

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT, KUMASI**

**ASSESSING THE MODERATING ROLE OF POLITICAL INFLUENCE IN THE
RELATIONSHIP BETWEEN STAFF TRANSFER AND CIVIL SERVANT
PERFORMANCE: THE CASE OF KWADASO MUNICIPAL ASSEMBLY**

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NOVEMBER, 2022

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BY

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**A RESEARCH PRESENTED TO THE DEPARTMENT OF MANAGEMENT
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PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
A MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCES
MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR)**

NOVEMBER, 2022

DECLARATION

CANDIDATE’S DECLARATION

I hereby declare that this research is the result of my own original research and that no part has been presented for another degree in the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, Kumasi, or elsewhere.

Signature:

Date:

.....

(ABIGAIL SAM)

SUPERVISOR’S DECLARATION

I hereby declare that the preparation of this research was supervised in accordance with the guidelines on supervision of research laid down by the Akenten Appiah-Menka University Skills Training and Entrepreneurial Development, Kumasi.

Signature:

Date:

(DR. EVANS DUAH)

ABSTRACT

Due to the recognition of government in nation building, the performance of civil servants has been a discussion of the day. With the emergence of the modern state, civil service in developing countries developed not only to make policies but also to implement them effectively. In other words, public service is often associated with efficiency and effectiveness manages development policies and programs. When the public sector was viewed as a significant contributor to economic growth and sociopolitical stability, government participation in national economics significantly increased in Ghana during the post-independence period of the 1960's. The study aims to investigate the effect of staff transfer on employee performance, the effect of political influence on employee performance and the moderating role of political influence in the relationship between staff transfer and employee performance. The study employed quantitative research with explanatory study. The population of the current study was defined as 212 employees in Kwadaso Municipal Assembly in the Ashanti Region of Ghana. The study used 150 employees of the assembly as a sample size. The current study was conducted in the form of a survey, with data being gathered via a questionnaire. Data were analysed using SPSS (v.23). The researcher used frequencies, percentages, mean scores, and standard deviation, as the data analysis techniques. Ordinary Least Square (OLS) was used for the analysis. The study found that there was a positive and significant relationship between staff transfer and employee performance. The study revealed that there was a positive and significant relationship between political influence and employee performance. The results show that political influence does not moderate the relationship between staff transfer and employee performance.

DEDICATION

I dedicate this project to God Almighty my creator, my strong pillar, my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program and on His wings only have I soared. I also dedicate this work to my children, Eric Eugene Fiati, Ephraim Kanor Fiati and Eleanor Kabukie Fiati for their encouragement. Thank you. My love for you all can never be quantified. God bless you all.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This section of this chapter presents the context of the three main variables of the study which include; staff transfer, civil servant performance and political influence.

This present study identified staff transfer as independent variable, civil servant performance as dependent variable and political influence as moderating variable.

The role of civil servants in an economy cannot be overlooked. However, for civil servants to effectively perform, human resource management (hereafter, HRM) is a critical success factor since human capital could boost organizational activities to reach its goal (Dharmanegara et al., 2016). Improving and sustaining high performance from employees is critical to organizational success as leaders and managers must thinking about Robbins, 2007). Dharmanegara et al. (2016) postulate that human resources in governmental organizations are called Civil Servants. Civil servant officers have a strategic role in order to contribute organizational governance. The goal of developing quality of public officers is to improve their performance in complete tasks given by government agencies. In addition, the quality of personnel will lead to a strong commitment to the completion of routine tasks and their respective functions more efficiently and effectively.

Mathis and Jackson (2007) assert that the development of human resource becomes very urgent and needs to be well planned, targeted, and sustainable in order to improve the capability and professionalism among organization. The goal of developing the

quality of employees is to improve the performance of employees in carrying out the tasks of government. In addition, the quality of personnel will lead to a strong commitment to the completion of routine tasks and their respective functions more efficiently and effectively. How then can the quality of civil servants be improved to enhance their performance? Since civil servant performance is determinant of government performance, scholars have identified various factors that affect it. Riyanto and Prasetyo (2021) propound that increased employee commitment through a sound communication system can improve civil servants' performance; improvisation of the performance-based allowance system will be able to motivate employees to improve their performance. Could staff turnover also affect employee performance? While some scholars (e.g., Corredoira & Rosenkopf, 2010; Dalton, 1997; Somaya et al., 2008) propose that transfers to other departments or sub organizations within the current workplace may benefit sending organizations, the finding of Lee (2018) found an inverted U-shaped relationship between employee transfer rate and organizational performance. It presents empirical evidence which lends support to their conjectural perspective: an organization which experiences an appropriate level of employee transfers will gain a positive outcome in its performance.

Political influence on the other hand is defined as –the management of shared meaning by individuals, groups or organizations| (Ferris & Judge, 2021, p. 450). Galang and Ferris (2020) further explain that the mere presence of the HRM function, or indeed a set of sophisticated HRM policies, is not enough for the HRM function to be politically influential in creating a shared understanding of HRM. HRM functions that have power are more likely to have political influence over events (Galang & Ferris, 2020). Pfeffer (2019) has defined power as the —potential ability to influence behavior, to change events, to overcome resistance and to get people to do things that they would not otherwise do.

1.2 Problem Statement

This section of this chapter presents the underlying problem of this study which points out the research gap. A number of studies in the past have sought to establish the relationships among staff transfer, political influence and civil servant performance in various sectors. Lee (2018) assessed the effect of employee turnover with staff transfer as one of the measurement items on organizational performance in U.S. Federal Agencies. Dharmanegara et al. (2016) assessed the impact of organizational commitment, motivation and job Satisfaction on civil servant job performance in State Plantation Denpasar. Riyanto and Prasetyo (2021) assessed the factors affecting civil servant performance in Indonesia using employee commitment, employee motivation, employee discipline and employee performance as the variables. Bhat and Rainayee (2019) also examined the moderating role of person–job fit in the relationship between training and performance: a civil servant perspective.

From these studies, it could be realized that limited research has been conducted to assess the direct effect of staff turnover and civil servant performance not to talk about moderating or moderating political influence. However, staff turnover may have direct or indirect effect on civil servant performance through political influence. In attempt to contribute to literature, this study assesses the moderating role of political influence in the relationship between staff turnover and civil servant performance. By reason of this, this present study proposes that the relationship between staff turnover and civil servant performance will be influenced by political influence. Therefore, political influence is proposed to positively mediate the relationship between staff turnover and civil servant performance.

1.3 Research Objectives

The general objective of this study is to assess the moderating role of political influence in the relationship between staff transfer and civil servant performance within the Kwadaso Municipal Assembly. The specific objectives were;

1. To find out the effect of staff transfer on employee performance.
2. To determine the effect of political influence on employee performance.
3. To ascertain the moderating effect of political influence in the relationship between staff transfer and employee performance.

1.4 Research Questions

1. What is the effect of staff transfer on employee performance?
2. What is the effect of political influence on employee performance?
3. What is the moderating effect of political influence in the relationship between staff transfer and employee performance?

1.5 Significance of the study

In terms of theory, the current research attempted to contribute new knowledge to staff transfer in the context of Ghanaian public services. Findings from the study can offer some key insights which will be relevant to researchers and academics, government agencies, private sector management and management of government business enterprises.

