to the completion of a set of objectives, resulting in the achievement of desired results. Its key determinants also include accountability for results, which demands progress monitoring and self-assessment, resource allocation, a results-based personnel performance system, continuous monitoring against expected results, reporting on performance, and assuming meritocracy in human resource management, as well as integrating lessons learned when making management decisions and reporting on performance (The CGIAR, A Strategy and Results Framework Management Update 2013 – 2014; Dessler, 2011).

For the purpose of this current study, RBM is outlined as a modern management approach and philosophy based on clearly defined goals, causality between goals, monitoring and evaluation, resource allocation, and a results-based personnel performance system that aims to change the way an organisation operates by achieving identified goals timely and appropriately at all levels; its values, operating systems, and decision-making procedures. To put it another way, the essential factors for achieving results are clearly defined goals, causality between goals monitoring and assessment, resource allocation, and a results-based personnel performance system.

The public, donors, and politicians in developing nations expect effective public sector performance against benchmarked outcomes (Dietrich, 2016). Despite these demands, it is difficult for public sectors in developing countries to transform into results-based organisations (Loayza & Pennings, 2020). This is due to impediments such as the difficulty of changing policy frameworks that influence the nature and scope of public sector results; weak or non-existent systems of public accountability; organisations lacking an institutional value system and work ethics that focus on causality of goals; and human resource selection and compensation systems do not reward or encourage a focus on productivity and outcomes, monitoring and evaluation, and resource allocation (Pratolo et al, 2020; Surya & Kistijantoro, 2019).

The concept of result-based management (RBM) is not new. According to Mohamed et al (2015) it dates back to the 1950s when Peter Drucker introduced the concept of Management by Objectives (MBO), which included cascading of

organisational goals and objectives, performance evaluation and feedback, and other principles. Instead of focusing on the output, RBM focuses on the outcome. Output is what is created at the end of a process while outcome is the level of performance that occurred because of the activity or programs. Basnet et al (2018) claims that the RBM approach is a key integrative strategy and mechanism in development, linking employees' goals and responsibilities to the organisation's objectives. It also integrates major interventions such as appraisal, rewards, and overall service delivery, organisational performance and allowing for strategic fit in modern development.

A number of researchers from around the world have demonstrated that using RBM in projects conducted by various governments and agencies produces better performance results than using standard methods of project evaluation for economic development (Otundo-Richard, 2019; Khawaja, 2017; Maliha, 2019). On a worldwide scale, the Pakistani government, for example, adapted the Malaysian government's RBM concept in 2007. Later, by the end of 2014, it had been completely assimilated by major government agencies in charge of mega development projects, with the result being higher outputs and outcomes across the country (Khawaja, 2017). According to Olufemi (2016), despite its importance in affecting project success, results-based management is a relatively new concept in developing countries. Africa is one of the countries that has surrendered to international pressure and embraced the RBM method to development project implementation and management, but not flawlessly (Olufemi, 2016).

Steyn (2014) conducted research in South Africa and found that, despite the fact that performance management was introduced in the South African public sector with the goal of monitoring, reviewing, assessing, and recognizing good performance, performance management systems in Africa have not been able to achieve the expected level of performance that will improve productivity. However, many entities implementing and administering numerous development initiatives in the country are opposed to the approach, resulting in poor service delivery. Bad rules and legislation; political intervention; poor attitudes toward change; insufficient monitoring and assessment; poor design and adoption of relevant technology, and so on are some of the problems facing RBM implementation. This implies that emphasis should be placed on the acceptance and integration of RBM in project performance, not only research.

Eitu (2016) conducted research in Uganda and discovered that the country has experienced extensive economic reforms and established macroeconomic stability in recent decades. The notion of RBM is linked to the effectiveness of service delivery; yet, it has not gone above 56 percent in ensuring better project performance in the public sector, necessitating further research in this area. A number of scholars in Kenya have suggested that RBM can help the country improve its performance in terms of project delivery, management, and completion (Minja, 2016; Kamara, 2014; Otwor, 2017). Otwor (2017) conducted a study and discovered that there is a need for scholars and development strategists in Kenya to focus on the impact of RBM in public sector projects due to the multiple obstacles that it faces.

District assemblies are credited with starting projects for basic infrastructure development, promoting and supporting productive activity and social development in the district, and implementing projects for the assembly's successful growth (Ahenkan et al, 2018). Again, the assembly is in charge of municipal works and services, as well as security and public safety in the municipality. Projects are being carried out to ensure environmental sanitation as well as to remove any obstacles to development and innovation. Human settlements growth, improvement, and management are the responsibility of the assembly. The assembly is in charge of the district's overall growth. Nonetheless, there is no denying that the performance of Ghana's metropolitan assemblies has deteriorated during the last two decades (Hira & Busumtwi-Sam, 2021; Fourie & Poggenpoel, 2017).

Meanwhile, the private sector has demonstrated over time that it understands the need of providing high-quality, efficient service (Khattak et al, 2020). Their public-sector counterparts appear to hold a seemingly opposing viewpoint, or at the very least do not appear to be concerned about excellent service delivery (Fourie & Poggenpoel, 2017). The status quo has stayed constant for many years, maybe as a result of the fact that organisations in the public sector are rarely subjected to competition from competitors offering identical services. Doing business with state entities is no longer appealing due to the current circumstances. As seen by the inadequate services provided by many of these governmental agencies, this approach gives bureaucracy a bad image (Azfar et al, 2018).

When public institutions fail to satisfy consumer expectations in service delivery, the ripple effects have serious ramifications for a state's political, social, and economic progress. According to the 2019 Auditor General's Report, a significant number of government projects failed to meet quality standards. If the current situation continues, there will be widespread scepticism about government initiatives, particularly those overseen by local governments, such as the MMDAs.

Statement of the Problem

Governments have concentrated on inputs but disregarded outcomes (Daum & Birner, 2017), which include major determinants of RBM such as accountability, goal setting, monitoring and evaluation, resource allocation, and results-based personnel performance system. Due to impediments, it is difficult for public sectors in developing countries to transform into result-oriented management organisations (Pazvakavambwa & Steyn, 2014; Eitu, 2016). According to Gwata (2017), the key factor limiting public sector performance in developing nations is their inadequate or non-existent public accountability frameworks. Kaye-Essien (2020) further claims that at the local government level, systematic monitoring, evaluation, and performance tracking systems are lacking.

A preliminary investigation done by the researcher revealed that the central government's inability to consider the greater interests of the grassroots undermined local accountability in the assembly. Even where accountability was actually implemented, the focus was on the processes rather than the outcomes. As a result of political patronage and the tightness of the regulations for penalizing both elected members and DCEs, punishments were rarely used. Again, since 1998, the average

ratios of used common fund resources to total capital expenditures have been steadily dropping, and the amount of District Assembly Common Fund used by the district assemblies have been unstable and declining (Osei-Akoto et al, 2007). Furthermore, it was discovered that the Assembly has failed to completely execute its performance management system in accordance with all stakeholders' expectations as has also been alluded by (Ahenkan, et al. 2018). There has also been ineffective project and program monitoring and assessment, putting openness, accountability, project and program sustainability, and ensuring beneficial community outcomes at risk (Sulemana, et al., 2018). These together have hampered the progress of the Assembly to create value for its inhabitants.

The decentralised local government institutions in Ghana, especially CCMA, have been afflicted with responsiveness to their mandates and development ambitions of their constituents, according to Odoom, et al. (2014) and the United Nations International Children's Emergency Fund (2014). As a result, results-oriented or performance-based government necessitates innovative methods of assessing and rewarding outcomes in a variety of disciplines. According to Sholihah (2015), human resources can help with the implementation of result-based management. Upping and Oliver (2012) revealed that qualified people and efficient allocation are critical for success in adopting new policies on financial accounting and management.

Although there has been extensive acceptance of the result-based management reform in the Western world, definitive empirical research on its determinants and whether these transformations have produced desired effects for

organisations has not been released, according to Moynihan (2018). The knowledge of whether this change has progressed beyond the point of adoption in Ghana is even more limited. The implementation and practice of result-based management in the Ghanaian public sector, CCMA, is examined in this study. In general, studies on RBM in underdeveloped countries used qualitative methodologies to look at the public sector (Madhekeni, 2012; Kasule, 2016; Gwata, 2013; Pazvakavambwa & Steyn, 2014). Small and Medium Enterprises (SMEs) in Zimbabwe were also studied by Mutambatuwisi, et al (2016). RBM research appears to be infrequent in Ghana. Research on RBM, particularly in MMDAs, either as a determinant issue or as an influence of RBM implementation itself has been difficult to come by, resulting in a research gap. Specifically, the goal of this study is to look into the factors that influence RBM and how RBM affects CCMA performance.

Purpose of the Study

The purpose of this study is to examine the determinant of Result-Based Management (RBM) and its impact on the performance Cape Coast Metropolitan Assembly (CCMA).

Research Objectives

Specifically, the study seeks to:

1. Assess the determinants of Result-Based Management at Cape Coast Metropolitan Assembly
2. Assess the performance of Cape Coast Metropolitan Assembly as a result of Result-Based Management

3. Examine the effect of the determinants of Result-Based Management on Cape Coast Metropolitan Assembly Performance
4. Examine the overall effect of Result-Based Management on Cape Coast Metropolitan Assembly performance

Research Questions

To achieve the objectives, the following research questions were set to guide the study:

1. What are the determinants of Result-Based Management at Cape Coast Metropolitan Assembly?
2. What is the level of performance of Cape Coast Metropolitan Assembly as a result of Result-Based Management?
3. What is the effect of the determinants of Result-Based Management on Cape Coast Metropolitan Assembly Performance?
4. What is the overall effect of Result-Based Management on Cape Coast Metropolitan Assembly performance?

Significance of the Study

This study would make theoretical and practical contributions. Theoretically, this study would support the theory of public value in relation to RBM deployment in metropolitan assemblies. Furthermore, by discussing RBM's determining elements and RBM's roles in CCMA performance achievement, this research will provide new insight into RBM discussion in the Ghanaian metropolitan assembly setting. Meanwhile, the findings of this study could be used

by CCMA management to improve their RBM system. In the development of results-based management and organisational performance literature, it is also to identify areas for additional research. This research would help executives comprehend and apply the ideas, as well as how these elements play out at different levels of the organisation, departments, and units. This research would assist policymakers (government and regulators) in determining how results-based management improves organisational performance, employee performance, and stakeholder trust. This study helped investors and donor agencies understand organisation management from a Ghanaian perspective, allowing them to make the best investment decisions possible. The findings would benefit the local government sector and other organisations who want to use as an outcomes-based management style to get better results from their staff.

Delimitation

The study was based in Cape Coast in the Central Region. The study was focused on establishing how RBM impact on performance of organisation in the local governance sector looking at the aggregate RBM principles at each organisational level and departments which propel organisation to achieve high performance. Respondents include all employees of Cape Coast Metropolitan Assembly. The study also focused on only five RBM principles to enable easy data collection and conceptualisation.

Limitation

It is very important for academics' studies to define the limitations of the study. Therefore, it is necessary to indicate here the limitations of the present study before proceeding further. Firstly, an important limitation of the study is that it focused on five selected results-based management principles. Second, as a cross sectional study, practices of RBM may change overtime, hence a longitudinal approach to understand the holistic view of RBM and its effect on organisation performance in the Ghanaian context.

Organisation of the Study

This work is organised in five chapters: Chapter One provides an introduction which covers the background to the study, statement of the problem, objectives of the study, research hypotheses, and significance of the study, delimitation, and limitation, definition of terms and organisation of the study. Chapter Two reviews literature from empirical and theoretical perspectives. Chapter Three provides an in-depth explanation of the methodology of the study. It describes the research design, study area/organisation, study population, sampling technique/procedures, instrumentation, method of data analysis, reliability and validity and ethical principles. Chapter Four presents the results and discussion of the study. Chapter Five focuses on the summary, conclusion and recommendation based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides the concept of results-based management, key determinants of RBM, benefits, organisational performance, and effect of RBM on CCMA performance. Again, the chapter reviewed theories underpinning the study and a conceptual framework showing an interplay of the key variables.

Theoretical Framework

Several theories such as the system theory and the institutional theory could have underpinned this current study. However, the researcher finds appropriate to adopt the public value theory as the theory underpinning the study.

Public Value Theory

Public value theory (Moore, 1995) was used as a primary analytical lens in conducting the research analysis in order to better comprehend the difficulty of changing to a results-based society. Public value is seen as the contribution of the public sector to a society's or nation's economic, social, and environmental well-being, and can be broadly defined as what the public is prepared to give up in terms of money and freedom to attain (Alford & O'flynn, 2009). According to public value theory, the ultimate purpose of public sector programmes and activities is to create public value - the value proposition that should govern public institutions (Moore, 1995; Moore, 2000). The public value also aims to provide guidance to

public managers and administrators on how to express their organisation's goals (Moore, 1995).

In some ways, public value mimics the goal of maximizing shareholder value in the private sector (Coats & Passmore, 2008). This approach encourages managers to analyze what is most useful in the service they provide, as well as how effective management may make the service the best it can be. As a philosophy of public management, public value allows public managers to explore three essential questions: What is the purpose of this service? What is the goal that the organisation is supposed to accomplish? To whom do we owe our allegiance? How will we know we've succeeded? The answers to these questions are at the heart of effective results-oriented management.

