

**UNIVERSITY OF EDUCATION, WINNEBA**

**AN ASSESSMENT OF THE ROLE OF STRATEGIC HUMAN RESOURCE  
MANAGEMENT IN ORGANIZATIONAL PERFORMANCE IN THE  
HEALTHCARE INDUSTRY**



**MASTER OF BUSINESS ADMINISTRATION**

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**UNIVERSITY OF EDUCATION, WINNEBA**

**AN ASSESSMENT OF THE ROLE OF STRATEGIC HUMAN RESOURCE  
MANAGEMENT IN ORGANIZATIONAL PERFORMANCE IN THE  
HEALTHCARE INDUSTRY**

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**A dissertation in the Department of Management Sciences,  
School of Business, submitted to the school of  
Graduate Studies in partial fulfilment**

**of the requirements for the award of the degree of  
Master of Business Administration  
(Human Resource Management)  
in the University of Education, Winneba**

**NOVEMBER, 2023**

## DECLARATION

I, hereby declare that this submission is my own work towards the award of Master of Business Administration Degree in Human Resource Management and that, to the best of my knowledge, it contains no material previously published by any other person nor material that has been accepted for the award of any other university degree, except for where due acknowledgement has been made in the text.

**CANDIDATE:** JOSEPH KORANTENG MENSAH

**SIGNATURE:**.....

**DATE:**.....

## CERTIFICATION

I certify that this dissertation has been duly supervised and assessed in accordance with the guidelines established by the University of Education, Winneba.

**SUPERVISOR:** DR. EMMANUEL YAMOAHA

**SIGNATURE:**.....

**DATE:**.....



## DEDICATION

I dedicate this work to my Father in heaven who gave me the wisdom, grace and strength to complete this dissertation successfully. I also dedicate it to my dearest mother Ivy Mensah, my siblings and special friends, Eugenia Naa Meley Shorme, Amos Kwesi Fianu and Eugene Nartey Djabang, not forgetting my boss Mr. Jacob Essel. God bless you all !



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## LIST OF ABBREVIATIONS AND ACRONYMS

EM	Employee Motivation
FTE	Full-Time Equivalent
HR	Human Resource
HRM	Human Resource Management
IP	Involvement and Participation
OP	Organizational Performance
PM	Performance Management
RBV	Resource Based View
SCM	Supply Chain Management
SHRM	Strategic Human Resource Management
SHRMP	Strategic Human Resource Management Practices
TD	Training and Development



## ABSTRACT

This study sought to assess the role of strategic human resource management practices in organizational performance in the healthcare industry. The specific objectives that guided the study were; to examine the effect of capacity building on organizational performance; to determine the effect of performance management on organizational performance; to assess the effect of motivation on organizational performance; and to analyze the effect of involvement in decision making on organizational performance. The study employed purposive sampling technique in selecting the respondents. Data from responses collected from the study were captured, cleaned and validated to ensure the integrity of the data set. Correlation and multiple regression analysis were used to arrive at the findings. The study found that strategic human resource management practices (training and development, performance management, employee motivation and involvement and participation) significantly positively influence organizational performance in the healthcare industry.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Over the past thirty years, Human Resource Management (HRM) has made considerable progress. The world has witnessed an upsurge in globalization where the economies of many countries are interlinking to promote foreign trade through technological advances and connectivity (Carnevale & Hatak, 2020). This upsurge has also fueled the increased rivalry in the national and foreign markets that has further encouraged the organizations in hiring and retaining highly talented workers. Several business organizations greatly depend on employees to gain advantage in the competitive market.

There is rapid change in economic environment which is characterized by phenomena including globalization, changing customer and investor demands, ever-increasing product-market competition. In order to remain relevant in this changing business environment, business organizations must continually improve their performance by reducing costs, innovating products and processes and improving quality, productivity and speed to market (Armstrong & Taylor, 2020). However, the relevance and attractiveness of an organization greatly depends on its human resources which is an important resource. People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of reference for considering issues of human resource management and strategy (Voorde, Paauwe & Veldhoven, 2015).

HRM has become a strategic and an important part of every business organization (Armstrong & Taylor, 2020). HRM is regarded as the human resource systems and

procedures introduced by businesses to manage employees to achieve organizational objectives and competitive advantage in an industry (Armstrong, 2006). Also, Noe et al. (2018) defined human resources management (HRM) as strategies, measures, and structures that sway workers' behavior, attitudes, and performance.

Furthermore, Armstrong and Taylor (2020) opined that HRM deals with employment procedures and management of staff members and relationship that exists between employees and managerial structures in an organization. Human resource practices relate to set of organisational activities that aim at managing a pool of human capital and ensuring that this capital is employed towards the achievement of its objectives (Bailey et al., 2018). HRM is seen as a tool used to manage the human resources of every organisation. Studies have shown that organisations can create and sustain a competitive position through the management of non-substitutable, rare, valuable, and inimitable internal resources (Asumpta, 2019). Collins (2021) shared the notion that the success of a business is strongly related to the efficiency of their human resources and their human resources management. HRM functions deals with human resource preparation, human resources management, strategic recruiting, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services (Collins, 2021). HRM details out policies and practices set to improve organizational efficiency, engagement of employees and work quality (Khan & Abdullah, 2019).

The need for increased quality of service has become even more important to organizations given its perceived influence on performance, cost reduction and profitability (Jogarao, 2018). However, fulfilling customers needs, demands and providing them quality healthcare delivery has been a challenging task in present competitive environment, particularly due to the inherent intangible nature of service

delivery. In addition, the historical dichotomy of high quality versus low cost is increasingly challenged by effective quality management, resulting in both improved quality and reduced cost. Organizations crave to attract the best talents by adopting various (HR) practices and strategies. Strategic human resource management (SHRM) integrates strategic principles to the optimum utilization and development of human resource so that organizations can achieve competitive advantage with the help of its most effective resource (Gardia, 2018, Mhirna, 2019). As opposed to the traditional HRM practices, SHRM practices target not only the improvement of some activities relating to recruitment, selection, compensation, and labour union, but also responsible for implementation of new activities such as training and skill development, empowerment, performance appraisal, performance based pay, leadership, creativity, and innovation development, making change and transformation management inevitable.

The impact of SHRM on organisational performance has received increased attention in recent years. Many scholars have recognized the vital role that SHRM plays in improving organisational performance in businesses. The relationship between SHRM and organisational performance has also been at the center of attention of Strategic Human Resource Management (SHRM) since the 1990s (Delery and Roumpi, 2017). Moreover, SHRM scholars argue that HRM systems is a 'source of sustainable competitive advantage' in business organization (Delery & Roumpi, 2017). There are many researches (Ang *et al.*, 2013; Kehoe & Wright, 2013; García-Chas *et al.*, 2014; Gould-Williams *et al.*, 2014; Fabi *et al.*, 2015; Katou, 2017) that examined the impact (direct or indirect) of SHRM on performance indicators in different industries and context. The study recognizes the relevance of SHRM within an organization in the successes of a business. The study attempts to highlight the influence of SHRM in

organizational performance in the healthcare industry in the context of the Central region of Ghana.

## **1.2 Statement of the Problem**

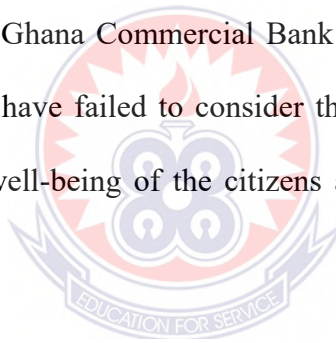
A number of empiric human resource studies (Collins, 2021; Ang *et al.*, 2013; Kehoe & Wright, 2013; Fabi *et al.*, 2015; Katou, 2017) have suggested that strategic human resource affect employee attitudes and actions towards organizational support, resulting in employee outcomes such as efficiency and withdrawal behaviour (Ampadu & Vargas, 2022). According to Delaney and Huselid (2016), the introduction of human resource activities influences the business abilities and create a strategic advantage for the organization. However, the application of human resource activities has a connection with the understanding and engagement of workers as to how they believe the company should help or care for them in terms of well-being. According to Gituma and Beyene (2018) SHRM is at the heart of all organizations, especially the public sector, helping people working in the public sector adapt to changing government roles. The need for public sector skills and knowledge in the areas of policy making, organisational management and public service delivery is more needed than ever.

Ansah (2018) opined that poor strategic human resource management strategies has slowed down productivity and could hinder organisational performance. Another challenge presented by the lack of proper strategic human resource management is low morale and motivation among staff (Atwima Mponua Rural Bank, 2015). Staffs are not motivated to work hard because when positions become vacant, external recruitment is done to fill these vacancies, which could influence commitment and organisational performance (Ansah, 2018). There could be several strategic human resource management related issues responsible for the low level of staff motivation in many



industries. Poor recruitment and selection process, unfair compensation system, discriminatory performance appraisal system, and the limited involvement of employees in decisions that affect them have the propensity of causing a low level of motivation among workers.

Earlier studies in Ghana on human resource practices by Asiedu-Appiah, Kontor and Asamoah (2013) were in the mining sector of Ghana; Bandari (2020) focused on Sustainability of Ghanaian Small and Medium Enterprises, Asumpta (2019) centred on private and public banks in the Tamale Metropolis of Ghana, and Segbenya, Aggrey and Peniana (2019) only looked at academic and non-academic staff with College of Distance Education. A similar study by Antwi, Opoku and Osei-Boateng (2016) also considered only selected Ghana Commercial Bank branches in Kumasi. Thus, these earlier studies in Ghana, have failed to consider the healthcare industry, which also plays a key role in the well-being of the citizens and the country's socio-economic development.



The transformation of systems, structures, and processes worldwide across organizations has been well acknowledged over the past 20 years (Kiiru, 2015). The key rationale of these changes has been to improve the cost-effectiveness, efficiency and performance of business organizations. The healthcare industry has therefore been under immense pressure to follow managerial practices and heighten strategic focus according to Truss (2018). Truss (2018) further observes that improved SHRM helps facilitate the acquisition, training and retention of esteemed employees thus serving to improve organizational cost-effectiveness and performance. Against this background, the study sought to unravel the role of SHRM practices in organizational performance.

The study would focus on the healthcare industry with particular emphasis on selected healthcare facilities in the Central Region of Ghana.

### **1.3 Objectives of the study**

The main objective of this study is to analyze the impact of strategic human resource management strategies and the extent to which it influences organizational performance in the hospital setting in the context of Ghana. The research will be guided by the following specific objectives:

1. To examine the effect of capacity building on organizational performance in the healthcare industry.
2. To determine the effect of performance management on organizational performance in the healthcare industry.
3. To assess the effect of motivation on organizational performance in the healthcare industry.
4. To analyze the effect of involvement in decision making on organizational performance in the healthcare industry.

### **1.4 Hypothesis**

Based on the objective of the study, the following hypotheses are set to be tested

H<sub>1</sub>: There is a positive relationship between capacity building on organizational performance

H<sub>2</sub>: There is a positive relationship between performance management on organizational performance

H<sub>3</sub>: There is a positive relationship between motivation on organizational performance

H<sub>4</sub>: There is a positive relationship between involvement in decision making on organizational performance.