The current study can help employees and management of the government agencies to examine factors that could enhance performance of staff. There are usually multiple functions undertaken by human resource department of which staff transfer is not exceptional. This study will highlight the necessity of political influence in facilitating employee performance.

The current study can be beneficial to academics and researchers as empirical support and reference to their numerous studies linked to the current research. It can also serve as a contribution to the studies of academia and researchers who look at staff transfer, political influence, employee performance, and their relationships.

1.6 Scope of the Study

Although the study focused on Municipal Assemblies in Ghana, not all Municipal Assemblies were included in the study. The contextual and geographic scope of the study was the Kwadaso Municipal Assembly.

In terms of the conceptual scope, the study focused on staff transfer, political influence, and civil servant performance. The respondents represented the senior members (staff) of the Kwadaso Municipal Assembly, who could read, write and can be involved in staff transfer decisions.

1.7 Limitations of the study

This research is presented with limitations in its scope and conduct. The first is access to data for the analysis. Getting data from respondents is usually a challenge, as they are quite skeptical about giving out information to researchers. The researcher shall however, apply for an introductory letter from AAMUSTED and attach to the questionnaire before issuing to respondents. This will boost respondents' confidence in the fact that the study is purely an academic exercise, and not to indict any staff. Secondly, the study was only limited to one Municipal Assembly, which may not be a reliable source for generalization. Time and financial constraints however, compelled the researcher to limit the study to only one Municipal Assembly since the researcher had one (1) semester to complete the thesis and could not find funding.

1.8 Organization of the Study

The study shall be organized into five interrelated chapters. Chapter One shall highlight the background to the study, research problem, the research aims and objectives to achieve the aim, research questions, significance of the study, scope of study, methodology, limitations of the study and thesis organization. Chapter Two discussed relevant theories and literature on staff transfer, political influence and employee performance.

Chapter Three shall examine the research methodology employed for the study. It shall consider research design, sample population, sample size determination, sampling technique, research design, data sources, data gathering technique and analysis. Chapter Four shall provide the data analysis and discussion of the findings from the analysis.

Lastly, Chapter Five provided summary from the findings in chapter four, make conclusions and provide some managerial and academic recommendations

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature on the various variables and their relationships. Sub-headings looked at were; civil service, the role of public servants in nation building, recruitment and appointment of staff, civil service performance management policy framework and conceptual framework.

2.1 Staff Transfer

The literature on employee transfer is largely confined to analyses of private sector organizations (e.g., Brett, 2019; Brett & Reilly, 2017; Nakosteen & Zimmer, 2016). These studies have explored the causes, benefits, and consequences of employee transfer. However, Noe et al. (2017) have explored desire-to-transfer behavior in a state agency located in the Midwest. This study adds to the literature on employee desire to transfer by examining this behavior within a federal agency.

Various research studies have explored the likelihood of employee transfer based on a number of factors including willingness to transfer (Brett & Werbel, 2018; Gould & Penley, 2016), demographic characteristics (Brett & Reilly, 2017; Gould & Penley, 2016), spousal attitudes toward transfer (Brett & Werbel, 2018; Hill & Miller, 2018), job involvement (Brett & Reilly, 2017; Gould & Penley, 2016; Hill & Miller, 2018), and job satisfaction (Brett & Reilly, 2017). These studies are largely confined to employee transfers initiated by private sector employers; that is, in situations where the employer asked the employee to transfer. Very few studies have examined transfers initiated by

employees, particularly in the public sector.

Other research studies have explored the benefits and the consequences of employee transfer, again largely confined to private sector organizations. For example, Dalton and Mesch (2015) examined the impact of employee-initiated transfer on absenteeism for two cohorts of employees in separate organizations. Dalton and Tudor (2017) found the highest turnover rates were associated with those individuals who requested transfers but were not accommodated, whereas more modest levels of turnover were found for those allowed to transfer.

2.2 Political Influence

Organizational scientists have developed different notions of what constitutes political behavior, and these notions have come from a number of different disciplines. Some have defined politics in terms of the behavior of the interest groups to use power to influence decision making (Pettigrew, 2018; Tushman, 2017), or through coalition-building and bargaining (Bacharach & Lawler, 2018). Others have focused on the self-serving and organizationally non-sanctioned nature of individual behavior in organizations. Still others have characterized organizational politics as a social influence process with potentially functional or dysfunctional organizational consequences (Allen et al., 2019; Ferris et al., 2018).

While subscribing to aspects of several of these definitions, Pfeffer (2019) more directly established the linkage between politics and power, and conceived of organizational politics as "the study of power in action" (p. 7).

2.3 Civil Servant Performance

Performance is typically thought of in terms of outcomes or results. Armstrong, however, believes that, in terms of conduct, employee performance should also be taken into account (Armstrong 2000). According to Larsen (2017), the organization's performance standards should be used to evaluate employee performance. Scholars have suggested a number of additional measurements or indications as crucial for evaluating effectiveness. Efficiency, productivity, effectiveness, profits, and quality measures are a few of them. Efficiency is a crucial component of performance and has to do with how little time and effort is utilized to complete activities. With less, it accomplishes more. Efficiency is the capacity to generate the necessary results with utilizing the fewest resources feasible, according to Dhar (2015, p. 77), while effectiveness is the capacity of employees to meet set targets and goals.

In a similar vein, profits describe the money received over time for a task completed or an investment made. According to Sangster and Wood (2015), profits are calculated as the ratio of gross profit to sales or return on invested capital. Therefore, a worker is only deemed to be performing at peak levels when it is discovered that they are bringing in more revenue for the organization. Conversely, productivity is defined as the ratio of output to input (Kumar & Pansari, 2015). It is a measure of how effectively an individual, group, or industry transforms raw materials into finished goods and services as well as the amount of output produced per unit of input (Alto, 2011). This also has to do with quality, which is an excellent distinguishing quality of goods or services is their capacity to meet wants that are either explicit or implicit (Jaworski et al., 2018). Better goods and services are being delivered at ever-increasingly affordable prices. According to Dhar

(2015), it is the duty of business managers to make sure that their firms strive for and ultimately attain high performance levels. This implies that management must establish the desired performance levels for each employee. They can accomplish this, for instance, by establishing objectives and benchmarks against which each employee's performance can be assessed. According to Kumar & Pansari (2015), through the process of employee performance management, they may also make sure that their employees are helping to provide high-quality goods and/or services.

This management strategy encourages employees to participate in the organization's planning processes and so actively participate in the process as a whole. However, it should be recognized that "performance management" encompasses all actions that ensure that organizational goals are consistently achieved in a useful and effective way. Mensah, Morrison, and Ekumah state on page 17 of their 2016 publication that "performance management can focus on performance of the personnel, a department, and the processes to develop a product or service" in reference to this. According to earlier studies on efficiency, employees who are happy in their occupations tend to perform better on the job and stay with their employers longer than those who are unhappy (Arando et al., 2015). This is supported by Nartey & Odoom (2015), who assert that happy and pleased employees perform better at their jobs and that management finds it simple to inspire top performers to meet set goals.