Result-based management elements such as clear goals, linkage between goal, monitoring and evaluation, resource allocation, human resource quality, results-based personnel performance system and accountability would encourage managers to analyse what is most useful in the service they provide, as well as how effective management may make the service the best it can be (Constable et al, 2008). Results-based management is also dependent on a strategic planning framework in which goals, objectives, targets, and activities are defined, and methods to attain them are devised (Vähämäki et al, 2011). These goals, objectives, and targets are considered to reflect a national priority that is presumably valued by the public. Many targets, on the other hand, are more concerned with actions and outputs than with outcomes, and are rarely the result of deliberative governance.

Targets are also susceptible to Goodhart's law, which states that "any observable statistical regularity will tend to collapse whenever pressure is applied for control purposes" (Kavanagh, 2020). As a result, public officials may be tempted to compromise desirable results in order to achieve a specific level of productivity. To put it another way, they might hit the target yet miss the mark. Because of this regular occurrence, this study looked into its occurrence in Ghanaian public sector. To achieve public value, goals of the assembly should be one that reflect the priorities of the citizens and mini goals should have a link with the overall or main goal (Hulme, 2010). Again, value is achieved when there is proper mechanism in place that monitors and evaluates proceedings. Quality human resource and allocation of resources are all key when the assembly wants to attain value for the public (Bester, 2012). The heart of public value is the accountability nature officials to management and citizens. Hence, these elements would provide public managers with a straightforward tool for articulating their organisation's goals and encourage them to analyze what is most important in the service they manage, as well as how competent management may improve the service (Coats & Passmore, 2008).

Concept of Result-Based Management

Result-Based Management has its origins in the 1950s, when Peter Drucker published his book *Management by Objectives*, which introduced the notion of management by objectives. The commercial sector was the first to manage by objectives, which became the logical framework for the public sector in the late 1960s and was adopted by USAID (UNESCO 2011). According to Vahamaki

(2015), there has been tremendous massive pressure on development cooperation agencies to direct their management systems toward effectiveness over the past 10 to 12 years, due to growing funding restrictions and a global debate on the effectiveness of aid. Result-based management systems have been implemented in most rich country government sectors, and implementation in most developing countries is still ongoing.

Result-based management is defined by Pratolo et al (2020) as a strategy that aims to transform the way organisations operate in order to improve performance. Otundo (2019) gave a similar definition of RBM, weighing it as a transformation agent for public organisations. Mutambatuwisi (2016) reiterated these thoughts, defining RBM as a holistic process that aims to rethink how the public sector evaluates performance through strategic planning, goal and objective setting, performance indicator development, work targeting and implementation, and performance cycle evaluation. According to the definitions given for RBM, it is a strategy for public and private organisations to achieve outcomes. The researcher defines RBM as a current ideology that allows public organisation to focus on results, based on the preceding definitions.

RBM is a management style that holds that an agency should describe desired outcomes in terms of SMART (specific, measurable, achievable, relevant, and time-bound) objectives (Eyben, 2013; Bester, 2012; Binnendijk & Marovic, 2006; Ika & Lytvynov, 2009; Meier, 2003; Vähämäki et al., 2011). Create causal relationships between the intervention's major goals (results/impact), sub-goals (strategic goals/outcomes). As a result, RBM enables agencies to visualize

hierarchical relationships between activities, sub-goals, and main goals. These causal connections serve as a method for achieving the end aim. Organize day-to-day operations and resource allocation around the activities and goals. Indicators should be created for each level of goals and actions (Arias et al, 2022). To measure performance against the indicators, identify "means of verification" and "source/means of gathering data." Collect data on a regular basis to track the effectiveness of the intervention as well as the performance of the personnel, and conduct assessment studies on a regular basis (Bouchamma & April, 2020). While monitoring is used to track how well an intervention or agency is functioning in relation to a set of indicators, evaluation is used to assess the effectiveness and impact of interventions in a larger context (Kimiri, 2018). The evaluation will also serve as a learning tool for future planning.

Determinants of Result-Based Management

Goals setting

A goal is a specified end outcome that is wanted or expected to occur as a result of an intervention or activity, at least in part. It is the relatively high goal that will assure the enhancement of national capability, which is the goal of any development intervention (Baafi, 2020). The project's objectives of assemblies should be clarified as part of the planning process, according to Mickson and Anlesinya (2019), by making clear and quantitative statements about the results to be achieved (outputs, purpose, and goal), and then identifying the methods or means (inputs and activities) for achieving those goals. The project logframe (Rodríguez-Rivero & Ortiz-Marcos, 2022) is a prominent tool among development

organizations for developing a project's goals and techniques for accomplishing them. As a result, inputs are used to carry out project activities that lead to the delivery of outputs (goods/services) that contribute to the project goal by attaining the project purpose (Moraba, 2021).

After the indicators have been established, true baseline values for each indicator should be obtained before the project activities begin. This will be crucial in determining whether or not progress is being achieved later (Asiedu-Boamah & Asare, 2018). Often, agencies will set precise goals, such as a specific value for an indicator that must be met within a certain date. The use of targets helps to clarify exactly what has to be done and when (Caiado et al, 2018). It signifies a commitment and can aid in orienting and motivating project managers and workers to the tasks at hand.

Setting targets that are both high enough to motivate project managers and personnel to attain them and low enough to be practical and doable creates a natural conflict (Bronkhorst et al, 2015). If they are set too high and unattainable, confidence and credibility may erode, and perverse incentives to hide or alter the results may be created. Any knowledge that aids in the grounding and realism of a target setting activity is beneficial. Establishing a baseline, identifying historical patterns, seeking input from implementing agency staff and customers, surveying expert opinion on what is conceivable, reviewing research findings, or identifying benchmarks are all examples of beneficial activities (Dahiya & Dahiya, 2018).

One project has a number of intermediate goals. However, it is critical for a project group not to have too many intermediate goals because the project would

become difficult to manage, monitor, and control (Harrison & Lock, 2017). One rule of thumb is that a project should have no more than seven intermediate objectives. Each organisation exists to pursue one or more goals, which may be linked to one another. Because of non-linear causality, emergence, and temporal and spatial divergences, managing interventions to cope with problems becomes complicated (Garcia & Zazueta, 2015). Understanding cause and effect links, and hence building log-frames, becomes extremely needful in linking main and subgoals of projects (Britt & Patsalides, 2013). One of the key causes for stiffness in RBM- impracticality, and failure to cope with the attribution problem has been argued to be the not having log-frame ((Eyben, 2013; Gasper, 2000). A log frame is a tool for better project planning, execution, management, monitoring, and assessment. The log frame is a method of organizing a project's primary goals and emphasizing the logical connections between them. (Bakewell & Garbutt, 2005; Hummelbrunner, 2010). According to Khan, et al (2017), one of the most significant advantages of causality between main and sub-goals is that it improves project design and supervision. To the same authors, it can aid in the establishment of a structured project design process by providing a succinct overview of the major parts of the development initiative in a consistent and cohesive manner that clearly identifies the project's broad contours. It increases the quality of project design by providing a link between the design and supervision phases through improved internal consistency and logic (Bole et al, 2017). It helps to improve project performance. Linking main and sub-goals establishes a logical hierarchy of objectives and forces planners to identify essential assumptions and risks by

stimulating debates about feasibility and methods of progress verification (Fushimi, 2018). The project goal and intermediate goals are linked to the scope of the problem that needs to be solved within the project's timeframe.

Given the project group's capabilities, i.e. human competence, mandate, time, and budget, both levels of objectives should be realistic to attain. The three tiers of goals (overall goals, project goals, and interim goals) are logically linked and follow a temporal axis from short to long term (Eyben, 2015). As a result, they are distinct in terms of when they should be achieved and the project group's ability to influence the achievement of the objectives. While it is more difficult for the project group to exert control on the overall objectives, the project group is responsible for the project goal and intermediate goals. Attaining higher-level goals necessitates achieving lower-level goals (Holzapfel, 2016).

Result-Based Monitoring and Evaluation

Monitoring and evaluation, which is an inculcated and codified component of the RBM system, is seen as a key and integral part of the RBM system (Rasappan 2007). In RBM, the phrase "result" signifies that monitoring in organisations primarily focuses on the upper-level objectives/results (Results-based Monitoring and Evaluation Toolkit 2009). The routine collecting and analysis of data in an organisation to identify progress toward a set of goals (Project/program Monitoring and Evaluation (M&E) Guide 2011; Results-based Monitoring and Evaluation Toolkit, 2009).

This aids program management by recognizing patterns and trends, modifying strategies, and influencing decisions (Project/programme Monitoring

and Evaluation (M&E) Guide 2011). It is impossible to identify success from failure, according to Osborne and Gaebler (1995), referenced by Kusek and Rist (2004), if results are not assessed. Monitoring is embedded into all levels of an organisation, according to Thomas (2009), but it is based on key performance indicators (KPIs) and key result areas (KRAs) that support systematic program performance management. The results-based monitoring and evaluation system aids in the creation of stronger connections between resource use and policy execution (Tengan & Aigbavboa, 2017).

Actual data for each indicator is collected at regular intervals after indicators have been chosen, baselines have been created, and targets have been set. It is probably a good idea to distinguish between two forms of performance tracking—monitoring the implementation and monitoring the result.

- Monitoring the implementation of a project entails collecting data on its operations on a regular basis, such as tracking funds and other inputs and processes. It entails keeping accurate financial records and field activity logs, as well as conducting regular checks to ensure that workplans and budgets are being followed. Results monitoring on the other hand, entails gathering data on a project's actual achievement of results – such as short-term outputs, medium-term outcomes, and long-term impacts – on a regular basis. This sort of monitoring shows whether a project is on track to meet its goals.

Project managers have found that preparing performance monitoring plans to record critical components of data collection, such as providing definitions for each indicator, data source and techniques, frequency/schedule for collection, and

assignment of responsibilities for collection, has been beneficial (Maepa, 2015). Some prevalent trends in data gathering methodologies can be seen to change according to the project log frame hierarchy's different levels. Typical differences in data collecting sources/methods, frequency of collection, and responsibility assignment are all examples of frequent patterns. Data gathering operations tend to get more expensive, time-consuming, and technically sophisticated as one progresses up the log frame hierarchy (Elfadaly et al, 2018). Furthermore, data gathering operations have a propensity to be undertaken less regularly. The least likely cause of distortions is the development of a more comprehensive performance monitoring system that understands the requirement for performance information at multiple levels (Chatwin & Arku, 2018; Sulemana et al, 2018).

Resource Allocation

The more thorough the activity plan is, the easier it is to accomplish the project (Kerzner, 2017). With a well-defined activity plan, it is also easier to plan resource allocation - people, budget, equipment, and time. Suggestive resources are estimates of the resources needed for a certain program or project, including financial, human, technical help, and knowledge (Awulachew, 2019). The easier it is to succeed with resource planning when the activity plan is clear and explicit (Willumsen et al, 2019). Effective resource management requires a resource plan that specifies the kind of resources required and when they are required (Ghobaei-Araniet al, 2019). As the project plan evolves, the resource plan must be adaptable enough to accommodate the changes in RBM. For successful RMB, the project group must comprise personnel with a diverse set of talents and experiences to

guarantee that the project's operations management is successful and efficient (Mbatha & Monyane, 2021).

This means, for RBM to be effective, the people in the project group must possess sufficient subject/thematic knowledge, project management expertise, and administrative abilities (Örtengren, 2016). Because administration is such an important part of every intervention, having adequate administrative abilities is quite beneficial. A human resource manager may be required to assist the project group with administrative chores (Kerzner, 2017). It is vital that resource allocation be based on requirements for achieving agreed-upon outcomes. In some circumstances, suggestive resources can be separated into categories based on their activity or output.

Human resources are a system in which each employee has a role to play in achieving the organisation's goals. The success of a company is dependent on the use of effective human resources based on behaviour science. Human resources, according to Pratolo et al (2020), are a critical aspect in determining the effectiveness of RBM implementation. According to Zhang et al (2015), a crucial aspect in the establishment of RBM will be the strong human resources. Human Resource (HR) must be embraced and implemented properly in order for RBM to function efficiently (Nuwagaba, 2021). According to Kimiri (2018)), there was almost no motivation among employees to trigger and support superiority in their performance because staff recruitment, compensation, and career management decisions were not carried out professionally based on achievement, and employees realized that their efforts did not meet their appreciation. According to Mukute

(2017), giving appropriate training to HR is an effective strategy to ensure that RBM adoption is successful.

Result-Based Personnel Performance System

The set of activities used to build organisational and individual performance can be defined as a results-based personnel performance system (Boxall & Purcell, 2008). A high-performance results-based personnel performance system is regarded as a critical aspect in businesses, with a major impact on employee performance (Hartog & Verburg, 2004). The work system in public institutions is entirely managed and operated by the people who work there. As a result, it is possible to conclude that in order to achieve high performance, public organisations must increase their people's performance.

The results-based personnel performance system has been recognized as one of the primary determinants of RBM, according to Thomas (2005). This system can be used to drive reform or introduce new performance objectives. The RBM accountability structure is established and mandated by the results-based personnel performance system. The results-based personnel performance system, according to Rasappan (2010), guarantees that staff performance at all levels is systematically connected to substantive program performance. The assessment system, which is part of the people performance system, is weighted in favour of an individual employee's performance, which can then be linked to the integrated performance management framework. The results-based personnel performance System aids in the planning and implementation of human resource management and development programs (Chawira, 2017; Pazvakavambwa & Steyn, 2014; Thomas 2005).