### **1.5 Significance of the study**

Every research may affect and impact society and the players therein are the way to add to knowledge. Also, the research makes knowledge available through studies such as this for industry and society to use, helps improve lives and business operations. The research will be beneficial to the healthcare industry, academic community and government.

The research endeavored to ascertain such alternatives by way of testing the impact of strategic human resource management practices and organizational performance may be instrumental in enhancing staff's commitment towards the hospital. Hence, this research may impart institutional management to have better understandings of how human resource management might be employed to influence organizational performance. In the context of the research, this understanding was considered important in respect of the efforts of management of employees to attain higher performance.

Also, as the hospital organization may achieve higher performance from the implementation of the findings of this study, this may lead to expansion of operations. They therefore increase their staff strength, thus providing employment opportunities for the people in the country.

This study also goes a long way to guide the government's policy on sustainable policies. Policies such as the government's employment practices and standards development. In other words, this study enables the government and other stakeholders in the healthcare industry which is considered as the engine of Ghana's economy to develop management programs to cushion business operations.

Also, the study may add to the pool of knowledge available in both academia and in the corporate environment. This broadens the view of people on employee's management

practices and how it influences the operations of corporate bodies across every sector and that of the healthcare industry. The study would make up for the lack or limited scholarly papers in Ghana on strategic human resource management and organizational performance. In other words, to the world of academia, the research serves as a source of data for those who are interested in further studies on the variables.

Finally, this study helps businesses to introduce new strategic human resource management strategies that leads to them being both efficient and responsive in their operational activities. This thus largely makes business survive the competition that has emerged in the sector as a result of globalization over this short period of time.

### **1.6 Scope of the Study**

There are a number of healthcare facilities or organizations in the country but Hospitals in the Central region is of interest to this study. The study focused on ten (10) major hospitals in the Central Region, namely the Winneba Trauma and Specialist Hospital, Winneba Municipal Hospital, Twifo Praso District Hospital, Swedru Government Hospital, Abura Dunkwa District Hospital, Cape Coast Metropolitan Hospital, Saltpond Municipal Hospital, Ajumako District Hospital, Kasoa Mother and Child Hospital and Dunkwa-On-Offin Municipal Hospital. These Hospitals offer many different specialty cares to patients. Services rendered include and not limited to maternity care, ANC, PNC, Psychiatry, ENT, Dietetics, Nutrition, Obstetrics and Gaenecology, emergency services, general care and many others. These facilities have and can boast of employees who are guided by professional tenets of their profession in delivering healthcare to patients. These hospital organizations are chosen to be surveyed due to convenience and availability of respondents.

The aim of the study is to assess the role of strategic human resource management in organizational performance in the healthcare industry in selected healthcare institutions

in the Central Region. Therefore, strategic human resource management practices (with emphasis on capacity building, performance management, motivation and involvement in decision making) and organizational performance will serve as the thematic scope of the study.

### **1.7 Limitations to the Study**

Although the study achieved its objectives, there were some unavoidable limitations.

The first is the generalization limitation that is caused by the study's adoption of a non-probability sampling method (purposive sampling techniques) in selecting the sample.

Not all elements or subjects in the population had equal opportunity to participate in the study. Thus the sample is not a true representative of the population. Even though, this presented a challenge, it did not have any impact on the study, since the attributes or characteristics (in terms of performance and status in the industry) of the health facilities that were surveyed meant that the depth and quality of data derived, in a long way reflected happenings in the industry.

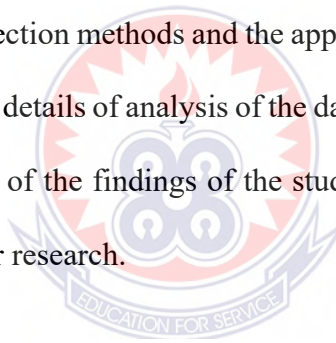
The second concerns the difficulty in accessing information from the respondents. Most of the respondents were not willing to give out information that they considered business secrets since they could not trust the extent to which that information would be used and protected. Also, they felt overworked and not ready to spare time to complete the survey. However, with several visits to their offices, persuasions and further assurance of strict confidentiality with regards to the information provided, they willingly shared this information and participated in the study. Hence, this limitation's impact on the study is eliminated.

Furthermore, the study is limited by the geographical scope. There are other health facilities that operate in the other regions of the country that qualified to be surveyed but eliminated from the study due to their location outside the scope. Even though, this

opt to have been a problem, it was not, as Central Region has all the major players in the industry and have the same characteristics as those in the other regions.

### **1.8 Organization of the Study**

This study is organized into five chapters. The first chapter is the research proposal that contains the background to the study, statement of problem, objectives, research questions, significant of the study, the scope, the limitation to the study and the organization to the study. Chapter Two contains the relevant literature reviewed in the study including definition of terminologies, theoretical perspective and empirical review of literature and the conceptual framework of the study. Chapter Three gives the methodology for the research. It gives justifications concerning the sampling technique and sample size, data collection methods and the approach used for the analysis of data. The chapter Four presents details of analysis of the data that were collected. The chapter Five provides a summary of the findings of the study, conclusions, recommendations and gives areas for further research.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two unravels the previous studies examined under the specific areas of this study. The chapter captures summaries of these previous works in relation to the concept of strategic human resource management practices and organizational performance. The chapter further presents the theoretical framework and the conceptual framework that underpins the study.

#### **2.2 Conceptual Review**

In order to attain the objective of the study, in this section, the study provides the definition of the thematic scope of the study by other researchers in this field of study and how this study operationalizes the concepts. This section is essential because it defines or sets the scope in which the study could be discussed or appraised

##### **2.2.1 Human Resource Management (HRM)**

The concept of human resource management (HRM) is seen in three distinct aspects: Individual, organizational, and financial in addition to being material. According to Sadikova (2020), an organization's contribution to the employee's productivity is not necessarily maximized because the workers are not exerting their full capacity (generating their optimal yield). The relevance of HRM suggest to benefits employees and enable companies to hire more experience, expertise, skills and capacities for employees (Yong et al., 2020).

Hameed and Anwar (2018) mentioned that HRM's activities influence in the entire compensation and selection process as well as the HRM's capacity within an

organization is related to the management functions of strategic HRM. Strategically, human resources management practices include policies for dealing with those essential to these basic areas, such as the promotion of workforce engagement, evaluation, the application of knowledge, and capacity preparation, employee training, and retaining staff, along with the management of administration issues (Singh et al., 2020).

Furthermore, Anwar and Ghafoor (2017), stated that creativity, markets, the ability to adapt technology, access to capital, and the existence of large-enhancing scale as important traits for today's highly competitive market success. HRM is crucial for an overall business success by enabling an organization to realize various advantages (Varna et al., 2018). Globally, the greatest obstacle to long-term one's financial growth and profitability is not yet being able to understand the skills of their skilled workforce, but on the opposite side, development-oriented business in several of these countries is only now still searching for the best Human Resource (HR) practices to efficiently (Troth & Guest, 2020). Abdullah and Othman (2016) observed that organizational success is highly dependent on how well an organization handles its HR management practices. Anwar (2017) emphasized that HRM primarily focused on the selective hiring practices have a positive effect on organizational performance. A study to find ways to improve the efficiency of an organization's workforce would not only benefit the workers but also ensure that all of the organization's stakeholders are provided for. Anwar (2017) assumes that training practices, and overall results are interconnected. Anwar (2017) concluded that training practices, working together, are positively linked, and so people who complete training will result in improved work life balance and greater investment opportunities for the business. The main conclusion was that overall compensation are directly proportional to organizational performance; the rewards, on the other hand, are in any instance proportion positive (Varna et al., 2018). Customer



and employee satisfaction has been shown to be significantly increased when employees are treated well and involved in HR management processes. Likewise, employee efficiency and growth would likely increase when individuals have a high level of HR management roles within an organization.

Also, organizations mainly gain respect in society by implementing a strategic human resource (SHR) practice which combines these aspects. According to Costes and Stavroumba, an important factor in the overall effectiveness of a company is effective human resource management. Employee efficiency is a factor in workplace practices which has been shown to support government departments. It is also important to look at the many variables associated with employee retention, job security, the current administration, job readiness, and work quality to determine their performance. The research by Mohad (2020), concluded that compensation and training have a large connection with overall success of an organization. The study by Hanić and Jevtić (2020) found that effective strategic human resource management (as well as management training and compensation of employees) has a strong association with the organization's overall performance.

### **2.2.2 Strategic Human Resource Management**

The term strategic human resource management (SHRM) evolved in the 1990s and is proactive and comprehensive in human resource management, focusing on issues such as human resource management practices and alignment with organizational strategic goals, and incorporation of human resource management (Gituma & Beyene, 2018). A targeted, value-based approach has become more meaningful in strategic approach to strategic organizational management, engaging senior management teams with HR functions, transferring HR practices to line managers and adding value to employee

compensation, selection, performance evaluation, and organizational performance through SHRM (Gituma & Beyene, 2018). Historically, SHRM has been seen as the interface between HRM and strategic management. There are many studies focused on understanding the function of HRM (especially HRM practice), and can be strategically adjusted to directly contribute to its competitive advantage (Allen & Patrick, 2017).

Kramar (2014) opined that the inception of strategic HRM is a result of the alignment of businesses and strategies to attain better organizational performance. The above-stated researcher suggests that SHRM is known to be flexible as it constantly evolves to suit the present organizational environment in terms of HR practices that help improve the firm overall performance. Kramar (2014) suggests that SHRM is known to be flexible as it constantly evolves to suit prevailing organizational environment. The adoption of HR practices is helpful to improve the overall performance of an organization (Bouaziz et al., 2018). Such practices can be seen in reference to high-performance work systems (HPWS). These systems are put in place by the HR manager to ensure that the company's overall performance is improved. For instance, recruitment and selection of employees, training and development, employees' participation in decision making, implementation of policies, etc. This has made the researcher view strategic human resource management to have two major characteristics that suit the current structure of an establishment, which is called vertical and horizontal fit (Collins & Kehoe, 2017).

### **2.2.3 Strategic Human Resource Management Practices.**

There are different ways of viewing SHRM practices in any business, SHRM practices deal with the process of successfully modifying organizational HR policies or practices

to enhance change, improve organizational performance and innovation. Based on Bouaziz et al. (2018) research, SHRM practices are derived from the existing organizational 'fits' which include the vertical and horizontal fit in an organization.

However, the above-named authors reviewed this concept from the aspect of organizational resilience, by stating that most SHRM practices adopted have impacts on organizational performance and innovation within the Tunisia industrial context. In other words, the concept of Organizational resilience was formulated in 1973 and deals with the propensity of a firm to adapt to environmental change as well as return to stability after temporary disturbance. This is in contrast to the Nigerian society as examined by Fajana et.al (2011) proposed that Nigeria being diverse is dependent on certain factors for people to get employed which include, culture, language, religion, gender, and educational background. Hence, as much as SHRM is already implemented in the western world, it is still at its 'baby' stage in the country as most companies do not practice or deem it necessary to understand workers and management relationships thus the reason most organizations tend to adopt from its foreign counterpart especially in multinational corporations (Sepahvand & Khodashahri, 2021).