2.4 Staff Transfer and Employee Performance

Theoretical perspectives on the relationship between employee turnover and employee performance are rooted in multiple disciplines, including psychology, sociology,

economics, and generic management (Hancock et al., 2013; Park & Shaw, 2013). The most dominant perspective on the employee turnover–employee performance relationship emphasizes the dysfunctional effects of employee turnover and predicts a linear negative relationship between employee turnover and employee performance. That is, “turnover rates at any levels hurt employee performance” (Park & Shaw, 2013, p. 269). With a recognition that modern organizations need to survive in a knowledge-based economy, scholars predict the potential negative consequences of employee turnover in employee performance with three different orientations (Hancock et al., 2013). First, employee turnover incurs monetary costs to organizations: Organizations need to spend additional expenditures to hire and train new employees to replace former employees (Allen, Bryant, & Verdaman, 2010). Second, human capital theory suggests that employees’ accumulated knowledge and skills are of great significance in maintaining organizational performance (Becker, 2019). For this reason, losing employees who have more experience in their job will lead to a negative outcome in organizational performance.

Third, as social capital theory suggests, employee turnover may disrupt the social relations that employees typically use in sharing knowledge and information and these relations are essential in pursuing organizational goals more effectively (Szreter, 2018). Organizations that experience the loss of employees are thus thought to suffer a decreasing performance. In addition, turnover decisions may involve additional socialization costs for newly hired employees to obtain the equivalent level of social relations which existing employees have (Park & Shaw, 2013). Social capital often acts as a club good by excluding new members in existing social relationships in

organizations (Szreter, 2018). Therefore, it has hypothesized that; *H1: Staff Transfer affects Employee Performance*

2.5 Political Influence and Employee Performance

Numerous researches have been conducted on organizational politics in the last three decades (Vigoda & Drory, 2019) with the focus on the power and capabilities of leadership in an organization and essentially paying attention on management and leadership. In today's competitive environment and highly unstable economic conditions, it has become vital for the employers to look for new ways to increase the productivity of their employees (Zivnuska et al., 2004). These circumstances have an effect on the attitudes of employees and their behaviours towards their work and in return also affect their performance. Many organizations have understood this and have adopted policies for the benefit of the employees which has given them a lot of benefit in return. Performance can be improved by employing abilities to generate new ideas and use this ability to build relations and processes of work (De Jong & Den Hartog, 2007). The performance of the organization can be enhanced by employing the right employees in the organization (Davidson, 2019).

Empowered employees are not only efficient and high performing (Davidson, 2019) but are also responsible and are able to share it equally to the success of the organization. With an open communication environment, business decisions and matters are discussed openly in an organization, it ensures the trust of the employees and delivers a message to them that they are trusted by the organization (Marchington and Wilkinson, 2019). It is commonly known that the employee can perform in a better manner if its personality

traits and needs are well matched to the organizational goals. Organizational environment has an influence on human behaviour and it can lead the employee to be more innovative and be involved in the business. It is possible that innovation might not sustain for a long period of time when workers develop a feeling that if they will work more they will be out of the job (Marchington and Wilkinson, 2019).

It is common that employees can persuade their co-workers if they strongly feel about the job and influence others as well as to be more innovative (Davidson, 2019). In an environment characterized by high competitiveness organizations need to be more innovative and effective. It is required by the individuals to be more innovative and creative in times when a rapid change occurs in an organization. Innovations can be initiated by the employees by generating the ideas about exploration of opportunities regarding employee performance and solutions for the problems (Vigoda & Drory, 2019). Thus, employees exhibiting adaptability, problem solving, responsibility and innovation are considered high performing. Therefore, it has hypothesized that; *H2: Political Influence affects Employee Performance*

2.6 Moderating Effect of Political Influence in the relationship between Staff Transfer and Employee Performance

Organizational politics refers to the complex mixture of power, influence, behaviour and understanding leadership processes, self-interest behaviour in the organization (Vigoda & Drory, 2019) and is generally related to the situations such as power struggles, conflicts over the sources of power and responsibilities to influence (Vigoda & Drory, 2019). According to (Marchington and Wilkinson, 2019) organizational politics is

behaviour to influence individuals or groups in an organization. Zivnuska et al. (2004) stated that there are two elements of organizational politics, which should be considered while investigating the role of attitude of employees and organizational politics. Firstly the view and perception of organizational politics has more importance than reality. Secondly, organizational politics might be beneficial for the individual or, it can be disadvantageous for the employee. So it can be concluded that organizational policies and politics can be beneficial for the employees and can be a threat to the carrier as well (Zivnuska et al., 2004). According to the researchers, organizational politics work as an antecedent to outcomes of employees. As people act according to the perception of reality, perception of politics is important for the employees in an organization (Boerner et al., 2007). Therefore, it has hypothesized that; *H3: Political Influence moderates the relationship between Staff Transfer and Employee Performance*

2.7 Civil Service

With the emergence of the modern state, civil service in developing countries developed not only to make policies but also to implement them effectively. In other words, public service is often associated with efficiency and effectiveness manages development policies and programs. In this regard, we see is the main, but not the only, instrument through which development activities developing countries are carried out (Esman, 1988:132). Accordingly, civil service reform programs, supported by donors, such as the World Bank and the International Monetary Fund (IMF) and the UK's Foreign Development Administration (ODA), have focused on issues of organizational structure, and human resource requirements and basic administrative capacity in accordance with perform the development function (Dwivedi, 1989; ODA, 1989; Wunsch, 1991; UN,

1992).

In others, they make up only a small percentage of the total staff of administrative agencies (10% in Poland). These differences reflect significant differences in the very conception of public services, clearly due to different historical traditions as well as political differences, economic and social context in which the reforms were developed.

The main rules governing these different types of public servants are identical, even if the conditions regarding recruitment, career development, remuneration, as well as their respective rights and duties may vary. In Estonia, the scope of civil service law had to be limited from 1993 to 1995, because the budget did not provide for expenditures commensurate with the payment of benefits related to new civil service regulations.

According to the Public Service Act passed on January 25, 1995 in Estonia, civil service is defined as an employment of the state or administrative body, i.e. a service funded by a public budget (central or local) and exercise "public power". The law distinguishes between three types of civil servants: high-ranking officials appointed to a state agency or local government; support staff, who be employed under a contract; and internally, who are appointed or employed under fixed-term contracts contract. The type of "senior official" is clearly different from the others and defined in the law assigning them management or planning functions. It is important that in Estonia, the basic concept of civil service has evolved since the draft law Services Act 1993. Initially, the text did not have clear and practical definitions. Definition of what constitutes the civil service is quite broad and its application to all civil servants is considered to be inclusive by law would make all such officers subject to the wage system and qualify for certain financial

benefits, including bonuses for which the budget is not provisioned.

In Ghana, The Ghana Civil Service is the main Public Service Organisation through which successive governments pursue policies and government agenda for national development. The Civil Service was established by the Civil Service Act 1993 (PNDC Law 327) to serve the government to initiate, develop, coordinate the implementation, monitor and evaluate government policies for national development. Ghana's Civil Service is currently made up of twenty-eight (28) Ministries, Three Extra Ministerial Organisations (3) and twenty-five (25) Departments, which are responsible for policymaking, administration, and oversight of service delivery. Section 85 (1) of the Civil Service Act, 1993 (PNDC Law 327), indicates that –within three months following 31st December of each year, the Head of the Civil Service shall prepare an Annual Report intended to reflect the performance of the various Ministries and Departments throughout the preceding twelve months.