Wachira (2013) expresses similar ideas when he says that, like budgeting, people management is a critical resource for achieving goals. As a result, human resources are the most valuable resource in the public service as they are in charge of turning paper plans or changes into tangible outputs, outcomes, and impacts. As a result, a lack of qualified and highly driven experts will result in a lack of leadership improvements and poor program implementation.

Accountability

One of the key goals of results-based management is accountability (Steffensen, 2010). As a criterion for development and aid effectiveness, the idea of accountability has been established (UNDG, 2011). Accountability refers to a “set of duties that come from a relationship of duty in which one person is responsible for the performance of a certain service on behalf of another” (Mulgan, 2000: p.87). According to Kearns (1996), accountability refers to a broad range of public expectations concerning government and non-profit organisation performance, responsiveness, and even morality. According to Brinkerhoff (2004) and McGill-Franzen and Allington (2006), accountability entails actors' obligations to communicate and justify their acts to other actors, as well as the implementation of punishments for failing to comply and take appropriate action. The term "accountability" denotes to a responsibility relationship (World Bank, 2014; UNDG, 2011). According to Adelabu and Khalil (2014), there is an upward, downward, and horizontal accountability link.

Upward accountability, according to Adelabu and Khalil (2014), is defined as the strengthening of local governments and the federal government in terms of

enhanced reporting and accountability for the use of funds. Downward accountability refers to the strengthening of ties between local governments and citizens as a result of better information (Brinkerhoff & Wetterberg, 2016). It entails incorporating residents in participatory planning and budgeting processes, assuring transparency in the dissemination of plans, budgets, audit reports, project information, and assessment outcomes, and having open government (Hughes et al 2020). Horizontal accountability refers to a deeper level of communication between local councils, elected politicians, and decision-makers, as well as local government workers and employees (Van Belle & Mayhew, 2016). Vendors and contractors who provide inputs are responsible to implementing partners for timely delivery of specified items. Appropriately structured grant systems can affect all three accountability systems, assisting in the delivery of public services that meet citizens' expectations. The importance of incentives is that they allow citizens to participate in decision-making.

According to Conner and Rabovsky (2011), accountability in development interventions should take into account the nature of the partnerships. When strong partnerships exist, a development intervention begins with shared performance expectations, continues with shared management decision-making, and eventually leads to shared accountability. As a result, determining the right level of accountability in relation to the results chain is context-dependent. As a general rule, the higher the opportunity for showing attribution and so accepting accountability for development outcomes, i.e., outcomes and impacts, the more control and ownership national authorities or donor agencies have over the

development intervention (Meier et al, 2014). Public sector organisations are held accountable in three ways: that money was spent as agreed and according to rules; those resources were used efficiently; and those resources were used to accomplish the desired goals (Glynn & Murphy, 1996).

Accountability, according to Myers and Lacy (1996), is "government and its agents' responsibility to the public to achieve previously defined objectives and to account for them in public." It is also seen as a requirement for public leaders to accept public accountability for their own actions or inactions, both individually and collectively (Van Belle & Mayhew, 2016). In this circumstance, the onus of accountability is on each public servant to act in the public interest and in accordance with his or her conscience, with solutions based on professionalism and participation for every issue. In the organisations analyzed, this is not the case. Many public organisations, according to 100 percent of those polled, do not follow the core ideas of accountability practice. Accountability is inextricably tied to the exercise of power and the legitimacy of policies, and it extends beyond technical procedures.

Accountability includes reasons for decisions and actions, as well as managerial accountability for completing agreed-upon duties according to agreed-upon performance criteria (ECA, 2003). In addition to answerability, accountability entails the manager's, team's, or individual's responsibility to report on and accept responsibility for the outcomes (Artley & Stroh, 2001). As a result, three key factors that can be used to assess accountability. They are the performance agreements made between the public organisation and the government, as well as between

management and various individuals throughout the organisation's hierarchy, the reporting relationships that exist between the parties, and the consequences that may arise as a result of good or bad performance.

Organisational Performance

The degree of achievement of the mission at work that contributes to an employee's job is referred to as performance (Cascio, 2006). According to Adebawojo and Akindehinde (2017), performance refers to how well employees can manage and present their responsibilities in order to reflect their quality and provide the level of service that their employers desire. The result of a company's internal and external goals being met is referred to as organisational performance (Elbashir et al. 2008). Organisational performance, according to Opoku (2012), is an important component in leadership that impacts how organisations are managed. Organisational performance, according to previous literature assessments, is a multifaceted notion that reflects the diverse nature, circumstances, and objectives of organisations at any given time.

Organizational performance, according to Georgopoulos and Tannenbaum (1957), is explained as the extent to which organizations, when viewed as a social system, achieve their objectives. Organisational performance refers to an organization's capacity to utilize its environment in order to collect and use limited resources (Yuchtman & Seashore, 1967; Gavrea et al, 2011; Ramanauskas, 2016). According to Ejere and Ugochukwu (2013) and Asif (2019), organizational performance is defined as achieving organizational goals and objectives. The

outcomes of the operations carried out by the members of an organisation are referred to as organisational performance (Tie & Umar, 2010).

Every organisation must have a performance measurement system since it aids in the development of strategic plans and the evaluation of the achievement of organisational objectives (Ittner & Larcker, 1998). Performance measurements, according to Holton and Dent (2016), are a multi-dimensional construct whose measurement varies depending on a range of conditions. According to Behn (2003), the primary goal of performance measures is to increase performance. Performance measures that are not directly linked to enhancing performance are not tools for accomplishing the end goal. When it comes to evaluating performance, a variety of factors are considered, including productivity, efficiency, effectiveness, quality, and profitability.

Through a variety of change management and performance-based systems among local governments, performance measurement in the local government sector aims to achieve the strategic framework of the decentralisation policy (Annan-prah & Ohemeng, 2015; LGS, 2016). With respect to district assemblies, key performance indicators include the execution of project for the effective development of the assembly, promoting and supporting productive activity and social development in the district. Again, district assemblies are obliged initiates project for the development of basic infrastructure and provide municipal works and services in the municipality. Further, district assemblies are required to maintains security and public safety in the municipality and ensure environmental sanitation as well as remove any obstacles to initiative and development. District

assemblies also ensures development, improvement and management of human settlements and overall development of the districts.

According to Meier (2013), organisational learning is the rationale for highly effective organisations to implement a RBM approach. It improves organisational learning by providing performance information to decision-makers through performance evaluation and monitoring. This offers the necessary opportunities at individual, group and system level to adapt the organisation continuously to satisfy its role players (Kazmi et al, 2008; ILO, 2011). In essence, it means that RBM should be refined in view of what an organisation has learnt from its experiences (Bester, 2012).

Goals and Organisational Performance

A goal is the object or aim of an action (Aarts (2019). "A goal is a standard for judging one's fulfilment," he continues. A goal is a major ambition that the institution aspires to achieve in accordance with a strategic plan (Alqahtani et al, 2015). A goal represents and supports the institution's vision and mission. It should be ambitious, even audacious, but doable in principle, and measurable, at the very least through progress on sub-goals, but preferably also directly. Goals should also have a specific timeline and the scope of activities should be established (Zwikael et al, 2018). Specific demanding goals or "extended" goals can boost performance.

Setting a goal prompts the management to take the actions or engage in the behaviour required to accomplish the goal. The desire to achieve the goal is frequently motivated by the prospect of pleasant outcomes. Goals are effective because they (1) direct attention and action, (2) mobilize energy and effort, (3)

boost perseverance, and (4) encourage the development of work strategies (Fuso-Nerini et al., 2018). Managers can use goals to focus their attention on the most important tasks. They become a tool for prioritizing actions to be taken (Waddell & Pio, 2015). Goals that are specific and measurable are more likely to direct action than goals that are ambiguous or general (Nerini et al., 2018). Goals' effectiveness is determined by their level of difficulty. Energy will be mobilized and improved job performance will ensue if goals are suitably tough yet still attainable. Unrealistic ambitions, on the other hand, can lead to a lack of dedication. A clear goal motivates workers to devise the strategies needed to achieve it (Bixler et al, 2016).

The specific goal level acts primarily as a motivator; however, the evaluation must focus on reviewing performance in the goal-setting process in order to provide the knowledge needed to build a better SMART goal that will optimize the contribution to the company's aim (Sull, & Sull, 2018; Anderson, et al, 2016). Goals are a fantastic tool for inspiring workers to perform at their best (Roose & Williams, 2018). By sparking arguments about feasibility and techniques of progress verification, linking major and sub-goals creates a coherent hierarchy of objectives and forces planners to recognize critical assumptions and hazards (Fushimi, 2018). The breadth of the problem that must be solved within the project's timeline is linked to the project goal and intermediate goals. While controlling the vision and mission is more challenging for the project group, the project group is in charge of the project goal and intermediate goals. Higher-level goals entail the accomplishment of lower-level goals (Janus &Holzapfel, 2016).

When the goal-setting process is performed correctly, the advantages can be enormous. When explicit goals are set, performance has been found to improve. There is a positive linear link between goal setting and organisational performance as long as management accepts the goal, has the ability to achieve it, and does not have conflicting sub-goals (Locke, 2018). More detailed and ambitious goals, according to studies by Latham and Locke (2018), lead to greater performance improvement. RBM is a management strategy that maintains that an organisation should express intended results in terms of SMART (specific, measurable, attainable, relevant, time-bound) goals (Eyben, 2013; Bester, 2012; Hatton & Schroeder, 2007; Ika & Lytvynov, 2009; Meier, 2013; Vähämäki et al., 2011). Create causal relationships between the major goals (impact/results), sub-goals (strategic goals/outcomes), further sub-goals (intermediate-results/outputs), and intervention activities (inputs/resources). As a result, RBM enables organisations to visualize hierarchical relationships between activities, sub-goals, and goals using LFA, PLM, RF, or any other framework (Batliner et al, 2011). These causal connections serve as a method for achieving the end aim (Bester, 2012). Accordingly, the researcher hypothesizes that;

H₁: Goal setting in RBM significantly and positively affects the performance of Cape Coast Municipal Assembly.

Resource Allocation and Organisational Performance

Resource allocation is thought to influence how a firm invests and even seizes opportunities and an organisation must strive to allocate its resources in a more cost-effective and unique manner in order to improve performance (Khan et

al, 2020). According to Campbell and Park (2017), an organisation's performance is the most important factor in gaining a competitive edge. According to the resource-based perspective, an organisation's performance is the most important factor and effective resource allocation is key. Several studies abound to show positive relationship between resource allocation and organisational performance.

According to Sitzmann and Bell (2017), resources are assets that can be applied with the main goal of managing productivity and performance, and resource allocation is focused on ensuring that the available resources are assigned in a more effective and efficient manner to ensure that the organisational goals and objectives are met. Resource allocation has continued to play a significant role in organisational performance, necessitating the development of well-defined strategic objectives and methods for ensuring that the allocation is met. Effective resource allocation is thought to result in some organisational innovations aimed at improving the organisation's performance (Lemarleni et al., 2017). Also, resource allocation and growth were explored by Kogan, et al (2017). The study discovered that how well resources are identified and allocated has an impact on the organisation's efficiency. Because the procedure might be difficult at times, this allocation requires careful planning. It was also shown that if resources are not allocated as intended, implementing an organisation's strategy becomes extremely difficult. According to the findings, the way one allocates resources has an automatic direct or indirect impact on productivity and performance. It was determined that good resource allocation is critical in allowing managers to

understand how their staff perform, making it much easier to assign assignments to resources based on their skills.

Managers can use appropriate resource allocation to recognize the presence of employees in a specific activity and even allocate them specific assignments based on their availability. Managers are also said to benefit from effective resource allocation when it comes to controlling their employees' workload. This means that the manager will be able to look over the employees' job lists and see who has more than enough work and who has been under-assigned. This will boost staff morale, allowing them to improve their performance because they will not be overloaded (Chi & Bump, 2018). Accordingly, the researcher hypothesized that;

H₂: Resources allocation of RBM significantly and positively predict the performance of Cape Coast Municipal Assembly

Results-Based Personnel Performance System and Organisational Performance

Performance management is a constant process of enhancing the performance of individuals, teams, and organisations (Bussim, 2012). Performance management must be at the heart of every organisation pursuing RBM since it determines strategic direction and how resources will be deployed in order to meet defined goals and objectives. The goal of performance management is to improve service delivery by making resource allocation more effective and efficient. Performance management emphasizes the need of self-assessment and self-improvement, as well as agreement on targets and growth needs. The evidence offered by the study of what individuals and their supervisors did or did not do as

an explanation of the results attained is the focus of performance management. According to Armstrong (1991), performance management provides additional opportunity for employees to discuss their work with their managers in a pleasant environment.

Employees are given direction by management through result-based performance management (Medlin 2013). Managing organisations entails overseeing the performance of the people who work there. According to Messersmith et al (2011), governments demand a result-driven public sector where employees understand what is expected of them and how they will be supported. This strategy recognizes that achievements are produced through collaboration and that suitable incentives must be in place. Despite employee perceptions that performance management does not promote performance, research has demonstrated that RBM can improve government performance if applied properly (Zvavahera, 2014). He also discovered that the majority of government personnel are unfamiliar with the RBM System. Lack of training and feedback from management could be the source of the issues.

Results-Based Personnel Performance System are a collection of human resource (HR) strategies that improve an organisation's performance by enhancing employees' ability, motivation, and capacity to participate (Rabl et al. 2014).