### **2.2.3.1 Training and Development**

The complex and dynamic business environment of organizations present challenge that need to be addressed in order to survive and be relevant in in an industry (Varna et al., 2018). Hence training and development is essentially required to survive in the continuous changing competitive business environment (Sepahvand & Khodashahri, 2021). Training is considered as important and dynamic function which results in employee retention and increased job satisfaction. Sepahvand and Khodashahri, (2021) opined that efficiency of the employees always increase after undergoing training and development. Efficient and satisfied employees contribute to the success of the

organization. Furthermore, trained employees tend to be versatile and flexibility in their work (Sepahvand & Khodashahri, 2021). Training is an investment in HR with a promise of better return in the future. Therefore, training is very much necessary in this globalization era (Nagaraju & Archana, 2015). Increased productivity quantity and quality of output per hour work deems to be a by-product of improved quality of working life. Employee attitudes are inversely proportional to levels of job satisfaction. Training helps in acquiring new skills and learning related to specific job (Worlu, 2017). Training and development are considered as an important activity of expanding the performance of a worker, and also their conduct is corrected (Naris & Ukpere, 2009).

Training and development are evident in several studies (Talwar & Thakur, 2016; Worlu, 2017; Sepahvand & Khodashahri, 2021; Dave & Wayne, 2021) as instrumental to improving performance in an organization. Further research states that training and development is a learning practice that can assist the workers to grow their ability and knowledge for improved performance (Dermol *et al.*, 2013). It is a foundation of self-possession of which employees perform in pressure and labor with minimum direction and training. A more recent study found that training distinguishes the unhappy necessity of employees and indeed, it will increase their level of capability to perform well for the association vision (Talwar & Thakur, 2016). Studies have shown that training and development' has a significant positive impact on employees' job satisfaction (Garcia, 2005). The survey of past studies demonstrated that there are numerous results, and impacts on the relationship between the training development and job satisfaction (Schmidt, 2012).

#### **2.2.3.2 Performance Management**

Performance appraisal is used as a tool to provide maximum job satisfaction to the employees working in the organization. It is a benchmark which is set against a specific task or performance (Lecky, 1999). Performance appraisal forms the basic yardstick for assessing an individual's performance, highlight potential for future career advancement, most importantly to improve the performance (Mullins, 2019). It requires the input and output such as remuneration, pay rise, level of expectation, promotion and managerial planning. However, it is beneficial to both employees and employers which must be constantly reviewed to suit the requirement. Dave and Wayne (2021) argued that performance appraisal is an instrument whereby an individual was retaliated by the assessment due to certain personal dissatisfaction, and it has adversely affected future performance.

According to Varna et al (2018) performance management is the process that determines the standards, set the goals, evaluate and assign the works and distributes the rewards for achievements. Performance management effectively is used to improve the individual as well as team performance of an organization responsible for achieving the goals and objectives of the organization. It is one of the most important characteristics of effective and successful organizations in today's world. According to Armstrong (2014) performance management is a process or system for improving the performance of an organization by developing the performance of individuals as well as teams. As per Grind and Sliwa's (2017) review, performance management or appraisal is effective for various important purposes. It reviews the performance of employees, so that to learn from experience, it assists the employees in analyzing their strengths and understanding the need and area of development.

### **2.2.3.3 Involvement and Participation**

The effective synchronization of work design with innovation and creativity can influence the intrinsic motivating attitude and self-efficiency aspect of an employee (Sepahvand & Khodashahri, 2021). This process directly or indirectly empowers the proactive behavior and flexible orientation of the workforce.

According to Parker (2016), the proactive attitude can positively influence the motivation to innovation. The motivating attitude and self-efficiency aspect increase the tendency to be creative while performing a task. The SHRM helps in establishing effective internal communication system which improves the overall operational process on innovation. Through creativity and innovation, SHRM can help in sustaining a significant equilibrium between preference, intricacy, and cooperation. According to researches an organization should be flexible and malleable to manage the associated challenges to innovation and creativity. Although, the priority for freedom to opt new knowledge, experimentation and search in work design provides necessary thrust for promoting creativity and innovation. This practice assists to make employees get more involved in creating policies and strategies. For instance, through a feedback system, workers can voice their opinion on existing issues that need a change in the organization. Studies show that employee participation has helped to positively create job satisfaction, better performance output, and increased productivity of workers (Verma, 2015).

#### **2.2.3.4 Employee Motivation**

In explaining motivation, considering some definitions is key since, the concept of motivation is very complex. The derivation of motivation from the Latin word ‘movere’ which means ‘to move’ (Baron et al., 2012). There have been a variety of perception and definitions on motivation over the years, hence understanding the concept of

motivation is relevant to this research as well as significant in the history of motivation. A simple definition of motivation according to Kinnard (1988) is a process whereby a human behaviour or action is stimulated. Jones et al. (1998) the psychological drive that pushes and influences an individual's behaviour towards an organization, and the rate at which an individual is determined and persistent towards any situation faced, is defined as motivation.

Pinder (1998) in his study concluded with discovering a definition that motivation is linked to enthusiastic energies which is a matter of the individual being and within which is linked to work behaviour and its impact in terms of direction, intensity, and duration. Leete (2000) defines motivation as individuals acting in a definite way based on their inward enthusiasm whereas, Robbins and Judge (2007) also defines motivation as a process whereby a person's drive for attaining a goal is based on passion, a sense of direction and persistence in trying. Taghipour and Dejban (2013) also referred to motivation as a strategic way of improving an organizations efficiency and productivity by employees gaining a conducive work environment which suits their individual needs.

Greenberg and Baron (2013) posits that in defining motivation, it should be grouped into three major parts which are: Firstly, the drive behind a person's actions, the interest individuals possess to exhibit a good impression on others; secondly it is linked to the choices of individuals as well as their way of behaviour; and thirdly the maintenance of people's behaviour in relation to their persistence to achieve their goals. Other researchers (Kreitner 1995; Buford et al. 1995; Higgins 1994) argues that motivation is related to a psychological process which drives individual's behaviour to have a

purpose and behave in a certain way to attain specific unmet and unfulfilled needs as well as the determination to achieve.

The definition of motivation is relative since individuals, when asked about what motivation is, posit that “it is what drives them or what makes them to do the things they do”, hence it is the energetic force that results in the level, direction, and persistence within individuals to achieve an effort at work (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Another definition according to Antonioni (1999), states that motivation is the degree to which people’s unfulfilled needs are satisfied based on the level of effort they put into whatever they do, whereas Halepota (2015) postulates that motivation is linked to an individual’s edge to achieve a proposed result through their active involvement and commitment.

#### **2.2.4 Organizational Performance**

Organizational performance can be very challenging because of the various standards including sustainability, profitability, pleasing the group, and willingness to deal with environmental changes. Organizational performance can be viewed from different perspectives such as operational perspective, social perspective, economic perspectives, financial metrics and others (Anwar, 2017).

Researchers have different opinions on performance. Organizational performance continues to be a contentious issue in management research circles. Performance can be equated to the famous 3Es: economy, efficiency and effectiveness of a certain program of activity (Mousa & Othman, 2020) . According to Johnson et al. (2009) organizational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment etc.), product market performance (sales, market share, etc.), and shareholder return (total



shareholder return, economic value-added among others). Organizational performance is the organization's ability to attain its goals by using resources effectively and efficiently (Mousa and Othman, 2020, Cooke et al. 2020, Boohene & Asuinura, 2011). Boohene and Asuinura (2011) suggest that performance should not be confused with productivity. Productivity is a ratio depicting the volume of work completed in a given amount of time.

#### **2.2.4.1 Organizational Performance Metrics**

There are three methods for evaluating an organization's performance. The three most often utilized metrics are productivity, effectiveness, and ranking. Peter F. Drucker, a renowned management expert, thought that personnel needed to comprehend the connection between their actions and the outcomes (Gurusinghe et al., 2021). Managers must set the performance indicators in advance so that employees can make the connection and aim for high performance, according to his statement that Performance must be the organization's principal focus and the organization's driving principle (Arora et al., 2021). The most often used organizational performance indicators are those that measure productivity, effectiveness, and industry rankings (Shyaa, 2019).

Productivity is the total output of goods or services divided by the inputs necessary to generate that output. For outcomes, organizations put forth a lot of effort. However, every organization want to produce a lot of goods and services with little capital outlay (Pillai & Sivathanu, 2021a). Sales revenue from such products and services measures the productivity of an organization. An indication of input is the cost of gathering and transforming organizational resources into outputs (Mondore & Carson, 2011). To increase productivity, management must increase output prices while reducing input costs. This involves carrying out the organization's job tasks more effectively. Thus,

organizational productivity becomes a measure of how well employees do their duties (Pillai & Sivathanu, 2021b).

Organizational effectiveness measures how well a company achieves its goals and how realistically it does so. It is a common performance statistic used by managers. There are various definitions of organizational effectiveness put forth by management researchers (Ali et al., 2019; Anwar & Abdullah, 2021; Conțu, 2020; Manoharan et al., 2022b). For instance, the systems resource model of organizational success contends that a company's effectiveness is based on its ability to make the most of its available resources and make good use of its surroundings. The organizational ability to successfully convert inputs into desired outputs is highlighted by the process model, which also shows the administrative transformation processes (Jamal & Saif, 2011). The many constituencies model also advises employing a variety of effectiveness metrics taking into account the varied criteria of the organization's constituents. Customers, advocacy groups, suppliers, and security analysts, for example, would all have criteria for evaluating the organization's performance. Managers should ultimately pay attention to how well the organization accomplishes its goals, even if these models assist aspects of organizational performance (Ali et al., 2019). When creating strategies, processes, job activities, and worker efforts, management makes decisions based on this information (Otoo, 2019).

Business organizations are ranked based on financial metrics such as profitability, return on sales, and return on equity (Naisa et al., 2020). Growth in revenue per employee, revenue per dollar in assets, and revenue per dollar in equity, and earnings growth over the years (Durai et al., 2022). There is other aspect of performance measures, including innovation, leadership, globalization, alliances and partnerships,

employee benefits and training, and community engagement. Different agencies apply different standards or metrics to assess the effectiveness of organizations within a particular sector or industry (Kadiresan et al., 2015).

A number of productivity indicators, including absenteeism and revenue per employee, may be measured through HR analytics. High levels of absenteeism raise the cost of staffing while simultaneously decreasing productivity. It may also be a sign of the happiness and morale of the employees (Naisa et al., 2020). Total income is estimated by splitting it by the overall number of full-time equivalent (FTE) employees. This yields revenue per employee. This shows the average amount of revenue that each employee adds to the company's bottom line (Pillai & Sivathanu, 2021). The reference point for this statistic might differ greatly between industries. It is a productivity indicator that enables HR experts to comprehend the expansion of the company. However, in order to provide a thorough view of the company's profitability, labour expenses must also be taken into account (Manoharan et al., 2022).