The Ghanaian civil service has been variously described as "the most excellent, relevant and performance-oriented institution in Africa" and as "an institution that requires a lot of money on study" (Nti, 1978). These contrasting depictions show that the civil service has had both good and bad times and reflect the state of Ghana's economy at different times. The good days of public service usually include the period immediately preceding its independence in 1957 until the mid- 1970s, when the civil servants who shouldered the government machinery were essentially resting, seemingly well-trained and well-paid and well-resourced. At the same time, the size of the service, "manageable" and job security as well as the anonymity and neutrality of public servants are guaranteed. All these factors combine to create a pleasant environment and thus produce the highest

levels of efficiency and productivity in most civil servants. Meanwhile, the national economy hasn't suffered the blows it has since received.

Economy and society are seen as embodying characteristics that are considered conducive to modern economic development (Price, 1983). Ghana is not only the largest cocoa producer in the world, but also possesses an impressive array of mineral resources including gold, diamonds, manganese and bauxite. The country has the highest per capita income in sub-Saharan Africa, a capable physical and civil service infrastructure, and a team of highly experienced and educated professionals (Chazan, 1983; Rimmer, 1989). These strengths partly explain the global euphoria that welcomed Ghana's independence in 1957 and the country is seen as the torchbearer of the African continent. On the other hand, bad times in public service seem to coincide with periods of economic stagnation and recession. From 1974 to the early 1980s, the depressed Ghanaian economy, for a combination of structural and political reasons, was unable to take the initiative and overcome the limitations of choice (Rothchild, 1991). The decline in agricultural and industrial productivity, in some cases, despite rising prices in international markets, has largely contributed to the economic turmoil of the 1970s and 1980s. In short, in December 1981, when the Rawlings' PNDC came to power in a coup, the Ghanaian economy was indeed in dire straits (Chazan, 1983; Rothchild, 1991; Herbst, 1993). The period 1975-1981 was marked by a number of degrading features of civil society services.

In summary, the civil service that existed in Ghana prior to the PNDC's Civil Service Reform Program (CSRFP) is in an unfortunate state and appears to be inadequate and unprepared to carry out an economic recovery program (ERP) and structural plan.

Adjustment programs (PAS) were articulated in the 1980s (Nkrumah, 1992). This point has been amplified by Davis, 1990. As the pace of economic reform accelerated in the early stages of ERP, the difficulties of translating policy into actionable programs - a core function of the civil service - became increasingly source of frustration and a real threat to the government's ability to sustain reform. Before 1987, several attempts to restructure the civil service were made. Notable among these are the Mills-Odoi Commission on Civil

Service Structure and Compensation, 1967, and the Okoh Commission on Civil Service Structure and Procedure, 1974. Taken together, the two Commission reports, this panel provides a detailed model of public service. The reform both marked a turning point in Ghana's administrative experience and set the benchmark for civil service reform today.

Over the years, the civil service has implemented a number of reforms to increase operational efficiency and effective to drive performance and deliver results. Reform and modernize the civil service efforts in the areas of digitization, performance management, capacity building, enhancement legal and administrative framework, institutional development among others has been improved workflow to improve work efficiency and productivity. Performance of line ministries is demonstrated through a reporting cycle as a proof of work products of the civil service through the periods. It also highlights areas where the government interventions to enable the public service to fulfill its mandate and improve its productivity. According to the Civil Service Act 1993 (PNDC Law 327), the mandate of the service is to serve as a platform (strategic function) with the main aim of supporting the government to formulate, prepare, and implement set policies for the development of the country. This will be done through promoting efficient information

management, managing human and other resources, geared to boost organizational development and achieve value for money procurement for accurate, efficient, results-oriented services.

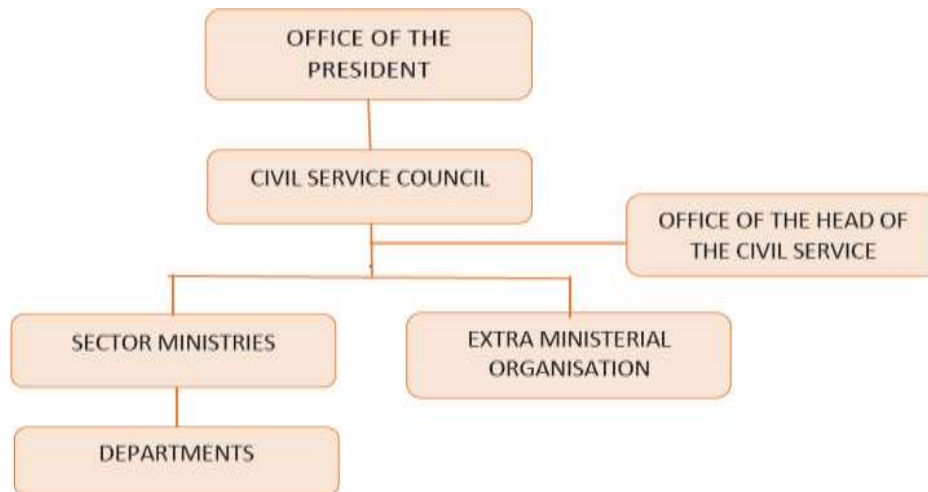
Section 3(1) of the Civil Service Law, 1993 (PNDCL 327) outlines the following functions of the Service:

- Initiate and formulate policy options for the consideration of the government,
- Initiate and advise on government plans,
- Undertake the necessary research for the effective implementation of government policies,
- Implement government policies,
- Review government policies and plans,
- Monitor, coordinate and evaluate government policies and plans, and
- Perform such other functions that the Civil Service Council may direct.

In carrying out its duties, the Civil Service is obligated to consult with, seek advice from, and cooperate with other government agencies and authorities as needed. However, the Civil Service is made up of the office of the president, where power and responsibilities are delegated to the civil service council which sits on issues with the head of the office of the head of the civil service. The sector ministries and extra ministerial organization is also made of the MMDA's and all these make up the entire

civil service.

Figure 2.1: Organogram of Civil Service



Source: Annual Performance Report of the Civil Service, 2021

2.7.1 The Role of Public Servants in Nation Building

When the public sector was viewed as a significant contributor to economic growth and sociopolitical stability, government participation in national economics significantly increased in Ghana during the post-independence period of the 1960's (Ademolekun, 2002). The Weberian bureaucratic model, which the civil servants acquired from the colonial authorities in the 1960's, offers pertinent information for comprehending the difficulties that new ideas must face in order to actually become innovations and best practices. This validated the colonial masters' legacy of using state workers to interfere with a country's growth. The role of public employees was then considered as allowing the state to execute tasks that private entrepreneurs were unable to do while also limiting the dominance of foreign investment. In order to appreciate the issues facing public workers in the process of nation buildings and the pursuit of good governance, it was