Employees that work in a results-based personnel performance system are satisfied and willing to go above and beyond to meet the organisation's goals, hence improving the organisation's performance (Kellner et al. 2019). In other words, results-based personnel performance system increases the value, uniqueness, and

inimitable nature of employees' knowledge and skills, resulting in a competitive advantage and improved performance (Zhang et al., 2014). Through ability-based initiatives, results-based personnel performance system improves employees' knowledge and skill levels. It stimulates them by providing regular feedback on their performance, as well as incentives and awards.

Similarly, Kintana et al. (2006) recognized that result-based personnel management system improves employee knowledge, skill, and empowerment, which improves the organisation's operational performance. Similarly, competency development procedures boost the efficiency of current personnel, which improves the organisation's performance (Pare et al, 2000). Performance-based remuneration ensures that the company can attract and retain high-quality personnel by giving them the impression that they are appropriately compensated, which increases the organisation's performance (Obeidat & Tarhini, 2016; Delaney & Huselid, 1996). Accordingly, the researcher hypothesizes that;

H₃: Results-Based Personnel Performance System is a significant positive predictor of the performance of Cape Coast Municipal Assembly

Monitoring and Evaluation and Organisational Performance

Monitoring is a continuous process in which stakeholders receive regular feedback on their progress toward achieving their goals and objectives, whereas evaluation is a rigorous and independent assessment of completed or ongoing activities to understand the degree to which they are accomplishing stated objectives and making a contribution to decision-making (UNDP, 2009). Monitoring and evaluation is done for several reasons: to learn what works and

what does not; to make informed decisions about program operations and service delivery based on objective data; to ensure effective and efficient use of resources; to track program progress; to assess whether the program is having the desired impact; to create transparency and foster public trust; to understand support and meet donor needs (Waylen et al., 2019). In effect it ensures that the aims of the organisation are achieved, hence improved performance.

A well-thought-out monitoring and evaluation strategy aids management in gaining a deeper grasp of the demands of the intended audience (Yang et al, 2020). This aids in the definition of the project's scope and the creation of relevant, quantifiable, and achievable design objectives and performance. The process and interventions that will lead to the project's outputs and deliverables are also clarified in a well-defined monitoring and evaluation plan (Rosewarne et al, 2020). Furthermore, monitoring and evaluation aids the team in developing an end-to-end indicator management system, as well as identifying effective tools and procedures for measuring, analyzing, and demonstrating the impact of each intervention on projected results, hence increasing organisation performance (Callistus & Clinton, 2018). This allows management to track their progress, spot gaps as they occur, and make timely adjustments to achieve the desired outcomes (Neumann et al, 2018).

Monitoring utilizing the RBM framework and key performance indicators, according to Arif, Jubair, and Ahsan (2015), can generate superior results, because the RBM framework monitors project objectives in such a way that it directly corresponds with the measurement of long-term goals and, as a result, the vision. Similarly, Kihuha (2018) found that RBM monitoring and evaluation has a

significant effect on performance of projects at global environment facility projects in Kenya. Monitoring and evaluation aids in determining the most beneficial and effective use of resources (O'Leary, 2017). Monitoring and evaluation work together to provide the information needed to guide strategic planning, design and implement programs and projects, and better allocate and re-allocate resources. Monitoring and evaluation aid in quantifying program goals and sub-goals, such as whether activities were carried out as intended, whether assumptions made during the identification of the problem and its context were right, and whether actions resulted in risk reductions (Naidoo, 2011). Both monitoring and assessment processes improve project/plan implementation effectiveness and contribute to continuing revision and update (Witter et al, 2013). Monitoring and evaluation also improve learning and stimulates innovation in order to produce better results and help initiatives scale up (Chipato, 2016). Hence, a hypothesis is made as follows:

H4: monitoring and evaluation in RBM significantly and positively affects the performance of Cape Coast Municipal Assembly

Accountability and Organisational Performance

Accountability has been conceptualized in a variety of ways by academics from various professions. Accountability is defined as the "implicit or explicit expectation of being called upon to justify one's views, feelings, and behaviors to others" in social psychology (Lerner & Tetlock, 1999). It refers to "the level to which a person's behaviours are monitored and assessed by others, with significant rewards and penalties reliant on those evaluations" in management literature (Ferris, et al, 1995). Individual accountability is the subject of these definitions.

However, a commonly accepted definition of accountability in the public administration profession, as well as the one used in this study, is "the means by which public agencies and their employees manage the different expectations established within and outside the organisation" (Dubnick & Frederickson, 2011).

According to Wang et al (2012), accountability is utilized to make decisions in order to achieve corporate goals. If a government institution's accountability to the accountability report is good, trustworthy, and accountable, the government agency's performance is good; but, if the agency's performance report is unsatisfactory in the sense of failure, the government agency's performance is said to fail. Accountability, according to Lee et al (2012), requires agency employees to work based on their competence and professional norms and standards. In all fields of service practice, service professionals must have awareness and ethical concern, as well as a strong attitude. Professional accountability is expressed in work governance, which grants individuals a high level of autonomy based on internalized principles of correct practice; Lee et al (2012) discovered that professional accountability can lessen the sense of workload. When the workload is reduced, the individual's performance improves. Organisational/government agency performance will improve as a result of individual performance.

Prior research has revealed a variety of ways in which accountability might help public organisations function better. Individual accountability may improve individual performance in context-specific tasks (Kim & Lee, 2018) or the accuracy of performance appraisals (Hou et al, 2003). It can also help organisations become more productive in areas like rational budgeting and policy execution (Gilmour &

Lewis, 2006), school funding policy (Rabovsky, 2012), and contracting out (Amirkhanyan, 2011). Individual and organisational performance, on the other hand, may be harmed by "too much" accountability. Romzek and Dubnick (1987), for example, demonstrated how conflicts emerging from multiple accountability duties impeded professional accountability and resulted in poor performance. Employees experienced conflict among different accountability demands, according to Kim and Lee (2018), resulting in job strain and poor performance.

H₅: Accountability in RBM positively affects the performance of Cape Coast Municipal Assembly

Composite Result-Based Management on Organisational Performance

According to Meier (2013), organisational learning is the rationale for highly effective organisations to implement a RBM approach. It improves organisational learning by providing performance information to decision-makers through performance evaluation and monitoring. This offers the necessary opportunities at individual, group and system level to adapt the organisation continuously to satisfy its role players (Amjad, 2008; ILO, 2011). In essence, it means that RBM should be refined in view of what an organisation has learnt from its experiences (Bester, 2012).

Meier (2013) noted that RBM improve efficiency and effectiveness through organisational learning, and secondly to fulfil accountability obligations through performance reporting. Madhekeni (2012) states that results-based management built strong human and institutional and management capacity in the public sector, a public service known for integrity, honesty and professionalism, well developed

budgetary and accounting systems, a tradition of accountability and transparency and credible legitimate political leaders. RBM leads to improve funding opportunities since the system can be used as a demonstration of commitment towards accountability and the welfare of the people (Madhekeni, 2012).

Heyer (2011) also adds that results-based management has been positive in improving business effectiveness and efficiency. Thomas (2011) indicated that the economic turnaround in Malaysia has been highly attributed to results-based management. Perrin (2002) views RBM as having influenced the improvement in performance of Swedish departments such as healthcare facilities, educational facilities and provision of services to citizens. Desautels (1996) elaborates that the introduction of result-based management in Canada help managed and abolish bureaucracy, overstaffing and accountability problems, increased both the delivery of services and satisfaction of employees in the public sector. Results based management implementation has improved development effectiveness and the quality of life of the Nepalese people (Sharma 2002).

RBM enables managers to focus on and deliver the right results. Involving stakeholders in the process of results definition and their measurement ensures their buy-in for getting the desired results right at the outset (Sida, 2014). Clarify thoughts and focus on valuableness of programme and manage Programmes (management), plan better and measure results, detect and correct implementation problems, achieve necessary results, develop on future programming out of lessons learnt, makes reporting credible (accountability) and demonstrate stakeholder supports (Sida, 2014; Vähämäki, Schmidt & Molander2011).

Empirical Studies

Maliha, Muhammad, and Ali (2015) conducted a study on the impact of the result-based management framework on project performance in Pakistan's public sector. Data was collected from 123 participants using methodological techniques such as "Content Analysis" and "Interview." The usage of RBM in the implementation of public sector projects has a considerable impact on project performance, according to the findings. They came to the conclusion that changing the public sector away from a traditional approach to development projects is critical, and that RBM adoption can only be achieved if line ministries / project authorities are adequately trained in RBM.

Steyn (2014) looked into how to put Results-Based Management into practice in the public sector of developing countries. A questionnaire was utilized to collect data from several project managers in the water and sanitation sector for the study, which had a descriptive research design. The findings revealed that RBM implementation in public sector projects is still low and has a detrimental influence on project performance. Finally, ever-increasing national financial deficits, waning trust in political leadership, the need for more accountable and transparent administration, and severe resource constraints have all played a role in the growth of RBM in public sector project performance in developing nations.

Similarly, in Egypt, Wael (2015) tested a framework for Results-Based Management in the Public Sector. The study used a cross-sectional design including questionnaires as well as interview guides. The findings revealed that the adoption of the RBM initiative by public sector reform initiatives has resulted in a shift in

accountability from procedural compliance to efficiency and results (effectiveness and cost effectiveness). Weal stated that However, a number of obstacles have hampered the implementation of these programs, including a lack of emphasis on common goals, political intervention in government projects, corruption, political instability, inadequate legislation, weak interdependence and teamwork, and poor financial management.

In CARE Uganda, Eitu (2016) did a study on results-based management. The study used a cross-sectional research approach and targeted all of CARE Uganda's technical and administrative workers, collecting data through interviews and a questionnaire. The findings revealed that result-based management has an impact on the performance of community development projects in terms of project outcomes and overall project performance. Eitu went on to say that the country has undergone extensive economic reforms in recent decades and has attained macroeconomic stability. This is owing to the Ugandan government's acknowledgment of service delivery effectiveness as an imperative of national development management, which is solid proof of its commitment to results.

For international development agencies, Bajwa and Kitchlew (2019) assessed result-based management and the need for a complexity-aware management approach. The association between RBM and the ability of development agencies to adapt was then evaluated by gathering data from 206 middle and high-level employees of development agencies. Exploratory factor analysis was used to determine the instrument's validity, and regression analysis was used to test hypotheses. The findings revealed that RBM had a detrimental

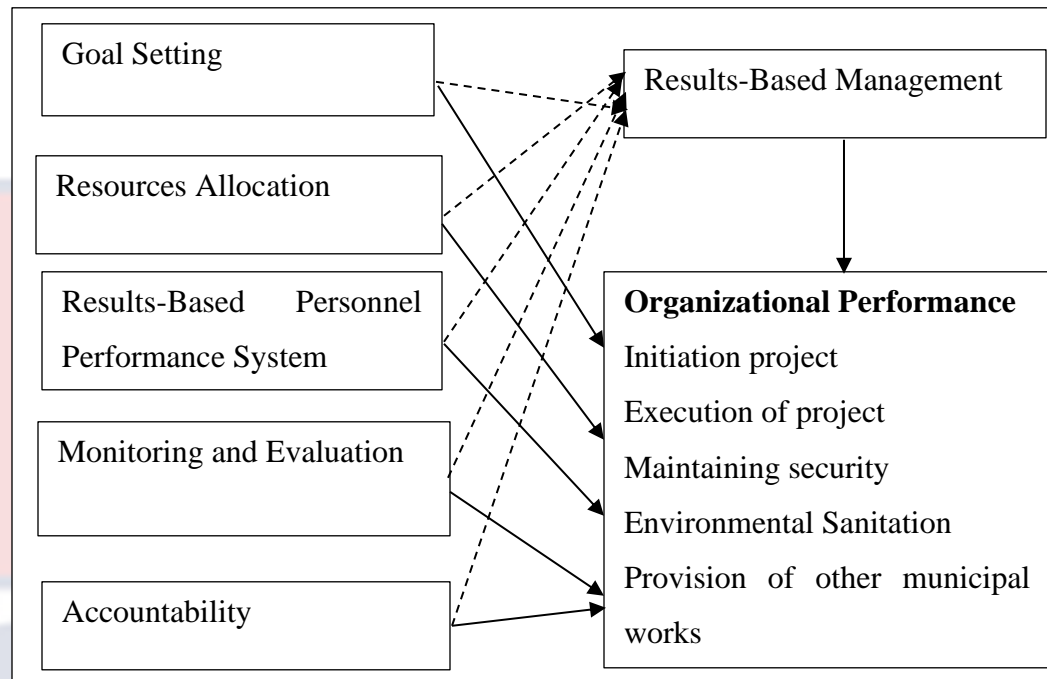
impact on development agencies' adaptability, indicating that recommendations for a more flexible and adaptive strategy are warranted.

Lessons Learnt from Empirical Review

From the empirical review, it was seen that most studies were conducted in the western world and adopted a qualitative approach (Bajwa&Kitchlew, 2019; Steyn (2014) and cross-sectional in nature (Eitu, 2016). As a cross sectional study taking recommendation in the current period may be misleading. Again, findings from previous studies are conflicting. For instance, Steyn (2014) found a low effect of result-based management while (Eitu, 2016). To some, training is required if desired result is to be achieved (Maliha et al, 2015). Weal (2015) found that result-based management comes with obstacles such as corruption, weak interdependence and poor financial management. Studies done in Africa for instance. According, Bajwa and Kitchlew (2019) result-based management had a detrimental impact on development agencies' adaptability. Clearly, no concrete outcome has been found in literature as an outcome of result-based management. Hence, this current study will help contribute to literature on both context and result bases.