All organizations are obliged by the stakeholders to perform well. In doing so, they depend on the quality, commitment, enthusiasm, expertise and skills of the people who work for them at all levels. The message of resource-based view is that HRM can help add value and achieve a sustainable competitive advantage through strategic development of the organization's human resource (the employees). The specificity of HRM is the assumption that performance gains are achieved by people within the organization. Therefore, if appropriate HR policies and practices are in place, HRM can also be assumed to affect organizational performance (Armstrong, 2014).

According to (Millmore et al., 2007), one of the main concerns of researchers in the past years has been to demonstrate that there is a cause-link between HR and

organizational performance. However, Armstrong (2014) was of the view that many studies have shown a link between HRM and performance, but it leaves uncertainty about the cause and effect. HR practices seem to matter; logic says it is so; survey findings confirm it. Direct relationships between performance and attention to HR practices are often fuzzy, however, and vary according to the population sampled and the measures used (Armstrong, 2014). After hundreds of research studies, there are still in no position to assert with any confidence that good HRM has an impact on organization performance (Armstrong, 2014). There is no consensus among researchers on what HRM practices should be or how many practices can improve the performance of an organization. Almost all studies of HRM Performance Links use different combinations of HR practices. There is no standard or semi-standard list of HR practices that need to be considered and measured in terms of their relationship to organizational performance (Darwish, 2013).

#### **2.2.5 Relationship between SHRM Practices and Organizational Performance**

SHRM practices can be viewed as a planned pattern of HR deployment and activities intended to enable the organization to meet organizational goals and objectives (Winifred, 2020). In other words, the definition of SHRM represented by the degree of participation in core decision-making and partnership undertaken by HRM departments, and the specificity and formality that HRM departments require in planning and implementing, all of that, to ensure that firm human capital contributes to achieving organizational goals.

Mazur & Walczyna (2020) suggested that SHRM influences the development of strategic directions through policies and procedures that are aligned to the business strategy and hence, directly impacting the business development. Mazur and Walczyna

(2020) further indicated that SHRM practices influences the capabilities of an organization to implement proper HR policies and practices. Mazur and Walczyna (2020) revealed that SHRM influences the alignment HR system (internal fit) with the goals and strategies of operations (external fit), thereby impacting organizational performance. Mazur and Walczyna (2020) mentioned that the alignment of HR system must recognize the relationship between HR and other functional units within an organization.

Majeed and Shakeel (2017) examined organizational capability and competitive advantage of the firm, where they viewed SHRM as a process of relating HRM practices and business strategy. Along a similar line of claim, Bamberger and Meshoulam (2014) explained that SHRM relates human resource functions to strategic objectives, and organizational objectives to improve the performance of the firm through the understanding of its culture one that promotes workers' performance, commitment and participation.

Muriithi and Beyene (2018) described SHRM as a process of planning and implementing a group of practical HR practices that ensure the human capital contribution to achieving organizational objectives. Also, Lain (2011) described the term as an experience-based approach to personnel administration that focuses on developing human resources. In this regard, human resource practices refer to processes that are employed for the changes implemented on human resource inputs that exist within the human resource system. The realization of aims calls for efficient and versatile strategic human resource management (Kaplan and Norton, 2007).

Huselid (1995) examined extensively employee recruitment and selection, incentive compensation, and performance management systems, employee involvement and

training systems. Such alignment of the HR system practices can lead to enhanced knowledge, skills and abilities of the employees while at the same time motivating them, minimizing their shirking of responsibilities, improving their performance. In the context of the present study, the researcher examines the combined influence of acquisition, training, and development, retention and internal labor market on organizational performance.

Jing and Huang (2015) mentioned that despite the evidence supporting such relationship in theory, empirical evaluations and theoretical foundations upon which the relationships are based is not well established, hence, a deeper insight into the role of SHRM practices in organizational performance is necessary.

The study focused on the role of SHRM practices (training and development, employee motivation, performance management and involvement and participation) in organizational performance in the context of the healthcare industry.

## **2.3 Theoretical Framework**

### **2.3.1 The Resource-Based View**

The Resource-Based View (RBV) argues that valuable, rare, inimitable and non-substitutable resources can serve as potential sources of sustainable competitive advantage for firms (Penrose, 1959; Wernerfelt, 1984; Barney, 1991). This theoretical framework is considered one of the most popular in management literature (Delery & Roumpi, 2017; Jiang & Messersmith, 2018). Saridakis, Lai and Cooper (2017), in their recently published meta-analysis of longitudinal studies exploring the relationship between HRM and organizational performance, found much support for the RBV framework in the SHRM literature. There is evidence that the recognition of the characteristics of companies that are costly for others to imitate, such as human capital

resources, are a source of economic rents and serve as fuel and catalysts for increased performance and competitive advantage. (Barney, 1986; Rumelt, 1984).

Paauwe and Boselie (2019) consider SHRM to be an extension of the RBV. Consequently, from this perspective, investing in the HRM is regarded as an enhancement of the organization's performance (Wright et al., 2017; Shin & Konrad, 2017). The strategic human resource (SHR) of an establishment can be perceived as containing the ambiguity and social complexities that competitors find difficult to imitate (Becker & Huselid, 1998; Boon *et al.*, 2017). The RBV can be helpful in developing and maintaining valuable human resources, and ultimately leading to increased organizational performance (Jiang et al., 2012; Boon *et al.*, 2017).

According to White and Bryson (2018), the integration of HR practices into business operations with the creation of a managerial resource subsequently yields performance outcomes. Also, several academics have pointed out that human capital resources necessitate HR practices that can leverage and create this resource to achieve a sustainable competitive advantage (Wright & McMahan, 2011; Nyberg *et al.*, 2014; Delery & Roumpi, 2017; Saridakis, Lai & Cooper, 2017).

The study adopted the RBV as a theoretical framework to explain the relationship between the SHRM and organizational performance. Based on the RBV, SHRM considers HRM systems as a source of competitive advantage. The study focuses on SHRM practices, which ensures that the healthcare facilities in this case have the freedom to choose the appropriate HRM system as one of the most critical tools for reforming and developing performance in the health sector. Hansen and Ferlie (2016) argue that the application of the RBV to study the field of HRM would be fruitful, as this reform essentially claims to transform government organizations and make them

more competitive. Accordingly, this study will expand the literature of the two fields of SHRM. The study suggests that the deployment of SHRM practices would offer competitive advantage by positively influencing employee outcomes and organizational performance.

## **2.4 Empirical Review**

Ampadu and Vargas (2022) examined the effects of training on employee's performance in the Parliament of Ghana. The focus of the study was to examine the impact of training on employee's performance, motivation, and job satisfaction. The study employed quota sampling technique and a sample of one hundred and thirty-three out of two hundred staff population. The study findings revealed that training does not only increase employee's performance, but also, positively affects staff motivation, and job satisfaction among parliamentary staff in Ghana.

Boubakary, *et al.* (2021) examined organizational capacity and performance of small and medium size enterprises: an explanation in Cameroonian context. The purpose of this study was to fill gaps because it is often difficult to explain factors determining performance by applying it to the Cameroonian context in Africa. The result of the study shows that, capacity to acquire external knowledge and innovation significantly and positively influence the performance of small and medium size enterprises. The researcher used a convenience sample size of 126 companies. SPSS software was used in data analysis while linear regression was also used to test research hypothesis.

Thang and Nghi (2022) investigated the effect of employee motivation on employee performance: the case at Otuksa Japan company. The study explored the influence of motivation on work output. A survey of 200 respondents were interviewed. Structural equation modeling was applied (SEM). The study showed that factors affecting staff motivation include working conditions, income-benefits, career development, and



workplace relationship. In which according to this researcher's career development puts the most impact on employee motivation. The study outcome indicated a positive relationship between work motivation and Otuksas company employee's performance.

Hadiyat *et al.* (2021) understudied sustainable competitive advantage in developing theoretical models of business performance. The study concentration was to analyze and test the impact of innovation and intellectual capital on sustainable competitive advantages and its effects on organizational performance. A research sample of 145 of Jember Rice Industry workers was used for the responses. Six hypotheses were developed and tested by the researcher. The study outcome indicated a significant and sustainable competitive advantage as the mediator of innovation and intellectual capital in improving organizational performance.

Karnley (2022) examined the application of strategic human resource management to help improve organizational performance. This study was conducted using a qualitative approach to review the literature in the Google Scholar database by searching for sources of literature review related to the case or problem to provide a theory of research problems. According to the results of this study, human resource management is one of the factors that directly affects the level of organizational performance. In other words, human resource management can be a determining factor in improving the performance of the organization. The importance of strategic planning to improve organizational quality enables the implementation of strategic human resource management to improve organizational performance.

Anwar and Abdullah (2021) examined the impact of human resource management on the performance of government institutions. The quantitative research method used to analyze the present study and the sample size selected for this research is 240

responsive. The findings showed that all hypotheses were rejected, except for the fifth hypothesis, which stated that decentralization has a positive relationship with organizational performance. Therefore, it was concluded that decentralization has a positive relationship with organizational performance.

Gharib and Al-Madabesh (2019) examined the impact of human resource management strategy on the development of organizational competencies. The research method is descriptive-analytical. In statistical analysis, SPSS19 software and regression tools were used. The statistical population includes all managers and supervisors of human resources of government organizations in Egypt. The sampling method used in this study is stratified sampling with a population of 200 managers and supervisors of human resources in Egypt. The results of regression analysis show that human resource management strategy has a positive effect on the development of organizational competencies.

Karunaratna and Weligamage (2018) examined the impact of strategic human resource management on the organizational performance of the telecommunications industry by mediating the role of organizational climate in Sri Lanka. Based on this, three variables were conceptualized: strategic human resource management as an independent variable, organizational performance as a dependent variable and organizational climate as a mediating variable. For this purpose, 126 respondents of telecommunication industry management staff were selected using systematic random sampling method to obtain their opinions. Questionnaires were provided to respondents in person via email and data were collected, which were analyzed using inferential and descriptive statistics. Findings showed that there is a positive linear relationship between strategic human resource management, organizational performance and

between organizational climate and organizational performance and organizational climate has a mediating effect on the relationship between strategic human resource management and organizational performance.

Kavanagh and Johnson (2017) examined the strategic position of human resource management in economics knowledge. This article highlights the importance of people management in the knowledge economy, examines the major challenges for human resource management in knowledge staff management, and examines some of the key human resource strategies for effective public participation in knowledge management that is trust in resource philosophy, humanities and the regulation of human resource systems in the employment, promotion, performance and reward of intellectual capital management in a multinational context.

Asnaashari Amiri et al. (2021) investigated the effect of human resource management measures on performance through the mediating role of strategic orientation and the moderating role of environmental dynamics. The results of 183 electronic questionnaires obtained from knowledge-based small and medium-sized companies and the analysis of data with structural equations show that by entering the variable of strategic orientation, the results express that in a positive and Meaningful can play a mediating role in that relationship. The results of this study indicate the need to implement entrepreneurial and market-oriented strategies to exploit human resource management measures and pay attention to the implementation of entrepreneurial strategies in volatile environments.