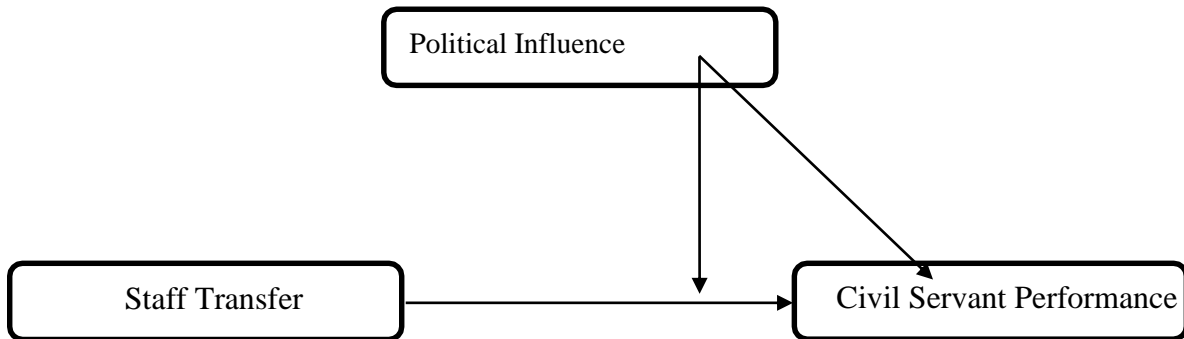
necessary to grasp the function, structure, orientation, and organisational culture. The majority of public servants have developed in developed nations with stable democratic political systems and competitive markets; therefore, applying the idea of good governance to developing nations that are at various stages of development may have unintended and detrimental effects on the populace, particularly the poor. Because emerging nations are expected to follow best practices in rich nations, the good governance agenda has expanded significantly over time.

The bureaucratic based civil service institutions produced ineffective, organizations, extensive red tape, and structural configurations that hindered, if not outright prevented, the effective implementation of public policy. Policy outcomes are the expected or unintentional results of policies that result from government action or shift resources away from privileged groups will inevitably result in increased bureaucratic and social opposition (Lowi 1964; Thomas & Grindle 1990). Thus, during the implementation process, policy is adopted, modified, and drifts, morphs, and mutates. Only few of the many variables that influence the extent of drift and mutation can be influenced by policy. Basically, the function that public workers should play is in the field of teamwork toward equanimity and morale productivity.

This means that government employees should adopt a conscious mindset, acknowledging the existence of principles relevant to the issue at hand, a responsible mindset, choosing which will be adopted and followed, an experimental mindset, conducting experiments and observing the outcomes. By doing this, the establishment will operate to its fullest potential because it will be much easier to maintain an adequate, motivated, and professional personnel in the civil service, which will help it

advance in terms of societal development and capacity building.

2.8 Conceptual Framework



Source: Authors' construct 2022

Figure 2.2 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter brings to view the methodology leading to the attainment of objectives of this study. This chapter entails the research approach, research method, population, sample and sampling techniques, research instrument/data collection and data analysis method used in this study.

3.1 Research design

Research design defined by Creswell (2006) is the procedures employed in the collection, analyzing, interpreting and presenting data in a research study. Research Design therefore is the strategy or plan employed to solve a research problem at hand. The research approached to be used will be quantitative survey. The choice of research approach was influenced by a presupposed fact the study seeks to solicit the views and opinions of respondents, specifically the staff of Kwadaso Municipal Assembly.

Survey research is known as one of the most important measurement areas used in applied social research. It is therefore a data collection method which consists of asking questions of respondents to draw out information using either written or verbal question methods. Survey research serves as a fast, efficient, accurate and inexpensive way to assess information obtained from the population. With research survey, particular attention should be given to questions (oral or written) asked, since any inefficiency or any mistake made can disrupt the structure and analysis of the data

acquired.

These self-administered questionnaires are devoid of interviews and most of the time further explanations, thus aids in the elimination of any form of interviewer bias. With research survey, respondents have ample time to give more reliable and accurate answers since they are convinced their privacy would be protected.

3.2 Research Approach

This study is quantitative in nature as it emphasizes the measurement and analysis of causal relationships between the variables, that is, the effect of staff transfer on employee performance; the effect of political influence on employee performance; and the moderating effect of political influence in the relationship staff transfer and employee performance. Not only that, this present study is quantitative in nature as it draws a large and representative sample from the population of interest, measures the behaviour and characteristics of that sample, and attempts to construct generalizations regarding the population as a whole.

3.3 Population

Population is referred to as the entire group of individuals, objects or events which have common characteristics. The population for the study includes all the civil servant staff of Kwadaso Municipal Assembly totaling 212 at the time of conducting the study.

3.4 Sample and Sampling Technique

Sample refers to the group of units selected as part of a study unit. The sample size expected for a research study is influenced by numerous factors such as the purpose

of study, population size, level of precision, level of confidence or risk and the variables of the attributes measured (Miaoulis and Michenser, 1976 Cited in Israel, 2012). Israel (2012) stated that a sample size can be determined by using figures in a published table(s), sample size of a similar study or studies, census sampling and formulas (Stoker and De Vos, 1998: 192). In this research study, 150 respondents was sampled.

3.5 Source of Data

Data which could be primary or secondary is any information gotten during the study process or research study. Primary data is data gathered by the researcher personally while secondary data on the other hand is data gathered by sources other than the researcher.

This current study however adopted the primary source of data. The present study made use of primary data because the researcher solicited information from the respondents via questionnaire which is more reliable, authentic, and objective.

3.6 Data Collection Procedure

The data was collected to facilitate the analysis by using structured questionnaire. Initially, introductory letters were sent to the Kwadaso Municipal Assembly, explaining the objective of the study and seeking their support to respond to the questionnaire. Each respondent was required to respond to a single questionnaire. The respondents constitute senior officers who qualify to be part of management decision making.

3.7 Research Instrument

The research instrument used to collect the data was questionnaire. Data for this research study will be derived from the administration of close ended questionnaires to the

respondents. The questionnaire would be designed in a way to obtain both general and specific information from the staff of Kwadaso Municipal Assembly.

3.8 Data Analysis

The data for the study was analyzed using SPSS v.23. Data analysis is about the methodological way of presenting data gathered taking into consideration the objectives behind the study. Data gathered was specifically analyzed using OLS in SPSS. Firstly, respondents' characteristics were presented Table 4.1, using frequencies and percentages measurement. This was followed by a descriptive analysis using mean scores and standard deviation. This was run for all the variables studied, which are, staff transfer, political influence, and employee performance (Tables 4.2 to 4.4). Regression was run to achieve the objectives for this study (Table 4.4).

3.8.1 Ethics

An ethics permit was obtained from each respondent before the questionnaire was responded to. Participants were assured that they were free from any harm as a result of responding to the questionnaire. Their anonymity and confidentiality were strictly kept and securely stored. The researcher informed and explained the purpose and aim of the study to participants clearly with the absence of intended research nature misrepresentation. The researcher undertook actions to ensure the protection of participants' privacy and maintain their confidentiality and anonymity. This helped to obtain sincere and truthful responses. The researcher ensured the granting of authorization from all participants. The data collection was initiated once authorization was granted. Every participant was contacted through social media since the questionnaire was in the form of Google Forms. This

comprised of a link to directly lead respondents to respond to the questionnaire without difficulties in getting access.