Conceptual Framework

For a complete knowledge of a phenomenon, the conceptual framework is used to analyze the state of events (variables or concepts) and their interactions. The conceptual framework's objective is to help you think about the data as it comes in. For this study, the nexus between result-based management and organizational performance is depicted on Figure 1.



Source: Author's Construct (2021)

Figure 1: Conceptual Framework Depicting the Nexus between Result-Based Management and Organizational Performance

The conceptual framework depicts the research objectives of this current study. First, it shows how goal setting, resource allocation, result-based personnel management, monitoring and evaluation and accountability lead to achieving result-based management. Again, from the framework, result-based management is said to contribute to organizational performance in the form of how the organization would initiate and execute its projects as well as maintain security and sanitation of the metropolis. In effect, the dashed lines leading to result-based management depict each determinant's contribution to result-based management. Also, the lines from the determinants to organizational performance show how each of the determinants contributes to organizational performance. Lastly, the solid line from

result-based management to organization performance represents the composite contribution of the determinants to organizational performance. From the review, goal setting, resource allocation, result-based personnel management, monitoring and evaluation and accountability are viewed to contribute positively to result based management which in turn contribute positively to organizational performance.

Chapter Summary

The chapter began by reviewing public value theory by Moore (1995) whose ultimate purpose is that public sector programmes and activities has to create public value - the value proposition that should govern public institutions. The concept of result-based management was reviewed its determinants - goal setting, linkage between goal, monitoring and evaluation, resource allocation, human resource quality, results-based personnel performance system and accountability were seen to encourage managers to analyze what is most useful or valuable in the service they provide, as well as how effective management may make the service the best it can be. Again, the chapter reviewed the concept of organisational Performance. Relationships between the determinants and organizational performance were reviewed as well as empirical studies. Lessons Learnt from the Empirical Review and the nexus between result based-management and organizational performance was depicted on a conceptual framework.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter details the methods adopted for this study. The research method is described in terms of research approach and design, study organisation, population, sample and sampling techniques, research instrument, data collection procedures, reliability and viability, data analysis and ethical consideration.

Research Approach

A research approach is a plan and technique that includes everything from general assumptions to specific data collecting, analysis, and interpretation procedures. As a result, it is based on the nature of the research problem being addressed. There are three types of research approaches – quantitative, qualitative and mixed method. Quantitative research approach was used for this study because according to Creswell (2009) a quantitative approach enables researchers to use mathematical approaches to arrive at objective and logical deductions. The choice of this approach is based on the fact that the study is concerned with gaining understanding of the relationship between variables under study (Creswell, 2014). These variables in turn can be measured, typically on instruments so that numbered data can be analyzed using statistical procedures. According to Olusoji, Adetokun and Akaijhe (2017), using quantitative approach enables the researcher to gain an understanding of the relationship between the phenomena under investigation.

Research Design

The research design is the overarching method you adopt to combine the various components of the study in a logical and cohesive manner, ensuring effective address of the research problem. It is the blueprint for data collecting, measurement, and analysis (Blumberg et al, 2014). Research design is thus an integrated map of the research project that determines the most suitable method of investigation, the nature of the instruments, the sampling plan and the types of data (Saunders et al, 2016). Specifically, both descriptive and explanatory research designs were adopted for the study. According to Quartey and Awoyemi (2012) descriptive design is the process of gathering data in order to answer research questions which concerns the existing status of a phenomenon and attempts to provide an accurate and objective description on-going situation or real-life situation. Marcsyk et al (2015) indicated that in descriptive design, no matter how convincing the data one cannot rule out extraneous variables as the cause of what is being observed. Because there is no control over the variables and the environment that being studied, this means that findings from descriptive design are most often influenced by factors other than those attributed by the researcher. The explanatory research design shows the cause and effect among variables under study. Research objectives three and four are typical example of cause-and-effect relationship. Hence the adoption of explanatory research (Blumberg et al, 2014).

Study Organisation

Cape Coast Metropolitan is the organisation used as the case study in this research. The Cape Coast Metropolitan is one of the 260 Metropolitan, Municipal

and District Assemblies (MMDAs) established in Ghana and forms part of the 22 MMDAs in Central Region. The Metropolis covers an area of 122 square kilometres and is the smallest metropolis in the country. It is located on longitude $1^{\circ} 15'W$ and latitude $5^{\circ}06'N$. With its administrative capital as Cape Coast, the Cape Coast Metropolitan Area is one of the oldest districts in Ghana. It was raised to the status of municipality in 1987 by LI 1373 and upgrade to metropolitan status in 2007 by LI 1927. The main functional areas within the Cape Coast Metropolitan Assembly are: The Presiding Member (PM), The Members of Parliament (MP), The District Coordinating Director (DCD), Assembly Members, both elected and appointed by Unit Committee Members and Technical or Professional and Supporting Staff of the Assembly. The organisation is headed by District Chief Executive (DCE). The organisation makes sure that government policies and development plans are carried out to the satisfaction of communities and other stakeholders such as NGOs etc. The local governance system is built on this very organisation which enables democracy at local and community levels.

Study Population

Population refers to the total collection of elements about which the researcher wishes to make inference. It is the universe of people, place or things to be investigated (Saunders et al, 2016). The Cape Coast Metropolitan Assembly has thirteen (13) departments and they are central administration, agriculture, finance, social welfare, urban roads, budget, transport, legal, waste management, public works, health, parks and garden, and human resource. The population for the study comprised of 215 employees, of 13 departments of Cape Coast Municipal

Assembly, Cape Coast Area. These thirteen departments have been places where work processes in regards to delivering the objectives of the organisation occur.

The population includes employees of the Cape Coast Metropolitan Assembly and the entire population has been used for this study. Because according to Laerd (2018), when the entire population is used, it completely defines the population and the characteristic or characteristics which set it apart, create a list of population, collect relevant data from all members on the list, gives deeper insights into a target population than partial samples, allow a researcher to paint complete picture and reduces guesswork. Additionally, the aim to take the entire population for the study is in bid to limit the probability of errors occurring, maximise, the accuracy of the population estimates and enhances the generalisation of the results obtained (Osborne & Costello, 2004). The composition of the study population as shown in Table 1. Table 1 shows the composition of the population of the study

Table 1: Composition of the Study Population

Department	Number of workers/employees
Central Administration	70
Internal Audit	16
Finance/Revenue	8
Social welfare/Community Devt.	9
Urban Roads	6
Budget	2
Transport	9
Legal	2
Waste management/ Env.	19
Public works	25
Environmental Health	34
Planning	11
Procurement /Stores	4
Total	215

Sample and Sampling Technique

According to Taherdoost (2016), expecting academics to be able to investigate the entire population in order to answer research questions is cynical. A sample, however, must be selected. Because researchers do not have the time or resources to investigate the complete population, sampling strategies are employed to limit the number of instances (Taherdoost, 2016; Cohen & Grifo 2007). That is to say, a sample allows a researcher to analyze a smaller portion of a larger target population, allowing the results to be generalized to the entire population. The sample size was determined using the Krejcie and Morgan (1970) table of sample size determination. A total of 140 samples were taken from a total of 215 employees.

Data Collection Instrument

A questionnaire was the instrument used for data collection, because the employees/staff of the organisation are very learned and would be able to read and conveniently answer the questions without any assistance. According to Dessler (2000), a questionnaire yields unbiased results unlike interview method where the researcher can induce the respondents to give responses to suit his interest and offer greater assurance of anonymity and help avoid bias or errors caused by the presence or attitudes of the interviewer. Questionnaires are likewise very adaptable in that it can be utilized by an individual, in various situations, at various circumstances, focusing on an assortment of subjects for examination (Saunders et al, 2016). According to Sarantakos (2005), the use of questionnaires is convenient and can reach respondents who are normally difficult to contact and are literates, it allows

respondents to answer the questions at their own pace without disturbing their working activities.

It comprises mostly structured questions. The use of structured questions enables the provision of close-ended and multiple-choice questions which are deemed to be easier for respondents to answer. According to Malhotra (2004), multiple choice questions are easier to analyse and tabulate than open-ended questions, and also reduces bias on the part the researcher. The instrument was introduced with information about the researcher, the research topic, reason for the research and assurance of confidentiality and anonymity.

The questionnaire had three sections, A, B and C. Section A focused on background information about respondents' demographic characteristics such as sex, category of staff, department, education, service of tenure and position. The section B of the questionnaire contained a specific matter of enquiry which sought information about the determinants of results-based management; section C on section C on organizational performance. The Likert scale was considered appropriate because it is the most reliable and most widely-used scale for measuring people's attitudes, opinions and beliefs (Yates, 2004; Best & Khan, 1989). The sample questionnaire is attached as Appendix A.

Pre-testing

This study's instrument was pre-tested in June, 2019 to enable the researcher check the following: instructions and questions were clear and potential respondents would understand questions and respond appropriately. The test was undertaken in the Komenda/Edina Eguafobirem Municipal (Elmina) Assembly.

The municipal Assembly selected for the test because it was deemed appropriate and has shared similarities such as employees' categories, stakeholders and same work processes that is relevant to the study area. Following the responses from the test, several questions were re-worded and the number of items on the questionnaire was reduced to ensure high response rate.

Data Collection Procedures

The researcher collected data from the selected respondents. The administration of the questionnaire was in two stages. Stage I was the distribution of questionnaires to respondents and Stage II was for collection of data. It took twelve weeks to complete the exercise (from August to December, 2021).

Reliability and validity

Reliability and validity determine the accuracy of the research. It determines the trustworthiness of the overall research and study. According to Healy and Perry (2010), reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Reliability refers to the ability to repeatedly acquire the same result with the same instrument (Burns & Bush 2003). This implies that, irrespective of who conducts the research, the same results should be obtained and there should be stability in the measurement. Validity on the other hand refers to the relevance and accuracy of what is measured (Burns & Bush 2003).

Validity means ability of the research method to find accurate reality. When the research is said to be valid then it really means that what was intended to be measured has been measured accurately. Validity is quite important when the

researcher is doing in- depth studies on individuals, small groups or situations. When the researcher knows that his research is valid then he can be confident on the findings that really show some uniqueness in the issue being studied. When the researcher lacks validity, then it means that there was lack of truth in the findings (Churton & Brown, 2010).

Reliability means to measure consistency in producing similar results on different but comparable occasions. If research is said to be reliable that means if it is replicated, similar or identical results will be shown. If researchers know that their research is reliable then there is less risk of their taking a chance pattern or trend exhibited by their sample and using it to make assumptions about the population as whole (Churton & Brown, 2010). In quantitative research, the questionnaire must be well understood by the respondents since there are no close contacts with the researcher.

This will increase the high possibility of obtaining a valid and reliable answer. Cronbach's Alpha was used as a measure of reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. It measures the inter-correlations among test items, with a measure of 1 being higher in terms of internal consistency and reliability, and 0.7 to 0.9 being acceptable (Zinbarg, Yovel, Revelle & McDonald, 2006). The Cronbach's alpha coefficient (α) with a recommended minimum value of 0.7 is the most common indicator for testing internal consistency (DeVellis, 2003). In this sense, the research instrument is

deemed valid and reliable as there was a high response rate and the answers correspond with each other.

Data Processing and Analysis

Data analysis is the process of simplifying data in order to make it comprehensible. Data analysis usually involve reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Best & Kahn, 2006). Data analysis consists of examining, categorising, tabulating, or otherwise recombining the evidence to address the initial propositions of a study (Yin, 2003). The data was then coded to enable the researcher to identify codes that pertained to possible responses for each item on the questionnaire. The information gathered was meticulously examined and checked for accuracy. The questionnaires were coded and entered into the Statistical Package for Social Sciences (SPSS) version 23. SPSS was used to aid in the organisation and summarization of data to provide important parameters for data analysis. The research objectives were analysed using Structural Equation Modeling (SEM). The results were presented using the output from the SEM.

Ethical Consideration

Respondents' anonymity, informed consent and confidentiality were upheld. The respondents were approached and the essence of the research was explained to them before the study commenced. The respondents were allowed to do an independent work unless an explanation was needed in the course of answering the questionnaire. These activities were undertaken to ensure that the research was free of value judgment on the part of the researcher, since participation

to research study must be voluntary and that researchers should not coerce target population in participating in a research process (Neuman, 2011).

Consent was sought from the Human Resource Division of the metropolis and the respondents themselves prior to undertaking the study. This reduced the resilient nature of the respondents, hence they participated fully without any hindrance. This was simple because the researcher was able to convince and assured the respondents of anonymity. Hayward (2010) acknowledged the problem of persuading participants to cooperate with the researcher in his research during data collection. Bless et al (2006) generally accepts the ethical rights of a participant to be: the right to privacy and voluntary participation; anonymity and confidentiality.

One of the biggest concerns in research is the protection of the respondents' interests and wellbeing through the protection of their identity. If revealing their survey responses would injure them in any way, adherence to this norm becomes all the more important. A respondent may be considered anonymous when the researcher cannot identify a given response with a given respondent (Babbie & Mouton, 2001). Generally, anonymity does not constitute a serious constraint on research, as most researchers are interested in group data rather than individual results. The consideration of anonymity can be easily overcome by omitting the names of the participants or identifying the respondents by a code instead of by name (Bless et al, 2006).