Wahhabi et al. (2021) examined the effect of strategic human resource management on organizational performance with the mediating role of intellectual capital among sports media staff in physical education schools in Tehran. The research adopted a survey

research and structural equation modeling. The results of structural equation showed that all four variables, strategic human resource management, intellectual capital, organizational performance and organizational agility in sports media employees in Tehran have a favorable situation, as well as strategic human resource management has a positive and significant effect on organizational performance. Strategic human resource management has a positive and significant effect on intellectual capital, strategic human resource management has a positive and significant effect on organizational agility, intellectual capital has a positive and significant effect on organizational performance, intellectual capital has a positive and significant effect on Has organizational agility and organizational agility has a positive and significant effect on organizational performance.

Zareian Moradabadi (2021) compared the effectiveness of human resources strategy and ethical decision making on the organizational structure and performance of government departments. The statistical population of the study included managers and employees of government offices, of which 250 people were selected by statistical method as a statistical sample. SPSS26 and PLS3 software were used to perform statistical calculations. The results showed the effectiveness of human resource strategy and ethics decisions on organizational structure and performance. Therefore, it can be concluded that human resource strategy and ethical decision making can improve the organizational performance of government departments.

Kasirloo and Naami (2016) examined the impact of strategic human resource management on organizational performance. The statistical population of Bank Mellat employees in Tehran is in region one and by random sampling method, 180 people were selected as the population and a questionnaire was used to collect information in the field. Pearson correlation test using SPSS19 software was also used to test the

hypotheses. The results showed that strategic human resource management has a significant effect on organizational performance.

Dolani and et al. (2019) studied the effect of human resource management strategies on the performance of university library staff in Uremia. The statistical population of this study consists of all librarians of university libraries in Uremia. The data collection tool is a combination of two standard questionnaires of management strategies and employee performance. Findings indicate that human resource management strategies have a significant effect on the performance of staff in university libraries in Uremia, which includes ability, support, motivation, credibility, recognition and evaluation. Also, gender and type of employment had no effect on human resource management strategies on the performance of university library staff.

Fahim (2018) argues that SHRM not only influences employee' performance but also plays a crucial role in the retention of staff workers within an organization. Hence, this research focused more on public sectors and how HR practices such as recruitment, appraisals, professional development, rewards, and benefits help influence retention within an organization. Buckingham and Goodall (2015) stated that a published survey conducted by Deloitte company shows that 58% of top management believe that current PM practices do not increase employee engagement or their performance as it is reviewed to be in past, however, the PM practices speculated should involve the present working environment.

Green et al. (2016) suggest that as much as there are positive influences between SHRM and organizational performance, there are also negative aspects which were confirmed through recent researchers, suggesting that SHRM is heavily influenced based on the vertical and horizontal fit of the HR practices within an organization. For example, as

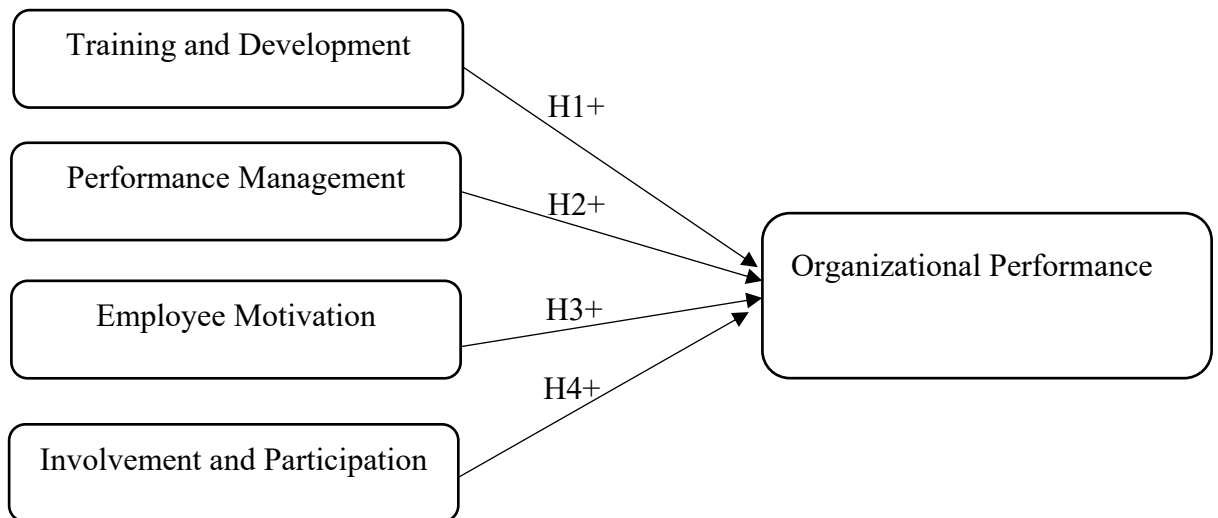
discussed earlier horizontal fit here is when SHRM is integrated into various company departmental functions whilst vertical fit is seen when HR aligns with a company's goals and objectives. This study goes as far as testing both 'fits' to understand the relationship strategic HRM has with the performance of an organization using various multinational firms.

Based on Uysal (2019) study, performance management is aligned with HRM practices as it propels the strategic goals of the organization. Hence, this aids to develop and execute the establishment strategies. However, Farndale and Paauwe (2018) opined that despite SHRM and performance management being captured positively by different researchers, the implementation of this concept within an organization has been dissipated as a result of financial benefit being prioritized within companies over employees. Here, the authors implied that the internal environment such as workforce characteristics, business strategies, management philosophies, firm's structure, etc. was considered based on financial gain rather than external factors like trade unions, market conditions, labor markets, regulations guiding the industries and technologies

## **2.5 Conceptual Framework**

The Conceptual framework that underpins the study explains the relationship that exist between the study variables: SHRM practices (independent variable); organizational performance (OP) (dependent variable). The conceptual model is based on the interface of the RBV that explained the relationship among SHRM practices and the OP. The model was used to generate the variables for the conceptual framework.

The study adapted a multi-dimensional construct to measure SHRM practices which included training and development, employee motivation, performance management and involvement and participation as the independent variable. The dependent variable was operationalized as a single construct.

**Figure 2.1 Conceptual Framework**

Source: Researchers own construct (2023)

Motivation according to Lock and Latham, (2004) as cited in Armstrong (2004) refers to internal and external factors that impel action. Arnold *et al.*, (1991) three components of motivation espoused that staff who are persistent must be given direction and support for their effort to motivate them. This is because, highly motivated employees due to training engage in positive discretionary behaviors. Such employees are self-motivated, so long as they are going in the right direction to achieve their objectives. Additional motivation provided by work itself, the quality of leadership and various forms of recognition and reward builds on self-motivation and help make optimum use of staff abilities for organization to achieve organizational performance as depicted in the conceptual model.

***H1 there is positive and significant relationship between motivation and organizational performance***

Jackson *et al.*, (2014) explained that the relationship between SHRM practices and OP as in the present study is linked to proposed conceptual framework. Key components required to ensure discretionary efforts of employees are ability and opportunity for

involvement and participation and has been used as determinant of the role of SHRM (Berker & Huselid, 1998; Delery & Shaw, 2001; & Gerhart, 2007). The application of RBV theory aligned these performance indicators to depict the entire organizational performance elements as shown in the conceptual framework. The study is hypothesized as follows

***H1 there is positive and significant relationship between involvement and participation and organizational performance***

Performance management is a continuous process to maximize employee's productivity and performance in the organization. It includes incentives, objectives and values. Mondy (2012) explained that if an organization did not emphasize on performance management, most likely the organization will fail owing to wrong strategies. Fletcher (2001) defined performance management as a way to enhance performance of the employees and organizations and assist employees to contribute more towards their job. On the other hand, Armstrong (2014) described performance management as a means of getting better results from the entire organization by understanding and managing within an agreed framework, planned goals, standards and fulfilling competency requirements. Armstrong (2014) claimed that the focus of performance management is on elements such as recognition, constructive feedback, personal development and career opportunities. According to Sang et al. (2016), a good human resource management will enhance performance management too. It is about how well human resource management is being managed and it will affect job performance of the employees later. The main purpose of the performance management process is still largely revolving around personal performance objectives setting and appraisal against the objectives. Thus, based on the above discussion, it is hypothesized that:



***H1 there is positive and significant relationship between performance management and organizational performance***

According to Aguinis (2013), training is about a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Coetzer et al. (2012) explained that the purpose of training is to enable an individual to acquire abilities in order to perform adequately when given a task or job. Nadarajah et al. (2012) concurred that after employees become well trained, they can share their knowledge and skills with others to improve service and performance of the organization. By attending training and development programs, employees will be more committed and motivated to improve their overall capability and performance. Jyothi and Venkatesh (2012) added that training is a process of enhancing efficiency, capacity, effectiveness and job performance at work. The training functions include identifying training needs at the individual, group, and organizational levels, designing training programs and evaluating the effectiveness of training programs. Therefore, based on above discussion, it is hypothesized that:

***H1 there is positive and significant relationship between training and development and organizational performance***

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter presents the research methodology that is adopted for this study. The chapter describes the research strategy and research design. The methods and techniques which were used in the data collection and analysis are also presented. The chapter includes the research design, sampling method and sample size, method of data collection, data analysis and ethical considerations.

#### 3.1 Research Approach

Research approach refers to the systematic and structured ways adopted by a researcher to conduct research (Apuka, 2017). Quantitative research is the collection and analysis of numerical data to describe, explain, predict, or control phenomena of interest (Saunders, 2017). The analysis of numerical data is complex and must be addressed systemically. Quantitative research uses deductive reasoning. Qualitative research approach on the other hand, focuses on the collection, analysis, and interpretation of comprehensive narrative and visual data to gain insights into a particular phenomenon of interest (Saunders, 2017). Qualitative research can be characterized as the simultaneous study of many aspects of a phenomenon and the attempt to study things as they exist naturally. The study adopted the quantitative approach for the study. The application of deductive approach adopted tables, percentages and tables or chart in presentation of the findings. This method allows the researcher to examine the relationship and strength that exists between examined variables (Kumar, 2019). This allows for the phenomenon that is being researched to be better understood.

Based on the purpose of the study, the deductive approach was adopted in order to achieve the objectives of the study. The deductive approach was used to determine or test the hypothesis of the study. The objectives of the study were achieved through the collection and analysis of data. The researcher developed the research design and data collection methods based on the theory or hypothesis. The goal of this research approach was to confirm or reject the hypothesis designed for the study.

### **3.2 Research Design**

For this study, a quantitative research design was adopted. The research design adapted unravel the methods of collecting data to address research questions concerning the status of the subject under study. This research design provides a rich data set that often brings to light new knowledge or awareness that may have otherwise gone unnoticed or encountered. This also helps to determine and report issues under study and the way it happens or appear (Saunders, 2017).

The study employed a quantitative approach to generate data on the deployment of strategic human resource management practices and its role in organizational performance. Quantitative research instruments are mainly structured questionnaires, surveys and secondary data and the formats of questions are generally closed-ended (Neuman, 2007).

The study used the survey method for collection of data and with standardized measurement tool. The design adapted was descriptive with the application of quantitative tools. In order to establish the relationship between SHRM practices and organizational performance, structured questionnaires based on the dimensions of strategic human resource management (training and development, employee

motivation, involvement and participation and performance management) was adapted for the study.