To ensure transparency about the study's aim and purpose, the researcher provided the necessary information in the Google Form including the hard copies. Respondents had the right to decline or withdraw at any time even if they had started responding without stating a reason. Introduction to the questionnaire was made on the first page to briefly help respondents to understand what the questionnaire was about and made them aware that it was voluntary. Also, a brief introduction was made under each variable section for respondents to understand what they were responding to. The questionnaire was designed based on the variables in this current study. The next button was shown under every section of the questionnaire so, the respondents were supposed to click on Next button to continue to the next section. The questionnaire ended in the last section which contained a thank you message. The respondent had to click on the submit button and confirm. Google Form collected all the responses and kept for a long time in the researchers' private Google account (Nikolic, 2015).

3.8.2 Organisational Profile

Legislative Instrument (L.I.) 2292 of November 2017 established the Kwadaso Municipal Assembly, in pursuance of deepening decentralization process in Ghana. It was carved out of the Kumasi Metropolitan Assembly with Kwadaso as its capital.

The Municipality is located at the central part of the Ashanti Region and is bound on the North West by Atwima Nwabiagya Municipal Assembly, North East by Atwima Nwabiagya North District, on the South by Atwima Kwanwoma District Assembly and

the East by Kumasi Metropolitan Assembly. The population of the Municipality in 2010, according to the Population and Housing Census was 169,634. The current projected population of the Municipality is 193,353 using growth rate of 3%. Kwadaso Municipality has an average of about 214.2 persons per square km. The Municipality is made up thirty-six (36) communities with Fifteen (15) Electoral Areas and fifty-six (56) polling stations in the Municipality.

The Kwadaso Municipal Assembly composed of Twenty-two (22) Assembly Members (18 males and 4 females), Fifteen (15) of whom were elected and Seven (7) Appointed by the H.E. the President in addition to the Hon. Municipal Chief Executive (DCE) and the Hon. Member of Parliament (MP) who has no voting rights but is a member of the Assembly. The Kwadaso Municipal Assembly exists to improve the quality of life of the people in the Municipality through the provision of basic socio-economic infrastructure with the active participation of the citizenry.

3.9 Summary of Methodology

This study shall adopt positivist research philosophy since the study entails the application of the scientific methods in data collection and analysis (Schutt, 2009). The research strategy was also quantitative in nature, by collecting data using a structured questionnaire and analyzing data using quantitative approach. The current study is based on literature and well-established models and theories, and therefore shall take a deductive approach (Patton, 2002). The research design was also a survey, by focusing on employees of Kwadaso Municipal Assembly. The population comprised of all employees of the Kwadaso Municipal Assembly, numbering 212. A sample of 150 respondents shall be

conveniently selected on the basis of who can read and write as the questionnaire shall be interviewee-administered. Primary source of data will be used, through the use of structured questionnaire as the research instrument.

Data shall be analyzed using Ordinary Least Square (OLS) in SPSS (v.23). The researcher shall use frequencies, percentages, mean scores, standard deviation and OLS as the data analysis techniques. Prior to the main estimation of the hypotheses using the OLS, Exploratory Factor Analysis (EFA) shall be run to assess the reliability and validity of the data gathered.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents analysis and discussion of findings of the main objectives of the study which include; finding out the effect of staff transfer on employee performance, determining the effect of political influence on employee performance and ascertaining the moderating effect of political influence in the relationship between staff transfer and employee performance. Discussion of respondents' characteristics and descriptive analysis on the variables of the study including staff transfer, political influence and employee performance are also presented. Frequencies, percentages, means scores, and Ordinary Least Square (OLS) techniques were used to analyze the data and present the findings.

4.1 Respondents' Demographics

Respondents' demographics covered age, gender, qualification and work experience. Table 4.1 shows that 24% of the respondents were below 26 years of age, 38% were between 26 and 33 years of age, 30% were between 34 and 43 years of age, 7.3% were between 44 and 53 years of age and 0.7% were above 53 years of age. This shows that majority of the respondents were between 26 and 33 years of age. Moreover, 77 (51.3%) out of the 150 respondents were males whereas 73 (58.7%) were females. This shows that majority of them were males. Also, 14.7% of the respondents were holding a Diploma certificate, 23.3% were holding HND, 41.3% were holding a Bachelor's Degree, 18.0% were holding a Master's Degree, and 2.7%

were holding a Doctorate Degree. This shows that majority of the respondents were holding a Bachelor's Degree. Furthermore, 48% of the respondents worked for less than 3 years, 34% of them have worked for 3-7 years, 4% have worked for 8-12 years and 21% have worked for above 13 years. This shows that majority of the respondents have worked for less than 3 years.

Table 4.1: Demographic Features of Respondents

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	77	51.3
	Female	73	48.7
	<i>Totals</i>	<i>150</i>	<i>100.0</i>
Age	Below 26	36	24.0
	26-33	57	38.0
	34-43	45	30.0
	44-53	11	7.3
	Above 53	1	.7
	<i>Totals</i>	<i>150</i>	<i>100.0</i>
Qualification	Diploma	22	14.7
	HND	35	23.3
	Degree	62	41.3
	Masters	27	18.0
	Doctorate	4	2.7

	<i>Totals</i>	<i>150</i>	<i>100.0</i>
Work experience	Less than 3	72	48.0
	3-7	51	34.0
	8-12	6	4.0
	Above 13	21	21.4
	<i>Totals</i>	<i>150</i>	<i>100.0</i>

4.2 Descriptive Analysis

The descriptive analysis for all the constructs studied was presented in Tables 4.2, 4.3 and 4.4. Respondents were asked to respond to the items under this section, using a Likert scale of *1- Strongly Disagree, 2-Disagree, 3-Indifferent, 4-Agree, and 5-Strongly Agree*. The items were reorganized in descending mean scores; as higher mean scores indicate higher level of agreement to the item. Regarding the interpretation of the mean scores, mean scores greater than 3 were considered as positive response (i.e. agree range), and means scores less than 3 were considered as negative response (i.e. disagree range). The overall mean score for staff transfer was 3.819 (above3) which can be concluded that the respondents agreed that staff transfer was present within the organisations. It was further identified that all the mean scores were greater than 3, indicating that respondents agree to all the questions under the staff transfer.

Respondents agreed that they will not leave the organisation to another entity for personal growth opportunities, not leave the organisation to another entity for unique opportunity, not leave the organisation to another entity due to contract expiration, not leave the organisation to another entity due to work condition, not leave the organisation to another entity due to work environment, not leave the organisation to another entity for professional growth/advancement, not leave the organisation to another entity due to childcare/elderly care issues or home responsibilities, and not leave the organisation to another entity due to the distance from home to workplace.

Moreover, political influence had an overall mean of 3.889 which is greater than 3. This implies that the respondents agreed that political influence exist with the organisations. It can also be observed that all the 8 measurement items had a mean score of greater than 3. The respondents agreed that HRM policy are connected, HRM is represented on the board of directors, HRM is involved in strategy, CEO supports HRM, the organization supports HRM, Operating core supports HRM, strategic apex supports HRM, Techno structure supports HRM.

Lastly, employee performance being the dependent variable had an overall mean score of 3.902 which is higher than 3. This indicates that, the employees perform within the organisations. It was found that, all the 4 measurement items had mean scores greater than 3 (agree). The respondents agreed that, they do a good job on their allocated tasks they complete the tasks that have been assigned to them, they come up with new ideas, methods, or items that are both unique and beneficial to the company and they come up with innovative ideas.