Chapter Summary

This chapter was introduced by discussing the study organisation. The chapter further outlined the research methodology/approach that was used in the

study. Quantitative research approach and correlation study design as the study design. The population of the study was made up of all employees/staff of the Cape Coast Metropolitan Assembly. The purpose sampling method was used for the study. Questionnaire was used to collect data on 140 employees/staff of the institution. The chapter ended by showing the distribution of the questionnaire using Likert scale, discussion of the SEM and its assumptions and data analysis, reliability and validity and ethical consideration were also discussed.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study sought to examine the determinant of result-based management and the impact of both the individual determinant and composite on the performance Cape Coast Metropolitan Assembly (CCMA). This chapter provides information relating to the findings and further discusses the findings with respect to their implications and previous empirical postulations.

Demographic Characteristics

The demographics of the respondents were measured descriptively with frequency and percentage. The findings are presented on Table 1.

Table 2: Demographic Characteristics of the Respondents

Variables	Options	Frequency	Percentage (%)
Gender	Female	66	47.1%
	Male	74	52.9%
Age range	Below 30 years	18	12.85%
	30-40 years	83	59.28%
	41-50 years	32	22.85%
	51-60 years	7	5.00%
Working experience	1-4 years	48	34.28%
	5-9 years	62	44.28%
	10-14 years	19	13.57%
	15-20 years	11	7.85%
Level of education	Diploma	27	19.28%
	First degree	70	50.00%
	Masters	39	27.85%
	PhD	04	2.85%

Source: Field Survey (2021)

The demographic analysis revealed that majority of the respondents surveyed were men (52.90%) whilst the remaining 47.10% were female. This signifies probably that the sample is dominated by male workers which reflect most metropolitan assemblies. The age range of the respondents demonstrates that the sample is dominated by an active youthful population who were in the 30-40 years range (59.28%). This was followed by those in the age bracket 41-50 years representing 22.85%. Only a few were below 30 years and 51-60 years categories representing 12.85% and 5.00% respectively. Furthermore, it was discovered that most of the respondents (44.28%) have relatively longer working experience (5-9 years) in the Assembly. This was followed by those within the 1-4 years working experience (34.28%). This shows that the respondents have enough experience to provide the needed information relating to their management activities. The study also showed that all the respondents had at least some form of higher formal education with most of them (50%) having a 1st degree in different programmes as their current level of education. 27.85% had a master's certificate (2nd degree) whilst 19.28% had a Diploma certificate. Only 2.85% had a Ph.D. The education level of the respondents showed that Assembly is dominated by professionals who are experts in various fields as attested by the educational level, given the level of working experience. The choice of structured questionnaire programmed in the English language is justified on the grounds that the respondents could independently complete the demands of the instrument with no difficulty.

Determinants of Result-Based Management at Cape Coast Metropolitan Assembly

The first objective sought to assess the determinants of result-based management at Cape Coast Metropolitan Assembly. Several determinants exist in literature however, five determinants were considered due to the study area problems. As such five constructs – goal setting, resource allocation, result-based performance management system, monitoring and evaluation and accountability- were used where each had at least four items measuring it. Questions relating to construct were measured using Likert scale ranging from 1 to 5 where 1 relates to least agreement and 5 relates to highest agreement. Items measuring each construct were summed up to represent the construct's value. Mean and standard deviation were using to measure the response to the items in terms of their central tendencies and variations respectfully. As a rule of thumb, a score to an item or construct less than the midpoint of 3.0 is considered low agreement and a score higher than 3.0 is considered higher agreement. Table 2 presents the responses of the respondents concerning the determinants of result-based management at Cape Coast Metropolitan Assembly.

Table 3: Determinants of Result-Based Management at Cape Coast Metropolitan Assembly

Goals setting	Mean	Std Dev	Contribution	T Statistics	P values
Every project undertaken by the assembly has set precise goals	3.23	.812	.822	10.29	0.00
Scope of activities are determined	3.42	.735	.859	12.60	0.00
Project document clearly articulated how activities are linked with sub-goals and main goal	3.12	.704	.922	14.53	0.00
Project document clearly explains how the achievement of sub-goals will lead to achievement of respective project goal(s)	3.09	.602	.577	10.32	0.00
<i>Average/Total Contribution to RBM</i>	<i>3.22</i>	<i>.713</i>	<i>.301</i>		
Resource allocation					
Resource allocation is made against activities specified in Project document	3.17	.629	.888	4.07	0.00
Human Resources requirement for project is determined in Project Document	2.68	.780	.900	6.42	0.00
Job description is stipulated in project document	3.05	.857	.929	6.15	0.00
Job specifications are stipulated in project document	2.45	.781	.827	7.56	0.00
<i>Average/Total Contribution to RBM</i>	<i>2.84</i>	<i>.762</i>	<i>.356</i>		
Results-based personnel performance system					
Human resources are encouraged to execute duty under efficient time	3.40	.812	.812	6.60	0.00
Performance system identify areas of improvement for human resource	3.27	.735	.737	12.19	0.00
There are clear standards in terms of human resource performance	3.29	.756	.812	11.02	0.00

Performance is linked with rewards	3.49	.602	.628	9.15	0.00
Performance development plans are aligned with key performance area	3.21	.932	.146	4.07	0.00
<i>Average/Total Contribution to RBM</i>	3.33	.767	.251		
Monitoring and Evaluation					
There is a periodic evaluation studies conducted for assessing project effectiveness	3.36	.764	.636	9.49	0.00
Project performance is assessed based on achieving sub-goals and main goal, as defined in Project document	2.83	.876	.852	13.39	0.00
There is a strong culture for monitoring and evaluation to ensure effective implementation and achievement of results	2.97	.857	.836	8.02	0.00
Management use results information for learning	3.14	.743	.795	12.69	0.00
<i>Average /Total Contribution to RBM</i>	3.08	.810	.313		
Accountability					
The Assembly is answerable for the use of funds	3.16	.776	.925	10.93	0.00
The Assembly involves citizens in participatory planning	3.37	.852	.825	16.76	0.00
The Assembly involves citizens in budgets process	2.51	.657	.825	17.23	0.00
The Assembly ensures transparency in the publication of plans	3.06	.764	.858	22.05	0.00
The Assembly account for dialogue with local councils concerning projects	2.87	.602	.746	9.71	0.00
<i>Average/Total Contribution to RBM</i>	2.99	.730	-0.025		

Source: Field survey (2021)

From Table 3 it could be seen that respondents averagely agreed that setting of goals at the institution for accomplishment of projects are in good course ($M=3.22$; $Std=.812$). Meaning precise goals are set, scope of activities is stated and there is a linked between sub goals and main goals. Also, Table 2 indicated that the institution to some extents have result-based personnel performance system in place ($M=3.33$; $Std=.767$) where the human resources are entrusted to execute task under efficient time, areas are identified for improvement, clear standard of performance are outlined, performance are linked with reward and performance plans are linked with key performance indicators. Similarly, it was found from the respondents that on average, there is monitoring and evaluation practices at the metropolis ($M=3.08$; $Std=.810$). Meaning there is a periodic evaluation studies for assessing the effectiveness of projects and performance are assessed based on the definition in the project document. However, the respondents averred that resource allocation at the institution is less appreciable ($M=2.84$; $Std=.762$). This is because it was found that resource is made available for activities specified in the project document but the human resource is in adequate as well as the job specification is not well known. Same sentiments were shown with respect to accountability practices at the assembly ($M=2.99$; $Std=.730$). The respondents specified that assembly ensures transparency and are answerable for use of fund but dialogue with local councils leaves much to be desired and as well as involving inhabitants concerning budgetary processes. Again, on the contribution of each construct to RBM, all but accountability had a negative contribution. This may be as a result low morale and how engaged Managements are to take responsibilities.

The result depict that the assembly clarifies as part of the planning process its main goals (Mickson & Anlesinya, 2019) and this could lead to the delivery of outputs that will contribute to the project goal (Moraba, 2021). The result could also be crucial in determining whether or not progress is being achieved later (Asiedu-Boamah & Asare, 2018). In addition, the result could help the assembly use goal set to clarify exactly what has to be done and when (Caiado et al, 2018). Also, causal links between goals as shown in the result could meaning approach to enhance goals achievement as reported by (Britt & Patsalides, 2013). This would in turn improve project design and supervision (Izhar et al, 2017).

Also, the positive result could aid program management by recognizing patterns and trends, modifying strategies, and influencing decisions (Project/programme Monitoring and Evaluation (M&E) Guide 2011). The result again proves that in RBM monitoring is embedded into all levels of an organisation (Thomas, 2009 and key performance indicator. This may aid the assembly to create stronger connections between resource use and policy execution (Tengan & Aigbavboa, 2017). Also, as indicated by Hartog and Verburg (2004) high-performance results-based personnel performance system is regarded as a critical aspect in businesses, with a major impact on employee performance, the result showed on Table 2 could imply employee performance could be impacted as a result of performance standards set. The practise results-based personnel performance system would also guarantee staff performance at all levels is systematically connected to substantive program performance (Rasappan, 2010). Lastly, the findings could help the assembly in the planning and implementation of

human resource management and development programs (Chawira, 2017; Pazvakavambwa & Steyn, 2014; Thomas 2005).

Though Mbatha and Monyane (2021) indicated that for successful RMB, the project group must comprise personnel with a diverse set of talents and experiences to guarantee that the project's operations management is successful and efficient, the result shows allocation of human resource for project is inadequate. Therefore, may render RBM practices at the assembly ineffective (Örtengren, 2016; Mulikita, 2017). Again, poor accountability as shown may make the assembly's culture, and morale suffer. The credibility would also be damaged from their inhabitants (Brinkerhoff, 2004; McGill, 2006). Result could lead to poor strengthening of the local governments in terms of enhanced reporting and accountability for the use of funds (Shotton & Winter, 2006) as well as the strength of ties between local governments and citizens (Brinkerhoff & Wetterberg, 2016; Van Belle & Mayhew, 2016).

Assess the Performance of Cape Coast Metropolitan Assembly as a Result of Result-Based Management.

The second objective sought to assess the performance of Cape Coast Metropolitan Assembly as a result of result-based management. Eight indicators were used to measure the performance level of the assembly as a result of result-based management. Questions relating to construct were measured using Likert scale ranging from 1 to 5 where 1 relates to least agreement and 5 relates to highest agreement. Items measuring each construct were summed up to represent the construct's value. Mean and standard deviation were using to measure the response

to the items in terms of their central tendencies and variations respectfully. As a rule of thumb, a score to an item or construct less than the midpoint of 3.0 is considered low agreement and a score higher than 3.0 is considered higher agreement. Table 4 presents the responses of the respondents concerning the organization performance as a result of result-based management at Cape Coast Metropolitan Assembly.

It could be observed from Table 4 that as a result of RBM, the assembly promotes productive activity and social development in its district (M=3.43; Std=.762), implements project for the development of basic infrastructure (M=3.56; Std=.865) and maintains security and public safety in the municipality (M=3.52; Std=.787). The assembly also ensures that projects are undertaken to ensure environmental Sanitation (M=3.76; Std=.698), ensures improvement and management of human settlements (M=3.58; Std=.873) and provides other municipal works and services in the municipality as and when the need be (M=3.98; Std=.908). Further it was found that the assembly is tries to remove any obstacles to initiatives and development (M= 3.37; Std=.872) and lastly, ensures overall development of the district (M=3.85;Std=.845).

Table 4: Organization Performance as A Result of Result-Based Management

Indicators	Mean	Std Dev	T Statistics	P values
The assembly promotes productive activity and social development in the district.	3.43	.762	11.87	0.00
The assembly implements project for the development of basic infrastructure	3.56	.865	13.76	0.00
My assembly maintains security and public safety in the municipality	3.52	.787	9.93	0.00
Projects are undertaken to ensure environmental Sanitation	3.76	.698	9.72	0.00
The assembly ensures improvement and management of human settlements	3.58	.873	7.53	0.00
My assembly provides municipal works and services in the municipality	3.98	.908	6.53	0.00
My assembly is able to remove any obstacles to initiatives and development	3.37	.872	5.78	0.00
My assembly ensures overall development of the district	3.85	.845	6.21	0.00
<i>Average</i>	3.63	.826		

Source: Field survey (2021)

The result presented on Table 4 indicated that promoting, implementing, maintaining as well as ensuring overall development of the district would aid the assembly achieve its strategic plans and objectives (Ittner&Larcker, 1998). As a result of result-based management, individual performance may increase which would in turn help achieve the primary goal of increasing performance (Behn, 2003). The result also shows how well the assembly are efficient and effective (LGS, 2016). The result confirms that the local government sector performance measurement such as social development, sanitation and municipal works are crucial to metropolitan assemblies (Annan-prah & Ohemeng, 2015). This would also offer the necessary opportunities at individual, group and system level to adapt the organisation continuously to satisfy its role players (Amjad, 2008; ILO, 2011).

Effect of the Determinants of Result-Based Management on Cape Coast

Metropolitan Assembly Performance

The research objective three sought to examine how individual determinant of result-based management contribute to organizational performance at the Cape Coast Metropolitan Assembly. Answers to questions asked were measured on a Likert scale from 1 to 5 where 1 denoted least agreement and 5 denoted highest agreement. The hypotheses were tested using SMART PLS configuration. Consistent PLS Algorithm and Consistent Bootstrapping were fully used for the analysis after the model specification with these setting up features: Test type=2-tailed; significance level=0.05; the maximum number of iterations=5000. The measurement model is first examined and then thereafter, the structural model. Once the measurement model is accurately measured, the structural model together

with the significance level (Consistent bootstrapping) is then computed accordingly.