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

Polit and Hungler (2019) refer to population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. In this study, the healthcare industry in the Ghana served as the population.

The Central Region of Ghana can boast of over six hundred (600) health facilities, which served as the population of the study. Out of this figure, there are tertiary hospitals, general hospitals, polyclinic, clinics, health centres, maternity homes and CHPS compounds. With a huge number of health organizations stationed in the region, the researcher deemed it appropriate to focus on 10 health care institutions in the Cantral Region as the target population of the study.

### **3.4 Sampling Technique and Sample Size**

Since it is very difficult for a researcher to study all elements within a given population, there is the need for the researcher to go through a systematic process, referred to as sampling. That is to select enough elements from the population so that by studying them and understanding their properties or characteristics, it would be possible to generalize the properties or characteristics to the population elements (Cavana et al., 2011). There are several techniques adopted in selecting the sample from the population.

In this study, there were compelling reasons for the researcher to study only a subset of the entire population. Hence, purposive sampling techniques was adopted in the selection of the sample size from the sampling frame. Purposive sampling was adopted because it deals with specific targets considered appropriate and with in-depth

knowledge about the subject under study. In other words, it is most effective when one needs to study a specific field with experts. Purposive sampling, also known as judgmental sampling, allows the researcher to select respondents based on their possession of certain qualities (Bernard, 2016). Being a non-probability sampling technique implies that not every element of the population had the opportunity of inclusion in the sample.

The study surveyed one hundred and twenty (120) employees of health facilities in the Central Region of Ghana. At least 10 respondents were examined from each of the selected health facilities examined in this study. The sample of 120 is statistically fit and appropriate for analysis (Ackah et al., 2017). The sample is deemed fit as the aim of this study is geared towards meaningful insights drawn from the data collected from the population with sufficiently high precision (Ackah et al., 2017).

However, persons with substantial knowledge of SHRM practices or with administrative responsibilities who could speak on issues of SHRM practices were purposively sampled for the study.

### **3.5 Data Collection Method**

In this study, data was collected quantitatively using a closed-ended questionnaire as a tool. That means, the study used a structured questionnaire as an instrument in the gathering of primary data. Jankowicz (2012) defines primary data as consisting of materials that the researcher has gathered himself through systematic observation, information from archives, the results of questionnaires and interviews and case studies compiled. The questionnaires enabled the researcher to acquire deeper insight directly from the respondents in the industry on the various issues of interest to the study. To ensure the reliability of the survey results, the items or statements used in the

questionnaire were adopted from measurement scales previously applied to another research. A five-point Likert scale (where 1 strongly disagrees and 5 strongly agrees) is used to evaluate the study variables.

The hand-delivery strategy was employed to ensure that the data is gathered from the targeted respondents. However, three weeks interval was allowed so that respondents could answer questionnaires on their own time without any pressure due to their busy schedules. The businesses report, documents (both hard and online), as well as, books, journals, magazines articles, newspapers and previous research reports which have already been passed through statistical processes and are relevant to the issue under study, served as the source of secondary data. The secondary data for this study was largely to review related literature and for the construction of the conceptual framework of the study. Arguments from such sources also became relevant to guide the flow of discussions.

To ensure validity and reliability, the research instruments was scrutinized by some experts in the field and the research supervisor's expert opinion and advice informed the reconstruction, removal and addition of other items on the instrument.

### **3.6 Research Instrument**

The data-gathering instrument used in this study was a structured questionnaire. The study used closed ended questions where responses are restricted to small set of responses that generate precise answers (Mwangangi et al., 2015). The reason for the choice of this instrument is advantage of high response rate and minimum intervention bias from the researcher. Furthermore, quick, efficient and accurate assessment of information is another reason for employing this method (Zikmund, 2003). This questionnaire consists of three (3) sections: section A; deals with demographic variables

in which the respondents were asked to provide some basic background information, section B measured the multi-dimensional variables used to measure the SHRM and section C measured organizational performance. The questionnaire were adopted from combination of sources and modified to meet the need of this study.

Likert scale type was used to elicit responses for every question in the questionnaire, and this covers extremes of ‘strongly agree to strongly disagree’. This scale is expected to increase the reliability of the responses; and also, to gain more effective screening power (Sin & Tse, 2012; Osuagwu, 2006). The Likert scale also helps to increase the spread of variance of feedback, which also strengthens the measures of association (Aaker et al., 2000). Table 3.1 presents the constructs and their corresponding measurement sources used for the questionnaire.

**Table 3.1: Summary of the Questionnaire**

Section	Variables	Source of Adaptation
Section B: SHRM Practices	Training and Development	Kiiru (2015), Muriithi and Tadesse (2018)
	Involvement and Participation	Kiiru (2015), Muriithi and Tadesse (2018)
	Performance Management	Kiiru (2015), Muriithi and Tadesse (2018)
	Employee Motivation	Aktar et al., (2013), Muriithi and Tadesse (2018)
Section C	Organizational Performance	Kiiru (2015), Muriithi and Tadesse (2018)

### 3.7 Data Analysis Method

The data collected from the field were brought together for analysis. Since this is deductive methods research, the study adopted a single method for the process of analysis. Statistical Package for Social Sciences (SPSS) software was used to analyze data collected by the questionnaires.

The tool helped to ensure that sense is made from the textual data that is collected on the field. Analysis of the data follows four stage processes. The first step of the analysis

is organizing the data that has been collected. This stage also involves a thorough reading or review of the data. This is done to get a general picture of the issues being discussed by the participants. In addition, it provides a general impression concerning the depth and credibility as well as the usefulness of the information provided with respect to the problem under study (Creswell & Creswell, 2017).

The second stage of the procedure was the coding process. This stage involved a detailed analysis of the data where concepts were grouped into categories. The iterative process of coding and recoding continues as the data is reviewed repeatedly. The third stage of the analysis process was the stage of developing the codes that helped identified themes. Thus, the information collected from respondents were grouped into themes. These themes thus form the basis of the major findings in the study. The final step is to interpret the data with reference to the findings that are identified. This is done to properly examine the link that exists between SHRM practices and organizational performance.

The adoption of inferential analysis was used in establishing the link between SHRM practices and organizational performance. The study adopted inferential analysis (correlation and multiple regression analysis) to determine the findings of the study.

In summary, quantitative data was adopted to analyze the data using the SPSS software to ensure validity and reliability. The analysis included the descriptive analysis of the data to reveal the SHRM practices of healthcare institutions, as an attempt to investigate the influence of SHRM practices on organizational performance. The descriptive analysis also presented the performance indicators that are of prime focus on hospital organizations. The second section of the analysis gives a correlation analysis between the measures of the variables to establish the direction of relationships, as to whether



any interactions or cross effects exist among the variables and whether this effect is significant or otherwise. The final part of the data analysis presented the regression analysis that tests the impact of SHRM practices on organizational performance in the context of the healthcare sector in the Central Region. The result from the analysis was presented in figures and tables for easy reading and understanding.

### **3.8 Reliability and Validity**

Useful and valuable research are often those that were both valid and reliable. However, a reliable instrument does not suggest or provide enough evidence for validity. Reliability refers to the repeatability of the findings in varying environments and contexts to obtain similar results (Creswell, 2013). It requires that when the study is repeated a second time the same or closer results should be obtained. The study instrument, the questionnaire was scripted and pretested to ensure that questions were not ambiguous but well-understood by the respondents. Close-ended questions provided in the questionnaire ensured that the responses given by the respondents were uniform and reliable. The reliability of the study was determined using Cronbach's alpha scores for the items under each section of the questionnaire.

The validity of the study refers to the credibility or believability of the research that was carried out. It sets out to determine whether the questions measured what they were structured to measure and whether the findings were genuine. The validity of the current study was done using Pearson Product Moment Correlations using SPSS. Item-item questions that significantly correlated with the total score under each section or scale of the questionnaire indicated that the individual items were valid (Creswell, 2013).

### **3.9 Ethical Consideration**

Creswell (2013) has indicated that getting access to the research area and respondents to respond to a researcher's instrument is difficult. The researcher was able to minimize the challenge confidentiality by presenting an introductory letter from the University to respondents to assure and instill confidentiality in them. The introductory letter assured respondents of the purpose of the study and enabled easy access to respondents. The voluntary participation of respondents was sought. To ensure privacy and confidentiality, the respondents were allowed to withhold personal information such as name and contact number and were assured that the data was for the purpose of the study only. Anonymity was observed by ensuring that the respondents do not disclose their identity. Appropriate methodology and research reporting were used to ensure the study's result are unbiased.



## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

#### 4.1 Introduction

The chapter presents analysis of data gathered from the respondents. In other words, this chapter presents the data as gathered from respondents and also covers the analyses of the data as gathered.

The chapter has five main sections. The first looked at the demographic information of the respondents whilst the other four covered data on the variables (SHRM practices and organizational performance measures) based on the objectives of the study. In interpreting the gathered data, descriptive statistics, OLS regression analysis and Pearson's product-moment correlation analysis of SPSS v.21 were conducted. The reliability of the data collection tool is tested in this chapter using Cronbach's Alpha. The analyses and the findings in this chapter are based on the objectives of the study.

#### 4.2 Demographic Information

This information is important to the study as it has been noted that these characteristics go a long way to impact the perceptions or opinions of people on issues. The study also collected demographic data of respondents. This section presents brief information about the characteristics of respondents in healthcare organizations that were surveyed in the study and the representatives in the organization that responded to the questionnaire. For a fair understanding of the questions arising from the problem, collecting demographic information was deemed an important part of this study. This information included the respondent's gender, age, position, the number of years the individual has been working in the organization and the level of education.

#### Table 4.1 Demographic Distribution of Respondents

	Frequency	Percentages
<b><i>Gender</i></b>		
Male	66	55.0
Female	54	45.1
Total	120	100.0
<b><i>Age</i></b>		
21-30years	12	10.0
31-40 years	52	43.3
41-50 years	38	31.7
51-60 years	18	15.0
Total	120	100.0
<b><i>Position in the Hospital</i></b>		
Top management	53	44.2
Middle Management	36	30.0
Operational Management	31	25.8
Total	120	100.0
<b><i>Years Worked With The Agency</i></b>		
Less than 5 years	27	22.5
6-10 years	44	26.1
11-15 years	36	36.7
Over 16 years	13	10.8
Total	120	100.0
<b><i>Level of Education</i></b>		
Diploma or Equivalents	33	27.5
Degree or Equivalent	55	45.8
Master's Degree	32	26.7
Total	120	100.0

Source: Field work (2023)

It is essential for the study to gather such data because these demographic variables have an effect or determine the strategies that can be adopted to manage any of the variables under study (Saunders, 2011). For instance, the years a respondent has been with the organization come along with a vast amount of experience in what strategies

for the application and adoption of new SHRM practices. Table 4.1 below, shows in detail the findings from the field.

The study ascertained the number of respondents examined in the healthcare industry in the Central Region. As shown in Table 4.1 below, 55% (66) of the respondents in the study are males whereas the females represent 45% (54) of the sampled respondents. The finding in Table 4.1 indicates that examined respondents in managerial positions at the health facilities are largely male-dominated fields with only a sizeable number of females working there.