Table 4.2 Staff transfer

S/N	Statements	Mean	Std. Deviation
1.	I will not leave the organisation to another entity for personal growth opportunities	3.95	.988
2.	I will not leave the organisation to another entity for unique Opportunity	3.893	.977
3.	I will not leave the organisation to another entity due to contract Expiration	3.860	1.030
4.	I will not leave the organisation to another entity due to work Condition	3.85	.918
5.	I will not leave the organisation to another entity due to work Environment	3.83	1.039
6.	I will not leave the organisation to another entity for professional growth/advancement	3.78	1.022
7.	I will not leave the organisation to another entity due to childcare/elderly care issues or home responsibilities	3.77	1.159
8.	I will not leave the organisation to another entity due to the distance from home to workplace	3.62	1.060
	Total	3.82	.706

Source: Field study (2022)

Table 4.3 Political influence

S/N	Statements	Mean	Std. Deviation
1.	HRM policy connectedness	3.97	2.643
2.	HRM representation on the board of directors	3.95	1.045
3.	HRM strategic involvement	3.93	1.001
4.	CEO support for HRM	3.89	1.069
5.	Organizational support for HRM	3.89	1.027
6.	Operating core support for HRM	3.88	1.181
7.	Strategic apex support for HRM	3.83	1.032
8.	Techno structure support for HRM	3.77	1.064
	Total	3.90	.812

Source: Field study (2022)

Table 4.4 Employee Performance

S/N	Statements	Mean	Std. Deviation
1.	I do a good job on their allocated tasks	4.03	1.016
2.	I complete the tasks that have been assigned to them	3.98	1.026
3.	I come up with new ideas, methods, or items that are both unique and beneficial to the company	3.83	1.008
4.	I come up with innovative ideas	3.77	1.082
	<i>Total</i>	3.90	.807

Source: Field study (2022)

4.3 Correlation Analysis

The current study employed the Pearson correlation. In Table 4.5, the Pearson product correlation of gender and age was found to be markedly low and negligibly negative but statistically insignificant ($r = -.098, p > 0.05$). Hence, there is no enough statistical evidence that relationship exist between gender and age. Age and qualification was found to be very low positive and statistically significant ($r = .259, p < 0.05$). This shows that an increase in age will lead to an increase in qualification and vice versa. There was markedly low and negligibly negative and statistically insignificant relationship between qualification and gender ($r = -.009, p > 0.05$). Therefore, enough statistical evidence does not exist to claim existence of relationship between qualification and gender. Experience and age was found to be significantly positive and low ($r = .392, p < 0.05$). This shows that an increase in age

will lead to an increase in experience and vice versa. Additionally, experience was found to negatively correlate with gender but statistically insignificant and very low ($r = -.119$, $p > 0.05$). Hence, there is no statistical evidence that there is relationship between gender and experience. There is a significant positive very low relationship between experience and qualification. ($r = .212$, $p < 0.05$). This means that an increase in experience will lead to an increase in qualification and vice versa.

Moreover, markedly low insignificant positive relationship was found between staff transfer and age ($r = .047$, $p > 0.05$). Hence, there is no enough statistical evidence to establish the relationship between staff transfer and age. A markedly low and negligibly positive relationship was found between gender and staff transfer but statistically insignificant ($r = .022$, $p > 0.05$). As such, there is no enough statistical evidence to establish the relationship between gender and staff transfer. A very low negative relationship was found between qualification and staff transfer but statistically insignificant ($r = -.136$, $p > 0.05$). Hence, there is no enough statistical evidence to establish the relationship between qualification and staff transfer. The relationship between experience and staff transfer was found to be markedly low and negligibly positive but statistically insignificant ($r = .041$, $p > 0.05$). Hence, there is no enough statistical evidence that relationship exist between experience and staff culture. The relationship between age and employee performance was found to be markedly low and negligible positively correlated and insignificant ($r = .023$, $p > 0.05$). Hence, enough statistical evidence does not exist to claim a relationship between age and employee performance. The relationship between gender and employee performance was also found to be markedly low and negligible positively correlated but statistically insignificant ($r = .096$, $p > 0.05$). Hence, enough statistical evidence does not exist to claim a relationship between gender and employee performance. The

relationship between qualification and employee performance was found to be very low negatively correlated but insignificant ($r = -.101, p > 0.05$). As such, enough statistical evidence does not exist to claim a relationship between qualification and employee performance. The relationship between experience and employee performance was also found to be markedly low and negligible negatively correlated but insignificant ($r = -.007, p > 0.05$). Hence, enough statistical evidence does not exist to claim a relationship between experience and employee performance.

Furthermore, the relationship between staff transfer and employee performance was found to be high and positively significant ($r = .715, p < 0.05$). This shows that an increase in staff transfer will lead to an increase in employee performance and vice versa. A very low insignificant positive relationship was found between age and political influence ($r = .135, p > 0.05$). Hence, there is no enough statistical evidence to establish the relationship between age and political influence. A markedly low and negligibly negative relationship was found between gender and political influence but statistically insignificant ($r = -.022, p > 0.05$). Hence, there is no enough statistical evidence to establish the relationship between gender and political influence. The relationship between qualification and political influence is also markedly low and negligibly negative and statistically insignificant ($r = -.033, p > 0.05$). Hence, enough statistical evidence does not exist to establish the relationship between qualification and political influence. The relationship between experience and political influence is very low positive but statistically insignificant ($r = .137, p > 0.05$). Hence, enough statistical evidence does not exist to establish the relationship between experience and political influence. The study found a significant moderate positive relationship between staff transfer and political influence ($r = .687, p < 0.05$). This implies that an increase in staff transfer will lead to an increase in

political influence and vice versa. Lastly, it was also found that, moderate positive relationship exist between political influence and employee performance ($r = .637, p < 0.05$). This signifies that an increase in political influence will lead to an increase in employee performance and vice versa.

Table 4.5 Correlation

	AGE	GEND	PROG	ORG	ST	EP	PI
AGE	1						
GEND	-.098	1					
PROG	.259**	-.009	1				
ORG	.392**	-.119	.212**	1			
ST	.047	.022	-.136	.041	1		
EP	.023	.096	-.101	-.007	.715**	1	
PI	.135	-.022	-.033	.137	.687**	.637**	1

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

Source: Field study (2022)

4.4 Path Analysis

The path coefficients were estimated using Ordinary Least Square (OLS) in SPSS (v.25) software. Table 4.6 presents the results of the analysis. The study controlled for gender, age, qualification, and experience.

The dependent variable EP was regressed on predicting variable ST to achieve objective 1. ST significantly predicted EP, $F = 154.606, p < 0.05$, which indicates that ST can play a significant role in shaping EP ($\beta = .817; p < 0.05$). These results clearly direct the positive effect of SL

on EP. Moreover, the $R^2 = .511$ depicts that the model explains 81.7% of the variance in EP. That is, in organisations where employees will not leave the organisation to another entity for personal growth opportunities, not leave the organisation to another entity for unique opportunity, not leave the organisation to another entity due to contract expiration, not leave the organisation to another entity due to work condition, not leave the organisation to another entity due to work environment, not leave the organisation to another entity for professional growth/advancement, not leave the organisation to another entity due to childcare/elderly care issues or home responsibilities, and not leave the organisation to another entity due to the distance from home to workplace are more likely to perform.