Measurement Model

The study aimed to assess the predictive capacity of determinants of result-based in causing a change, if any, in the organisational performance of Cape Coast Metropolitan Assembly. This was configured in a second-order reflective model. The model was reflectively specified and evaluated using recognized methods for evaluating reflective models. The findings are presented as follows.

Construct Reliability and Validity

Calculating Cronbach's Alpha (CA) and Composite Reliability (CR) is to verify the instrument accuracy which in turn confirms the internal consistency. When the average variance extracted is larger than or equal to 0.5, convergent validity is proven (Shrestha, 2021). The findings were presented o4 Table 5.

Table 5: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Goal setting	0.806	0.818	0.878	0.648
Resource allocation	0.840	0.843	0.893	0.678
Result-based personnel performance system	0.813	0.827	0.865	0.521
Monitoring and Evaluation	0.855	0.902	0.904	0.705
Accountability	0.894	0.901	0.923	0.707
Result-Based Management	1.000	1.000	1.000	1.000
Organisational Performance	0.921	0.954	0.937	0682

Source: Field survey (2021)

From Table 4, the CA results shows that internal consistency was reliable since all the items exceeded 0.7 threshold (Hair et al, 2016). Thus, Goal setting (CA=0.806); Resource allocation (CA=0.840); Result-based personnel performance system (CA=0.813); Monitoring and Evaluation (CA=0.855); Accountability (CA=0.894); Result-Based Management (CA=1.000); Organisational Performance (CA=0.921).

Also, convergent validity was achieved through composite reliability (Hair et al, 2017). Per Table 4, Goal setting (CR=0.878); Resource allocation (CR=0.893); Result-based personnel performance system (CR=0.865); Monitoring and Evaluation (CR=0.904); Accountability (CR=0.923); Result-Based Management (CR=1.000); Organisational Performance (CR=0.937).

Furthermore, it can also be concluded that the data is reliable because rho_A figure for the entire construct were greater than 0.70 (Appau et al, 2021). Thus, Goal setting (rho_A=0.818); Resource allocation (rho_A=0.843); Result-based personnel performance system (rho_A=0.827); Monitoring and Evaluation (rho_A=0.902); Accountability (rho_A=0.901); Result-Based Management (rho_A=1.000); Organisational Performance (rho_A=0.954).

AVE scores for the respective construct were greater than 0.50, hence convergent validity was duly tested and passed. The AVE scores were as follows: Goal setting (AVE=0.648); Resource allocation AVE=0.678); Result-based personnel performance system (AVE=0.521); Monitoring and Evaluation (AVE=0.705); Accountability (AVE=0.707); Result-Based Management (AVE =1.000); Organisational Performance (AVE =0.682).

Discriminant Validity

Discriminant validity refers to how unique and different each construct is in comparison to the other constructs in the model (Afum et al, 2019). According to Ab Hamid et al (2017), the Heterotrait-Monotrait [HTMT] represents the geometric mean of the heterotrait-heteromethod correlation divided by the average of the monotrait-heteromethod and best assesses discriminant validity. The HTMT ratio in a well-fitted model should be less than 1.0 to accurately estimate discriminant validity in reflective constructs (Ab Hamid et al, 2017). Table 6 presents the discriminant validity scores for the paired constructs.

Table 6: Discriminant Validity

	ACC	GS	ME	OP	RA	RBM	RBPPS
ACC	0.841						
GS	0.643	0.806					
ME	0.817	0.679	0.748				
OP	0.812	0.826	0.792	0.719			
RA	0.553	0.470	0.356	0.706	0.752		
RBM	0.867	0.844	0.895	0.920	0.473	0.999	
RBPPS	0.483	0.514	0.568	0.673	0.212	0.760	0.757

Source: Field survey (2021)

ACC=Accountability; GS=Goal Setting; ME=Monitoring and Evaluation; OP=Organisational Performance; RA= Resource Allocation; RBM=Result-Based Management; RBPPS=Result-Based Personnel Performance System.

From Table 6, it can be seen that all construct were measured accurately to ensure discriminant validity in so far as their inter-constructs scores were less than 1.

Collinearity Statistics

Collinearity statistics shows whether the model is prone to errors or biases and is determined by using Variance Inflation Factor (VIF) values (Hair et al, 2016). It is commonly accepted that when collinearity statistics is above 3.3 threshold, the model is more likely to be affected by common method bias. When the VIF is less than 3.3, however, such reflective models are considered to be lacking in common method bias (Afum et al, 2019). In circumstances where algorithms incorporate measurement error, Kock (2015) believe that VIF should have a score of 5 or lower to prevent multicollinearity problems, especially for factor-based PLS-SEM methods. Table 7 therefore shows that the collinearity statistics of the model.

Table 7: Collinearity Statistics

	Organisational Performance
Goal setting	1.659
Resource allocation	1.614
Result-based personnel performance system	1.070
Monitoring and Evaluation	1.050
Accountability	1.831
Result-Based Management	1.898

Source: Field survey (2021)

From Table 7, common method bias is of no threat in the context of this model since all VIF values recorded are less than the threshold of 5.

Structural Model

This section presents the results of the predictive modelling that was performed. The essential parts of the structural model presented included the factor loadings, path co-efficient, effect size, predictive relevance, and co-efficient of determination. The key aspects of the structural model presented included path co-efficient which shows the beta values (β), effect size (f^2), p values and predictive relevance (q^2). Table 8 presents the path coefficient of the model. According to Cohen (1988) f^2 values of 0.02, 0.15, and 0.35 are construed as small, medium, and large effect sizes, respectively. Also, predictive relevance (Q-square) is a metric that determines whether or not a model is predictive (> 0 is good). Q2 also establishes the endogenous components' predictive value. Q-square values greater than zero suggest that your data has been properly reconstructed and that the model is predictive.

Table 8: Path Coefficient

	β	f^2	Q2	p values
ACC-> OP	0.276	0.341	0.231	0.046
GS-> OP	-0.115	0.231	0.022	0.120
ME-> OP	0.152	0.132	0.034	0.000
RBPPS-> OP	0.301	0.176	0.214	0.000
RA-> OP	0.029	0.058	0.036	0.000
RBM->OP	0.481	0.270	0.217	0.000

Source: Field survey (2021)

The findings from Table 7 shows that accountability is a significant positive predictor of organizational performance ($\beta=0.276$; $p=0.046$: $p<0.05$) with effect size ($f^2=0.341$), thereby supporting the proposition of H_5 : Accountability in RBM has significant and positive effects on the performance of Cape Coast Municipal Assembly. Again, the result indicates that monitoring and evaluation has a significant and positive effect on organisational performance ($\beta=0.152$; $p=0.001$: $p<0.05$) with an effect size ($f^2=0.132$). This supports the proposition of H_4 : monitoring and evaluation in RBM significantly and positively affects the performance of Cape Coast Municipal Assembly.

Furthermore, the findings specifies that result-based personnel performance system is a significant positive predictor of organisational performance ($\beta=0.301$; $p=0.001$: $p<0.05$) with an effect size ($f^2=0.176$), thereby supporting the proposition of H_3 : Results-Based Personnel Performance System is a significant positive predictor of the performance of Cape Coast Municipal Assembly. Again, Table 7 illustrate that resource allocation is a significant positive factor of organizational performance ($\beta=0.029$; $p=0.001$: $p<0.05$) with an effect size ($f^2=0.058$). However, small in terms of beta, the sig value demonstrates and support the proposition of H_2 : *Resources allocation of RBM significantly and positively predict the performance of Cape Coast Municipal Assembly.*

However, it was found from Table 7 that goal setting is not a significant predictor of organizational performance at Cape Coast Metropolis ($\beta=-0.115$; $p=0.120$: $p>0.05$) with an effect size ($f^2=0.231$). Therefore, the proposition of H_1 : Goal setting in RBM significantly and positively affect the performance of Cape

Coast Municipal Assembly. According to Henseler et al. (2009) the thresholds for measuring predictive relevance are as follows: Q^2 0.35 is considered large, 0.15 are considered medium; and 0.02 are considered small. Therefore, accountability and result-based personnel performance system both has a medium predictive relevance while resource allocation and monitoring and evaluation have small predictive relevance.

A pictorial view of latent variables used for the present study is given in Figure 2.

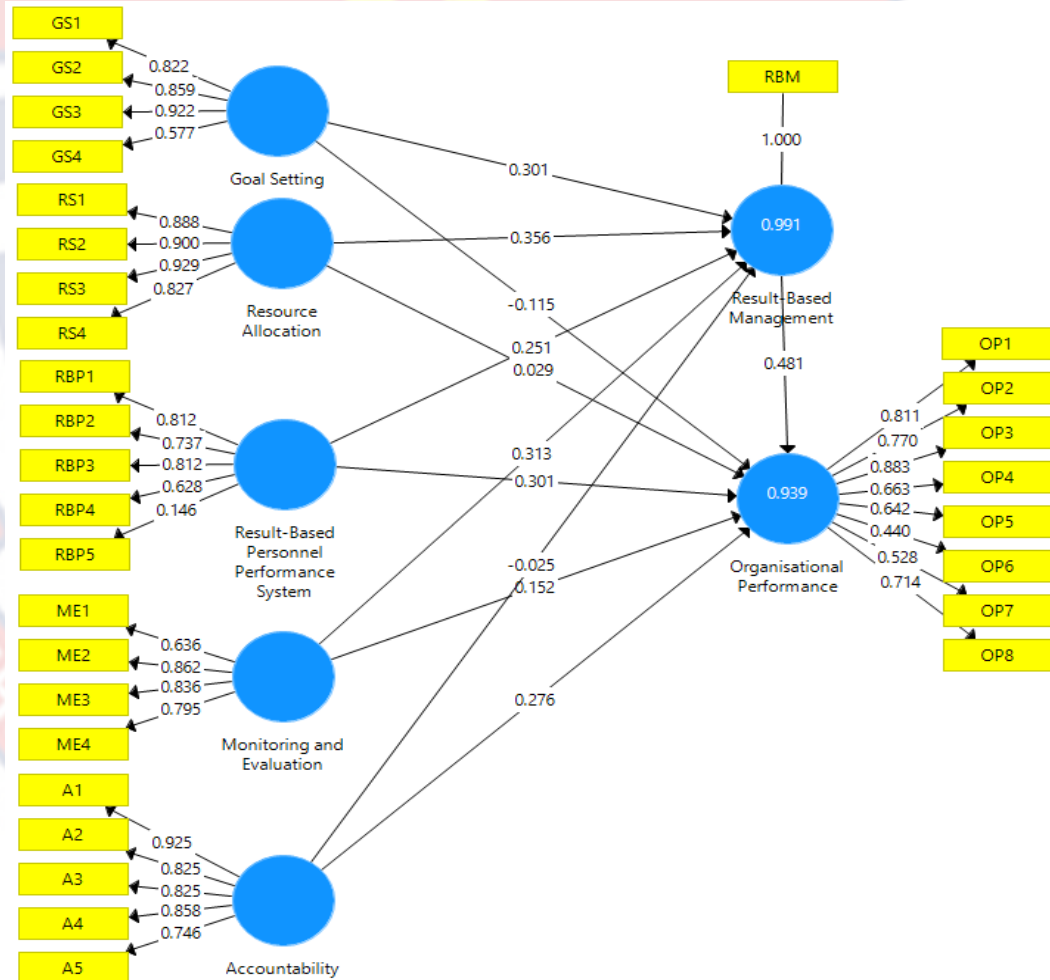


Figure 1: Structural Model

Individual determinant of result-based management proposed by this model were goal setting, resource allocation, result-based personnel performance system, monitoring and evaluation and accountability. Based on the findings management of Cape Coast Metropolitan Assembly should adopt these determinants conceptualized in this study except for goal setting which was not significant predictor to organisational performance. Goal setting failed to significantly contribute to predicting the variance in organizational performance in Cape Coast Metropolitan Assembly given the nature of the second-order configuration of the structural model. Although contextually, goal setting positively predicts organizational performance, this predictive capacity as a result of chance and not the scientific interaction of the indicators of the predictive model. This could be accounted for by the fact that goals setting process do not follow the SMART principle to strategically improve overall performance of the organization (Batliner et al, 2011; Bester, 2012). Also, this could be attributed to the fact that goals set by management of the assembly are not detailed and ambitious. It could as be inferred that goal setting process at the metropolitan assembly is not performed correctly and thus, may have conflicting sub goals and no visualized hierarchical relationship between activities and sub-goals. Therefore, this contradicts the claim that there is a positive linear link between goal setting and organisational performance (Locke, 2018).

On the contrary, the study shows accountability induces a positive improvement in organizational performance in Cape Coast Metropolitan Assembly, thereby supporting the call for organisations to ensure accountability of actions

(Dubnick & Frederickson, 2011). It also shows how management work based on their competence and professional norms and standards (Kim & Lee, 2012). Again, result-based personnel performance system showed to predict significantly and positively to organization performance at Cape Coast Metropolitan Assembly thereby affirming previous study findings that result-based personnel performance system improves organizational performance (Rabl et al. 2014). The findings could be attributed to the fact that management may performance or employees are linked with rewards (Obeidat et al. 2016) thereby, improving overall organizational performance (Kintana et al., 2006). It could also be that governments demand a result-driven public sector where employees understand what is expected of them and how they will be supported (Messersmith et al, 2011).