From Table 4.1, it can be seen that 43.3% of the respondent were between the age bracket of 31 - 40 years, 31.7% of the respondents were also between the age of 41 - 50 years while 15% of the respondent are between the ages of 51 – 60 years. The final 10% of the respondents were between the ages of 21 – 30 years. The result thus shows that most of the respondents from the healthcare sector are in their youthful age. The finding also confirms the fact that the country and especially the Central Region has a youthful population according to the Ghana Statistical Service Population and Housing Census in 2021. Furthermore, the findings agreed with the Ghana Living Standard Survey (2014) which noted that most of the working population in Ghana are young people with ages between 25-44 years which represent 87.5% of the working population.

The study brought to light that most 36.7% of these respondents have been working in the organization for 11 – 15 years. Also, 26.1% have worked in the healthcare industry between 6 – 10 years, while 22.5% have worked in their organization for less than 5 years. Furthermore, 10.8% have worked in the organization for over 16 years. This finding is an indication that most of the respondents have had more than 10 years of

experience in operation and are thus in a good position to indicate the relationship that exists between SHRM practices and organizational performance, and whether the former has an impact on the latter.

The study also examined positions held by respondent in the healthcare organizations. According to Table 4.1, it is evident that 44.2% currently hold top management positions in their respective organizations, 30% hold middle management positions whereas the final 25.8% hold operational management positions in their organizations. This outcome is an indication that the respondents are highly knowledgeable and exposed to the happenings in their respective organizations and as such in the position to adequately respond to research questionnaires.

Finally, table 4.1 also displays the distribution of respondents based on their level or extent of education. It shows that 45.8% presently hold a first degree, 27.5% hold a diploma or its equivalent while 26.7% of the respondent holds a Master's degree in their various healthcare organizations. This indicates that the respondents were in good position to respond to the questionnaires since they have enough education to adequately address the questionnaires. That is, they having a fair knowledge or deeper insight into SHRM practices and how they influence organizational performance in the operations of healthcare organizations in the Central Region of Ghana.

### **4.3 Reliability of Variables**

To test reliability, this study used Cronbach's alpha as a diagnostic measure. The study used this because it assesses the consistency of the entire scale, and also since it has been the most widely used measure. Reliability of an instrument refers to the ability of the instrument to produce consistent and stable measurements. It estimates how accurately the data obtained in the study represents a given variable or construct in the

study Mugenda & Mugenda (2019), and its goal is to minimize the errors and biases in a study (Yin, 2014). Comparing the reliability values in Table 4.2 with the standard value alpha of over 0.70 advocated by Cronbach (1951), Nunnally (2019) and DeVellis (2012), the reliabilities of the measurement instruments are considered adequate as it is above the threshold of 0.70, which is considered acceptable.

The content validity of the instrument was checked through consultations with expert researchers in this field. In reviewing the content, they judged the face and content validity of the questionnaires as adequate. Based on their comments and advice, some content and word construction were revised, rephrased, deleted and added to make the meaning clear. Hence, experts consented to the content and construct validity.

**Table 4.2: Reliability Analysis**

	No. of items	Cronbach's Alpha
Training and Development	7	.796
Performance Management	5	.852
Employee Motivation	5	.758
Involvement and Participation	5	.728
Organizational Performance	7	.711

Source: Authors Fieldwork (2023)

From Table 4.2, it is evident that the variables examined in this study obtained more than the acceptable threshold of 0.7. The reliability analysis presented in Table 4.2, showed that training and development obtained 0.796, the performance management obtained 0.852, the employee motivation obtained 0.758 and the involvement and participation obtained 0.728 whereas organizational performance obtained 0.711.

#### 4.4 Descriptive Statistics of Variables

The study sought to examine the impact of SHRM practices and organizational performance in the healthcare sector. The study adopted SHRM practices as the independent variable and organizational performance as the dependent variable. Constructs used in this study are measured through their specific elements. Data were screened and refined at initial stage to make the data ready for further analysis.

**Table 4.3 Descriptive Statistics of SHRM Practices and Organization**

**Performance**

	No. of Items	Mean	Std Dev	Skewness	Kurtosis
SHRM	4	3.95	.764	-.867	1.192
Training and development	7	3.98	.754	-1.029	1.155
Performance measurement	5	3.95	.721	1.127	1.409
Employee motivation	5	4.04	.758	.533	.637
Involvement and participation	5	3.82	.722	-1.148	2.153
Organizational Performance	7	3.97	.701	1.353	1.767

Source: Field Data, 2023

According to Table 4.2, strategic human resource management practices obtained a composite mean score of 3.95 and a standard deviation of 0.764. Analysis of the subconstruct of strategic human resource management practices revealed that, training and development obtained a mean score of 3.98 and a standard deviation of 0.754; performance measurement obtained a mean score of 3.85 and a standard deviation of 0.721; employee motivation obtained a mean score of 4.04 and a standard deviation of 0.758 and involvement and participation obtained a mean score of 3.92 and a standard deviation of 0.722. On the other hand, organizational performance obtained a mean score of 3.97 and a standard deviation of 0.701



In conclusion, kurtosis and skewness of the examined variables were computed. The results obtained in Table 4. indicated that there was no existed problem of skewness of the data and no kurtosis value that could also affect the data normality.

#### **4.5 The link between Adoption of SHRM Practices and Organizational Performance**

The objective of the study is to examine the link between the adoption of SHRM practices and organizational measures in the healthcare sector in the Central Region. To achieve this, Pearson's correlation analysis was employed to help establish the relationship between the adoption of SHRM practices and organisational performance measures. The result is shown in table 4.5 below.

The result shows that there is positive relation among all the variables including SHRM practices (training and development, performance management, employee motivation and involvement and participation) and organizational performance. The correlation between training and development, performance management, employee motivation and involvement and participation and the organizational performance is positive and significant with correlation coefficients of 0.218, 0.319, 0.426 and 0.412 respectively and  $p < 0.01$  level of significance.

**Table 4.4 Correlations between SHRM Practices and Organizational Performance**

		1	2	3	4	5
Organizational performance	Pearson Correlation					
Training and Development	Pearson Correlation	.218**				
Performance Management	Pearson Correlation	.319**	.259**			
Employee Motivation	Pearson Correlation	.426**	.478**	.518**		
Involvement and Participation	Pearson Correlation	.412**	.324**	.544**	.324**	
		.000	.000	.000	.000	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Authors Fieldwork (2023)

The study reveals that training and development shows a positive moderate and significant relationship with organizational performance ( $r = .218$ ;  $P < 0.01$ ). This result means that as training and development is optimized, organizational performance would increase within the healthcare sector in the Central Region.

From the result, performance management shows a positive moderate and significant relationship with organizational performance ( $r = .319$ ;  $P < 0.01$ ). This result means that as performance management is optimized, organizational performance would increase within the operations of healthcare organizations.

Furthermore, there is a positive moderate significant relationship between employee motivation and organizational performance ( $r = .426$ ;  $P < 0.001$ ). The positive ( $r = 4.26$ )

indicates that as employee motivation increases by a unit, organizational performance will also increase. Finally, the correlation results further showed that there is a moderate positive relationship between involvement and participation and organizational performance ( $r = .412$ ;  $P < 0.001$ ). This result implies that as involvement and participation is optimized within healthcare organizations, organizational performance would also increase accordingly.

The results from this Pearson's Correlation Analysis imply that if the healthcare organizations in the Central Region optimize their SHRM practices effectively, then they would realize better organizational performance organizational as these variables are positively correlated.

#### **4.6 Hypothesis Testing**

The main focus of the study is to examine the effect of strategic human resource management practices practices on organizational performance. Table 4.4 shows the results of ANOVA and multiple linear regression analysis of the effect of strategic human resource management practices practices on organizational performance in the healthcare sector. The study examined the relationship between strategic human resource management practices and organizational performance, the dependent variable adapted for this study is presented below:

**Table 4.5 Multiple Regression for SHRMP and Organizational Performance.**

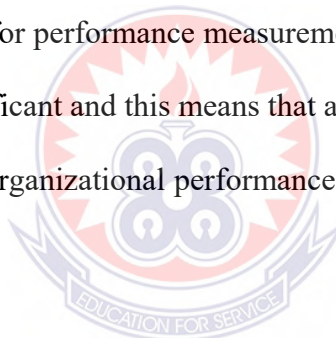
	Modal Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	S	B	SD	T	Sig. t
Training and development	.834	.696	739.147	1	0.000	.819	.017	25.781	0.000
Performance measurement	.798	.637	687.359	1	0.000	.769	.029	22.764	0.000
Employee Motivation	.897	.805	759.475	1	0.000	.834	.031	26.783	0.000
Involvement and participation	.687	.472	578.542	1	0.000	.614	.027	17.517	0.000

Source: Field Data, 2023

From Table 4.4, the results indicate that there is a statistically significant effect of training and development on organizational performance, where the correlation coefficient ( $R = 0.834$ ), which indicates a statistically significant correlation relationship between the independent variable (training and development) and the dependent variable (organizational performance).

Moreover, it has been shown that the value of the determining coefficient ( $R_2 = 0.696$ ) indicates that the training and development has explained 69.6% of the variation in organizational performance, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 739.147$ ) at ( $\text{sig.} = 0.000$ ), this confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.839$ ) and ( $t = 25.781$ ) at ( $\text{sig.} = 0.000$ ) for training and development, which indicates that the effect of this dimension is significant and this means that an increase in training and development by one unit leads to increase in organizational performance by (0.819). Against this background, H1 is hereby accepted

Also, the results indicate that there is a statistically significant effect of performance measurement on organizational performance, where the correlation coefficient ( $R = 0.798$ ), which indicates a statistically significant correlation relationship between the independent variable (performance measurement) and the dependent variable (organizational performance). Moreover, it has been shown that the value of the determining coefficient ( $R^2 = 0.637$ ) indicates that the responsibility has explained 63.7% of the variation in organizational performance, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 687.357$ ) at ( $\text{sig.} = 0.000$ ), this confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.769$ ) and ( $t = 22.764$ ) at ( $\text{sig.} = 0.000$ ) for performance measurement, which indicates that the effect of this dimension is significant and this means that an increase in responsibility by one unit leads to increase in organizational performance by (0.769). Therefore, hypothesis H2 is accepted



Also, the results indicate that there is a statistically significant effect of employee motivation on organizational performance, where the correlation coefficient ( $R = 0.897$ ), which indicates a statistically significant correlation relationship between the independent variable (employee motivation) and the dependent variable (organizational performance). Moreover, it has been shown that the value of the determining coefficient ( $R^2 = 0.805$ ) indicates that the employee motivation has explained 80.5% of the variation in organizational performance, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 759.475$ ) at ( $\text{sig.} = 0.000$ ), this confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.834$ ) and ( $t = 26.783$ ) at ( $\text{sig.} = 0.000$ )

for employee motivation, which indicates that the effect of this dimension is significant and this means that an increase in law and standard working procedures by one unit leads to increase in organizational performance by (0.834). Therefore, hypothesis H3 is accepted

Finally, the results indicate that there is a statistically significant effect of involvement and participation on organizational performance, where the correlation coefficient ( $R = 0.687$ ), which indicates a statistically significant correlation relationship between the independent variable (involvement and participation) and the dependent variable (organizational performance). Moreover, it has been shown that the value of the determining coefficient ( $R^2 = 0.472$ ) indicates that the involvement and participation has explained 47.2% of the variation in organizational performance, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 578.542$ ) at ( $\text{sig.} = 0.000$ ), this confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the Table 4.4 shows that ( $B = 0.614$ ) and ( $t = 17.517$ ) at ( $\text{sig.} = 0.000$ ) for involvement and participation, which indicates that the effect of this dimension is significant and this means that an increase in involvement and participation by one unit leads to increase in organizational climate by (0.614). This result agrees with Luo et al. (2008) study that confirm a positive effect of rules and professional codes on organizational performance. The hypothesis H4 is hereby accepted

The implication of the result is that the model is fit and significant. Hence, at least one of the variables can be used to model organizational performance in the healthcare industry. The coefficient shows a simple model that expresses the extent to which

SHRM affects organizational performance of health organizations in the Central Region of Ghana.



## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of the study findings, conclusions drawn from the study findings and recommendations for improved performance. The chapter is based on the study objectives. The findings of the study as noted in Chapter Four are then elaborated under the discussion of the findings section. Conclusions drawn from the findings are thereafter outlined in the conclusions section. The study also made several recommendations to the stakeholders closely related to the study. Finally, the chapter ends with suggested areas of further study.

#### 5.2 Summary of Findings

The study was conducted with the ultimate objective of examining the influence of SHRM on organizational performance in the context of the health facilities in the Central Region of Ghana. The study was based on responses from the 120 responses of employees within selected health facilities. Data collection reliability was measured or tested according to the standards advocated by Cronbach (1951). The results show sufficient reliability for the threshold of 0.7 as set by Cronbach (1951).

The study found that there is a statistically significant effect of training and development on organizational performance. Moreover, training and development has a positive significant effect on organizational performance. This is to say that an increase in training and development by one unit leads to increase in organizational performance. The study showed that training and development was significantly related to organizational performance and was a significant predictor of changes in the levels of organizational performance of health facilities. This finding



resonates with the findings of Gardia (2018) who reported that training promotes a well skilled and developed employee which contributes to the organizational success. Similarly, the works of Adresi and Darun (2017); Alaraqi (2017) and Nyambu (2018) report positive links between training and various organizational outcomes such as productiivity, effeictiveness and effieciency

Also, the results indicate that there is a statistically significant effect of performance management on organizational performance. The result indicate a statistically significant correlation relationship between performance management and the dependent variable organizational performance. The study also found that performance management was significantly related to organizational performance. This corroborates the findings of Wan et al (2002) who found a significant relationship between performance management and empowerment and performance.

More so, the results indicate that there is a statistically significant effect of employee motivation on organizational performance. It evidents that an increase in employee motivation by one unit leads to increase in organizational performance. Employee motivation are usually initiated by senior staffs which boost the morale of workers to focus on the formal goals and performance expectations that influence organizational performance. This findings support the study of Nyandiko and Ongeru (2015) who found motivation to positively affect organizational performance.

Finally, the results indicate that there is a statistically significant effect of involvement and participation on organizational performance. The study revealed that involvement and participation significantly affected the level of organizational performance. This finding is in line with prior studies who also found significant change in performance

accounted for by employee involvement and participation (Mildred, 2012; Adresi & Darun, 2017).

### **5.3 Conclusions**

The study concludes that respondents are male dominated with many years of experience in the healthcare organizations in the Central Region. The study showed that the healthcare organizations in the Central Region are to a large extent exploiting tactical opportunities crucial to adopting SHRM practices to deliver better and improved performance. That is, the organizations have adopted measures that are aimed at optimizing SHRM practices and as a matter of fact are also having their organizational performance improved by default. From the mean values obtained in the study with respect to the 5-point Likert scale from the study, it is concluded that measures directed at the adoption of SHRM practices are a keen practice among healthcare organizations in the country and the Central Region in particular. This, therefore, means that the healthcare organizations are familiar with the measures directed to the adoption of SHRM practices. Also, the study concludes that the organizational performance of the healthcare organizations in the Central Region is encouraging.

The study concluded that there is positive significant impact between SHRM practices (training and development, performance management, employee motivation and involvement and participation) and organizational performance in the context of the healthcare industry. It must however, be noted that there are other factors that might predict organizational performance other than the aforementioned SHRM practices. The implication here is that there are other factors aside SHRM practices that impact organizational performance.

The study concludes that SHRM practices influence organizational performance in the healthcare industry. The result shows that SHRM practices (training and development, performance management, employee motivation and involvement and participation) and organizational performance move in the same direction.

#### **5.4 Implications of Findings**

The study has many implications for HR and other managerial practitioners, for HRM professionals, including all the issues related to SHRM. This study has provided useful knowledge in the form of the critical elements and factors that can enhance success in SHRM. The academic contributions of this research can be described as an important empirical study that includes important issues which need to be understood for managing effective SHRM activities and programs. The study also contributes to knowledge as being the first empirical study conducted in the healthcare industry in the Central Region of Ghana. The study will enrich and fill gaps in the literature of SHRM in Ghana. Moreover, this study has explored many new ideas and facts which could be considered as directions for future work

The linkage between SHRM and organizational performance will enable HR managers to design programmes that will bring forth better operational results to attain higher organizational performance.

#### **5.5 Recommendations**

Based on the findings and conclusions drawn from the study, the following are some recommendations. It is highly recommended that management regularly provides timely and targeted training programs to improve performance and maintain competitive edge.

The adoption of SHRM practice plays an important role in enhancing organizational performance hence management must continue to improve communication across all levels in their organizations, effectively engage employees at all level especially in decision making and implementation as well as ensure constructive feedbacks from both managers and employees.

More so, SHRM practices positively and significantly impacts organizational performance in the healthcare industry. The implication here is that the status and conditions of SHRM practices, for that matter will significantly determine the overall organizational performance of a healthcare organization. Hence it is highly recommended that management accepts the office of HR as a strategic partner.

#### **5.6 Suggestions for Further Research**

The scope of this study was limited to healthcare organizations in the Central Region implying that generalization of the result to cover the other health care organizations in the other regions of Ghana cannot be made. Regions not captured might have other experiences or measures that will make them differ from those captured in this study. Therefore, it is recommended that the study is replicated to encompass all the healthcare organizations in the country.

Secondly, it is recommended to have a future study that aims to investigate whether SHRM practices impact on other performance indicators aside from the organizational performance measures used in the study.

Thirdly, as observed from the study, SHRM practices have an impact on the overall performance of organizations in the healthcare industry in the Central Region. Therefore, it is recommended that a study is conducted in other industries where SHRM

practices play a key role. This will help to confirm or otherwise, the relationship between the variables and whether it is applicable in other industries as well.

Finally, due to the fact that this study adopted the quantitative approach, it is recommended that this study is replicated in the near future however using the qualitative or mixed method approach to access if the change in approach would yield the same results and also provide deeper insight into the industry. This change in approach will allow for the verification or testing of existing theories before this research finding.



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## APPENDIX

### Questionnaire

This questionnaire is part of a project work required by University of Education as a partial requirement for the award of a Master of Business Administration Degree. in Human Resource Management. The questionnaire is designed to solicit your independent view for my research work on the topic: *“An assessment of the role of the Strategic Human Resource Management In Organizational Performance In The Health Care Industry”*. All information provided shall be treated as confidential and used strictly for Academic purposes. Please give answers in the spaces provided and tick (✓) in the box that matches your response to the questions where applicable.

#### PART A: BACKGROUND INFORMATION AND DEMOGRAPHICS

1. Gender Male [  ] Female [  ]
2. What is your age 21-30years [  ] 31-40years [  ] 41-50years [  ]  
51-60years [  ]
3. What is your position in the hospital?  
Top Management [  ] Middle Level Management [  ] Operational Management [  ]
4. For how long have you been working in the hospital?  
Less than 5 years [  ] 6-10 years [  ] 11-15 years [  ] Over 16 years [  ]
5. Level of Education  
Diploma/Equivalent [  ] Degree [  ]  
Master Degree [  ] PhD [  ] Others [  ]

#### PART B: STRATEGIC HUMAN RESOUCE MANAGEMENT PRACTICES

The following are statements about Strategic Human Resource Management practices. You are requested to kindly indicate the opinion that best represents your institution using the 5-point Likert Scale where: **1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**. Please circle only one option that best describes your opinion in each of the statements.

<b>Training and Development Measures</b>	<b>Scale</b>				
Our organization frequently organizes training programs for its staff	1	2	3	4	5
Our organization support capacity building for its employees					
Our organization offers platforms for mentorship and coaching opportunities for its staff	1	2	3	4	5
Our organization frequently organizes workshops for its staff	1	2	3	4	5
Our organization training programs are designed to address prevailing challenges and corporate goals					
Our organization frequently organizes seminars for its staff	1	2	3	4	5
Our organization places importance on team building among staff	1	2	3	4	5
<b>Performance Management Measures</b>	<b>Scale</b>				
Our organization periodically ensures performance appraisal or reviews	1	2	3	4	5
Our organization periodically takes measures towards achievement of organizational goals	1	2	3	4	5
Our organization periodically ensures department targets are measured and achieved	1	2	3	4	5
Our organization always takes proactive steps to achieve desired results or set target.					
Our organization support individuals to pursue personal targets	1	2	3	4	5
<b>Employee Motivation Measures</b>	<b>Scale</b>				

Our organization offers incentives pay based on performance	1	2	3	4	5
Our organization acknowledges promotion on individual performance	1	2	3	4	5
Our organization acknowledges promotion on academic merit	1	2	3	4	5
Our organization acknowledges certificate of merit	1	2	3	4	5
Our organization provides scholarship schemes for employees	1	2	3	4	5
<b>Involvement and Participation Measures</b>	<b>Scale</b>				
Our organization considers the views of employees on strategic planning	1	2	3	4	5
Our organization considers the empowerment to decision making (decentralization)	1	2	3	4	5
Our organization considers the consultation of employees in decision making	1	2	3	4	5
Our organization empowers employees to handle challenges	1	2	3	4	5
Our organization considers the opinions of employees in new service delivery strategy	1	2	3	4	5

### PART C: ORGANIZATIONAL PERFORMANCE

The following are statements about organizational Performance. You are requested to kindly indicate the opinion that best represents your institution using the 5-point Likert

Scale where: **1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**. Please circle only one option that best describes your opinion in each of the statements

Organizational Performance Measures	Scale				
Our organization has seen increased in patient turn out over that last three years	1	2	3	4	5
Our organization has seen increased in revenue for the last three years	1	2	3	4	5
Our organization has seen increase in profit for the past three years	1	2	3	4	5
Our organization has seen an increased in employee's productivity level in the last three years	1	2	3	4	5
Our organization has seen an increase in employee's satisfaction level in the hospital	1	2	3	4	5
Our organization has seen considerable increase in patients' satisfaction and recovery	1	2	3	4	5
Our organization has seen decrease in staff turnover rate for the last three years	1	2	3	4	5