Also, the dependent variable EP was regressed on predicting variable PI to achieve objective 2. PI significantly predicted EP, $F = 101.056$, $p < 0.05$, which indicates that PI can play a significant role in shaping EP ($\beta = .633$; $p < 0.05$). These results clearly direct the positive effect of PI on EP. Moreover, the $R^2 = .406$ depicts that the model explains 40.6% of the variance in EP. This suggests that, in organisations HRM policy are connected, HRM is represented on the board of directors, HRM is involved in strategy, CEO supports HRM, the organization supports HRM, Operating core supports HRM, strategic apex supports HRM, Techno structure supports HRM, there was bound to be higher team performance among the employees.

Finally, the study assessed the moderating effect of political influence in the relationship between staff transfer and employee performance. From the results presented (Table 4.6), the interaction between staff transfer and political influence (ST_PI) had an insignificant negative effect on employee performance ($\beta = -.045$; $p\text{-value} > 0.05$). This indicates that the presence of both staff transfer and political influence has no effect on employee performance. As such, political influence does not moderate the relationship between staff transfer and employee

performance.

Table 4.6 Path Coefficients

Hypthesis	Regression Weights	Bata Coefficient	R ²	F	P -value	Decision
1	ST → EP	.817	.511	154.606	.000	Accept
2	PI → EP	.633	.406	101.056	.000	Accept
3	ST_PI → EP	-.045	.503	26.086	.252	Reject

Note: *p < 0.05, ST: Staff Transfer, PI: Political Influence, EP: Employee Performance

Source: Field Work (2022)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the three findings from the study; conclusions based on the results, and lay down some recommendations to improving employee performance within government entities.

5.1 Summary of Findings

5.2 Effect of Staff Transfer on Employee Performance

It was identified that Staff transfer had a significant effect on employee performance in the Kwadaso Municipal Assembly. That is, in organisations where staff are satisfied on the job with the extent that they will not leave the organisation to another entity for personal growth opportunities, not leave the organisation to another entity for unique opportunity, not leave the organisation to another entity due to contract expiration, not leave the organisation to another entity due to work condition, not leave the organisation to another entity due to work environment, not leave the organisation to another entity for professional growth/advancement, not leave the organisation to another entity due to childcare/elderly care issues or home responsibilities, and not leave the organisation to another entity due to the distance from home to workplace, employees are more like to exhibit higher performance.

5.3 Effect of Political Influence on Employee Performance

The effect of political influence on employee performance within the Kwadaso Municipal

Assembly was found to be significant positive. That is, in organisations where that HRM policy are connected, HRM is represented on the board of directors, HRM is involved in strategy, CEO supports HRM, the organization supports HRM, Operating core supports HRM, strategic apex supports HRM, Techno structure supports HRM, there was bound to be higher employee performance.

5.4 Moderating Effect of Political Influence in the Relationship between Staff Transfer and Employee Performance

The study found political influence to insignificantly moderate the relationship between transformational leadership and employee performance. The interaction between staff transfer and political influence (ST_NT) had an insignificant negative effect on employee performance ($\beta = - 0.045$; $p\text{-value} > 0.05$). This indicates that the presence of both political influence and staff transfer have no effect on employee performance in Kwadaso Municipal Assembly.

5.5 Conclusion

At the end of the study, it was concluded that, staff transfer had a significant positive effect on employee performance among employees in the Kwadaso Municipal Assembly. The effect of political influence on employee performance of employees within the Kwadaso Municipal Assembly was found to be significant positive. Finally, the relationship between staff transfer and employee performance among employees in the Kwadaso Municipal Assembly was not moderated by political influence.

5.6 Recommendations

A way for government to achieve value for money is take advantage of employee

performance. All the measurement items under staff transfer had mean scores greater than 3 which show that employees were satisfied with their current work conditions which improved their performance. Hence, it is recommended that government should continue to create good working conditions in the Kwadaso Municipal Assembly and do same in covered entities where employee motivation is low.

Secondly, political influence was found to also enhance employee performance within Kwadaso Municipal Assembly. It is thus recommended that HRM policy should be connected, HRM should be represented on the board of directors, HRM should be involved in strategy, CEO should support HRM, the organization should support HRM, Operating core should support HRM, strategic apex should support HRM and Techno structure should support HRM.

Finally, political influence was also found not to enhance the relationship between staff transfer and employee performance within the Kwadaso Municipal Assembly. It is thus recommended that government should encourage working with an entity for a while to gain experience which will eventually improve employee performance.

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APPENDIX
QUESTIONNAIRE

Dear respondent, this questionnaire is designed to gather data about the effect of team culture on team performance and the moderating role of knowledge sharing. This research project is conducted by a Masters' student and your kind cooperation in this research is very much appreciated. Your anonymity and confidentiality are assured.

YOUR PERSONAL DATA

Please indicate your response to statements by ticking [] the appropriate box.

1. Age: Below 26 years [] 26-33 years [] 34-43 years [] 44-53 years []
] Above 53 years []
2. Gender: Male [] Female []
3. Qualification: (Highest): Diploma [] HND [] Bachelor's Degree [] Master's Degree []
] Doctorate Degree []
4. Work experience in this organization: Less than 3 years [] 3-7 years [] 8-12 years []
Above 13 years []

STAFF TRANSFER

This category contains statements about the reason why you will leave the entity which represents staff transfer. Please indicate your level of agreement to the statements using the 5 point Likert scale below by ticking [√] the appropriate box: **1= Strongly disagree 2= Disagree 3= Neither agree nor disagree 4 = Agree 5 = Strongly agree**

S/N	Statement	1	2	3	4	5
1.	I will not leave the organisation to another entity for personal growth opportunities					
2.	I will not leave the organisation to another entity for unique opportunity					
3.	I will not leave the organisation to another entity due to contract expiration					
4.	I will not leave the organisation to another entity due to work condition					
5.	I will not leave the organisation to another entity due to work environment					
6.	I will not leave the organisation to another entity for professional growth/advancement					

7.	I will not leave the organisation to another entity due to childcare/elderly care issues or home responsibilities					
8.	I will not leave the organisation to another entity due to the distance from home to workplace					

POLITICAL INFLUENCE

This category contains statements about political influence on Human Resource Management in your organization. Please indicate your level of agreement to the statements using the 5 point Likert scale below by ticking [√] the appropriate box: **1= Strongly disagree 2= Disagree 3= Neither agree nor disagree 4 = Agree 5 = Strongly agree**

S/N	Statement	1	2	3	4	5
1.	HRM policy connectedness					
2.	HRM representation on the board of directors					
3.	HRM strategic involvement					
4.	CEO support for HRM					
5.	Organizational support for HRM					
6.	Operating core support for HRM					
7.	Strategic apex support for HRM					

8.	Techno structure support for HRM						
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EMPLOYEE PERFORMANCE

This category contains statements about the performance of employees. Please indicate your level of agreement to the statements using the 5 point Likert scale below by ticking [√] the appropriate box: **1= Strongly disagree 2= Disagree 3= Neither agree nor disagree 4 = Agree**

5 = Strongly agree

S/N	Statement	1	2	3	4	5
1.	I do a good job on their allocated tasks					
2.	I complete the tasks that have been assigned to them					
3.	I come up with new ideas, methods, or items that are both unique and beneficial to the company					
4.	I come up with innovative ideas					