Further, the model shows monitoring and evaluation significantly induces positive enhancement in organizational performance at Cape Coast Metropolitan Assembly thereby, supporting that call for monitoring and evaluation of works of metropolitan assemblies (Kihuha (2018; Waylen et al., 2019). The findings could imply that a well-thought-out monitoring and evaluation strategy is implemented by management to gain a deeper grasp of demands of the intended audience (Callistus & Clinton, 2018; Wang & Yang, 2019). Lastly, resource allocation was found to contribute a significant positive change in organizational performance, hence affirming that effective resource allocation is thought to result in some organisational innovations aimed at improving the organisation's performance (Lemarleni et al., 2017). Also, the positive change could imply that management

strive to allocate its resources in a more cost-effective and unique manner in order to improve performance (Khan, Daddi&Iraldo, 2020). The finding is consistent to Kogan et al (2017) whose study discovered that how well resources are identified and allocated has an impact on the organisation's efficiency.

Overall Effect of Result-Based Management on Cape Coast Metropolitan Assembly Performance

The fourth objective sought to examine the overall effect of Result-Based Management on Cape Coast Metropolitan Assembly performance and the determinants were put together to examine its composite effect on organizational performance. From figure 2, goal setting, resource allocation, result-based personnel performance system, monitoring and evaluation and accountability together contribute to 99.9% of result based management indicating they true measure of result-based management. As requirement, its construct validity was obtained (1.00) as shown on Table 5. Also, discriminant validity was tested and the values were less than the threshold of 1.0. again, its Variance Inflation Factor (VIF) was assessed and the value was acceptable (VIF=1.898) since was less than 3.3. Lastly, to measure the composite effect of result-based management on organizational performance in Cape Coast Metropolitan Assembly, path Coefficient table as shown on Table 7 indicated a beta value of 0.481 with effect size of ($f^2=0.270$) which was considered medium. The model also showed a moderate predictive relevance of the composite result-based management on organizational performance.

Similarly, based on the findings, management of Cape Coast Metropolitan Assembly should adopt result-based management practices as it was found to be a good predictor of organizational performance. This affirms many studies (Mackay, 2002; Maliha, et al, 2015; Meier, 2003; Heyer, 2011; Thomas, 2011; Wael, 2015). For instance, it is consistent with Meier (2003) who noted that RBM improve efficiency and effectiveness through organisational learning, and secondly to fulfil accountability obligations through performance reporting. Also, the study findings corroborate with Mackay (2002) who stated that results-based management built strong human and institutional and management capacity in the public sector. Further, Heyer (2011) also adds that results-based management has been positive in improving business effectiveness and efficiency. Thomas (2011) indicated that the economic turnaround in Malaysian has been highly attributed to results-based management. The findings of Maliha et al (2015) and Wael (2015) also mentioned that the usage of RBM in the implementation of public sector projects has a considerable impact on project performance, according to the findings.

Chapter Summary

This chapter provided information relating to the findings and further discusses the findings with respect to their implications and relation with previous studies. All preliminary requirements were analysed and the study found that all but accountability relates negatively to result-based management. Resource allocation was found to be the best contributing factor to result-based management. Also, the performance of the assembly was found to be favourable and positive and moderate association exists between RBM and performance of Cape Coast

Metropolitan Assembly. Again, all except goal setting contributed negatively to organizational performance.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study's summary, conclusions, and suggestions were presented in this chapter. The conclusions and summary are derived from the findings from chapter four. The study's suggestions were also offered in this chapter, which were based on the study's findings. The chapter ended with recommendations for future research.

Overview

The study's ultimate purpose was to examine the determinant of Result-Based Management (RBM) and the impact of RBM on the performance Cape Coast Metropolitan Assembly (CCMA). Specifically, the following objectives were set:

1. Assess the determinants of Result-Based Management at Cape Coast Metropolitan Assembly
2. Assess the performance of Cape Coast Metropolitan Assembly as a result of Result-Based Management
3. Examine the effect of the determinants of Result-Based Management on Cape Coast Metropolitan Assembly Performance
4. Examine the overall effect of Result-Based Management on Cape Coast Metropolitan Assembly performance.

A quantitative research approach was adopted and both descriptive and explanatory research designs were also adopted for the study. Again, the study was a cross-sectional one which data gathered were analysed at a specific period of time.

A total of 140 samples size were taken from a total of 215 using table of random numbers. A questionnaire was the instrument used for data collection and the data was then coded into the Statistical Package for Social Sciences (SPSS) version 23. SPSS was used to enable the researcher to identify codes that pertained to possible responses for each item on the questionnaire. The information gathered was meticulously examined and checked for accuracy. The research objectives were analysed out using descriptive statistics and Structural Equation Modelling (SEM).

Determinants of Result-Based Management at Cape Coast Metropolitan

Assembly

The first objective sought to assess the determinant of result-based management at Cape Coast Metropolitan Assembly. Descriptive statistics such as mean and standard deviation were used to measure how employees at the Assembly agree to statement relating to each item under each construct. The study found that on the average goal setting processes are favourable. Similarly, result-based personnel performance system in place is favourable as well as monitoring and evaluation. However, allocation of resources and accountability at the assembly were seen to be weak according to the findings. Also, the it was found that goal setting, resource allocation, result-based personnel performance system and monitoring and evaluation contribute positively to result-based management at Cape Coast Metropolitan Assembly. However, accountability was negatively associated with the result-based management at Cape Coast Metropolitan Assembly.

Assessing the Performance of Cape Coast Metropolitan Assembly as a result of Result-Based Management

The second objectives sought to assess the performance of Cape Coast Metropolitan Assembly as a result of Result-Based Management. As a result, descriptive statistics- mean and standard deviation were used to analyse the data in that respect. As a result of the practice of results-based management, the assembly performs well on average. The study found that the assembly is capable of promoting social progress in the district, implementing projects for basic infrastructural projects, ensuring safety and public protection in the municipality, and ensuring environmental sanitation. Furthermore, the Assembly assures the development and management of human settlements, as well as the district's overall growth.

Effect of the Determinants of Result-Based Management on Cape Coast Metropolitan Assembly Performance

The third object sought to examine the effect of the determinants of Result-Based Management on Cape Coast Metropolitan Assembly's Performance. Data gathered were analysed using structural Equation Modelling (SEM) to examine the extent of each determinant contribution to overall organizational performance. The study found that all except goal setting contributed negatively to organisational performance. The rest had a weak positive effect on organisational performance of which result-based personnel performance system was highest, followed by accountability, then monitoring and evaluation and lastly resource allocation.

Overall Effect of Result-Based Management on Cape Coast Metropolitan Assembly performance

The fourth objective sought to examine the overall effect of Result-Based Management on Cape Coast Metropolitan Assembly performance. Similarly, data gathered were analysed using structural Equation Modelling (SEM). The study found that when they put together, the cause a significant and positive moderate change in organizational performance. Indicating that when goal setting, resource allocation, result-based personnel performance system and accountability are put together as a bundle, would improve the assembly positively.

Conclusions

The current study examined the determinants of Result-Based Management (RBM), how each determinant contributes to organization performance and the impact of a composite RBM on the performance Cape Coast Metropolitan Assembly (CCMA). The study discovered that goal-setting, result-based personnel performance system, monitoring and assessment, contribute result-based management practices except for accountability which may be of peculiar reasons. The assembly is capable of fostering social progress in the district, implementing projects for basic infrastructure, providing safety and public protection in the municipality, and ensuring environmental sanitation as a result of the result-based management practices in place. All but goal setting was found to have a detrimental impact on organizational performance in the study. The remaining determinants had a minor beneficial impact on organizational performance, with the result-based personnel performance system being the most important.

This suggests that combining goal setting, resource allocation, a result-based people performance system, and accountability will improve the assembly process. The study concludes that the most determinant of RBM that management of Cape Coast Metropolitan Assembly should continue to practice are allocating resource followed by monitoring and evaluation, then goals setting and lastly, result-based personnel performance management. Accountability practiced at the assembly do not suffice hence proper measures should be adopted. Theoretically, the theory of public value in connection to RBM deployment in metropolitan assembly is supported by this study. This research also provided insight into RBM discussion in the Ghanaian metropolitan assembly setting by discussing RBM's determining elements and RBM's functions in CCMA performance achievement. It also highlighted opportunities for additional research in the development of results-based management and organizational performance literature.

Recommendations

Based on the findings and conclusion, the following recommendations were made:

1. Since it was found that accountability at the workplace regresses the improvement of result-based management at the Assembly, whenever there is work to be done, management should assign everyone action items. This can be done at team meetings to let everyone know who is responsible for what, which will encourage the team to perform their assigned responsibilities.

2. Also, the study found that goal setting had a negative contribution to organizational performance. This is not a logical result considering literature and may be that mapping out a simple action plan to reach them is not instituted. Therefore, the study recommends that management of Cape Coast Metropolitan Assembly institute measures log-frame could be fixed to help track and link sub-goals in order to realize the over goal of the Assembly.
3. Although the composite effect of RBM was moderate, a strong influence is important if value is to be created. Hence, Management should continually improve the determinants used in the model to reap a stronger impact on organizational performance.

Suggestion for Further Studies

The study had a few flaws that will need to be addressed in future research. First respondents may not tell the truth, especially when it comes to sensitive issues. Respondents may also have differing understandings and interpretations of the questions asked, leading to unintentional answers. As a result, future study could use a mixed strategy where interviews may be conducted to account for such problems. The temporal link between the variables cannot be identified in the future because this is a cross-sectional study. As a result, future study should use a longitudinal approach. Lastly, because of the small sample size, it may be difficult to tell if the result is accurate and true reflection of the entire population. As a result, future researchers on result-based management and organizational performance may use a census survey.

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QUESTIONNAIRE**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT****SCHOOL OF BUSINESS****COLLEGE OF HUMANITIES AND LEGAL STUDIES****UNIVERSITY OF CAPE COAST**

I am a student from the University of Cape Coast undertaking research on “Result-based management in Cape Coast Municipal Assembly: Determinants and effect on organizational performance”. I would be grateful if you could provide answers to the following questions. All information provided will be strictly treated as confidential.

SECTION A: BACKGROUND INFORMATION:

1. Gender: Male Female
2. Age 20 – 30 31 – 40 41 – 50 51 – 60 61+
3. How many years have you spent in this institution? < 5 5 – 10 11 – 20 20 – 30 >30

SECTION B: DETERMINANTS OF RESULT-BASED MANAGEMENT

From the statements below indicate your level of agreement with respect to information on result-based management practices with your institution. Your responses shall be measured such that 1 denotes least agreement and 5 denotes strongest agreement.

Result-based management is a monitoring and management tool that looks beyond processes, activities, products and services to focus on the actual social and economic benefits of projects and programmes at the level of beneficiaries.

Determinants		1	2	3	4	5
Goals setting	Every project undertaken by the assembly has set precise goals					
	Goals set have a precise time frame					
	Goals set has sub-goals					
	Strategies are set to achieve main goals and sub-goals					
	Scope of activities are determined					
	Project document clearly articulated how activities are linked with sub-goals and main goal					
	Project document clearly explains how the achievement of sub-goals will lead to achievement of respective project goal(s)					
	No change in activities, sub-goals, and goals can be made by the project team unless approved by the concerned authority at the Assembly					
Monitoring and Evaluation	Project document set indicators for measuring performance against activities					
	Project document set indicators for measuring sub-goals and main goals					
	Management use results information for employee improvement					
	Management use results information for learning					

	There is a strong culture for monitoring and evaluation to ensure effective implementation and achievement of results					
	Project document set means for verification of results					
	There is a periodic evaluation studies conducted for assessing project effectiveness					
	Project performance is assessed based on achieving sub-goals and main goal, as defined in Project document					
Resource allocation	Resource allocation is made against activities specified in Project document					
	Human Resources requirement for project is determined in Project Document					
	Job description and specification (qualification of human resources required to perform the job) are stipulated in project document					
	Job specification are stipulated in project document					
Results-based personnel performance system	Human resource selected have good team spirit					
	Human resource chosen are entreated to give the best service to work					
	Human resources are encouraged to execute duty under efficient time					
	Human resources are able to determine and manage work priority					

	Human resources are able to comprehend rule related to work					
	Human resources possess knowledge which support project					
	Adequate information is given about performance of human resource					
	Performance system identify areas of improvement for human resource					
	There are clear standards in terms of human resource performance					
	Performance is linked with rewards					
	Human resources are able to discuss their performance challenges with management					
	Key performance areas are aligned to job description					
	Performance development plans are aligned with key performance area					
Accountability	Management is held answerable for the use of funds					
	Management is responsible for involving citizens in participatory planning and budgets process					
	Management is responsible for involving citizens in budgets process					
	Management is held liable for the transparency in the publication of plans					
	Management is accountable for dialogue with local councils concerning projects					

SECTION C: ORGANIZATIONAL PERFORMANCE

From the statements below indicate your level of agreement with respect to information on performance of your institution as a result of the result-based management practices. Your responses shall be measured such that 1 denotes least agreement and 5 denotes strongest agreement.

Organizational performance	1	2	3	4	5
The assembly executes project for the effective development of the assembly					
The assembly promotes productive activity and social development in the district.					
The assembly implements project for the development of basic infrastructure					
My assembly provides municipal works and services in the municipality					
My assembly maintains security and public safety in the municipality					
Projects are undertaken to ensure environmental Sanitation					
My assembly is able to remove any obstacles to initiative and development					
The assembly ensures development, improvement and management of human settlements					

