

**HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEES’
PERFORMANCE IN PRIVATE AND PUBLIC BANKS IN THE TAMALE
METROPOLIS, GHANA**

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BY

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I hereby declare that this dissertation/thesis is the result of my original work and that no part of it has been presented for another degree in this University or elsewhere:

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ABSTRACT

The aim of the study was to assess the effects of human resource management practices on employees' performance in private and public banks in the Tamale Metropolis. Human resource management is very crucial to organisations especially the banking sector since it is a service delivery industry, thus it requires experts in service delivery. Several studies conducted have shown the impact of human resource management on employees' performance. Studies conducted in the banking sector in Ghana and tamale have been done in isolation without comparing the HRM Practices of the two types of banks since some staff complain about some of the practices. The study employed the concurrent mixed method research design, Survey questionnaires as well as key informant interview were administered to 275 employees of public and private banks and customers. Both qualitative and quantitative analytical tools were used to analysis data. The results revealed that salary of staff, availability of motivation and rewards and training and career development significantly influence staffs' performance in public banks positively while working experience positively affected staffs' performances in private banks. The results revealed that banks loan interest rates, staff-customer relationship, type of services rendered by banks, and waiting time have significant effects on customers' choice of banks. The study recommends that banks should adopt strategic HRM practices and embark on motivational and rewards packages as effective measures of sustaining high staff performance. Public banks should continue to conduct regular training and carer development programs for their staff since it has a positive effect on their performance.



LIST OF ABBREVIATIONS

ADB	Agricultural Development Bank
AMO	Ability Motivation Opportunities
BOG	Bank of Ghana
CBD	Central Business District
GCB BANK	Ghana Commercial Bank
GSS	Ghana Statistical Service
HR	Human Resources
HRM	Human Resource Management
KSAOs	Knowledge, Skills, Abilities and Other characteristics
LI	Legislative Instrument
NIB	National Investment Bank
PAI	Perceived Agreement Index
QWL	Quality of Work Life
TaMA	Tamale Metropolitan Assembly
UBBL	Universal Banking Business License
USA	United States of America



I dedicate this work to my parents especially my mum madam Elizabeth Didongo and my sister Safia Wemah.



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INTRODUCTION

1.1 Background of Study

In the world today, human resources are regarded as the most vital of an organization either public or private. Human resource management has become vital since it has a lead role of competitiveness in organizations over others (Sendogdu et al, 2013). HRM is therefore considered to be important because without it organizational vision; workforce's potentials and chances will be unexploited, misspent and the other resources will be wasted (Akbar et al., 2013). Every organizations requires HRM, however HRM is probably to be taken earnestly if it has effect on organizations, therefore the linkage between HRM and outcomes is so necessary (Guest, 2013). Currently, organizations are competing through implementation of unique and exceptional HRM practices and as a result of globalization; many organizations (public and private) are adopting recent human resource practices to help achieve their organizational goals. As succinctly put by Antwi et al (2016) excellent HRM practices are advantageous to both employees and employers.

HRM is referred to as a method by which employment administration seeks to attain modest improvement through a planned placement of a very dedicated and talented personnel, using a unified structural, cultural and employee's methods (Afroj, 2012). One of the most vital and variable resources in banking organizations are the employees and the performance and productivity of employees is one of the top factors influencing organizational success (Paşaoğlu, 2015). Employees are the backbone of any business success, there is therefore, the need to motivate and maintain them in organization by whatever means to enable them to be globally competitive in the provision quality products and services to the people



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(Ongori,2007). The performance, attitude and behaviour of employees at their work is impacted by HRM Practices. Different organizational environment may require different strategies as explained by the contingency approach since various HRM practices are context specific (Arthur, 1994).

Chakrabarty (2012) argued that, banking as a service delivery industry deals with customers and as such HRM is important for banks. The key challenges facing the banking industry is people and risk management since they determine success in the industry. Risk management need to be efficient and may warrant skilled manpower. Banking has always been and will continue be a ‘People centred Business’. Chinnadurai (2014) stated that the success of banks depends not only on customer satisfaction, but the satisfaction of employees as well. These satisfaction levels can be ensured and enhanced by effective HRM practices adopted by the banks to be more competitive than ever.

Both private and public banks are competing with each other to perform well by modifying their traditional HRM practices into innovative ones to enhance performance. Gulza, (2018) in her study compared two public banks in India and it was revealed that employees of PNB are more satisfied than the employees of SBI, she further stated that for banks to meet the standards worldwide and be competitive the need to create a conducive environment and implement strategic HRM practices that has quality impact on employee performance. Employees’ performance is measured by the quantity of output, quality of output, timeliness of output, presence/attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathais et al, 2009). Performance management as a function of HRM is a serious and essential element for individual and organizational effectiveness. Without assessment and feedback, we have no basis for focusing our



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efforts to advance (Asamu, 2013). Qureshi et al (2007) in their study revealed that certain HRM practices has a positive correlated with employee's performance and compensation is a major practice in the banking industry. Mahamood et al (2014) in their findings illustrated that there are a lot of HRM factors that affect employees' performance. But listed recruitment and selection, reward and training as having large effect on employees' performance. Marchington and Wilkinson (2015), argued that improving employees' attitude and conducts, lower level of absenteeism and labour turnover, and higher levels of productivity, quality and customer service is influence by a collection of some HRM practices, for explicit performance to be attained employees 'attitude and strategic HRM policies and practices need to be employed (Nishii, 2008)

Banking in developing countries has an impact on their socio economic changes. A very presentable banking sector has an important role to play in the development of a country (Afroj, 2012).

Recently Ghana, has introduced the Ghana Banking Act, 2004 (Act 673), which has brought about fierce competition because there is liberalization in the banking industry which has permitted all kinds of banks to operate in the country, which has enhanced the operation of public, private and rural banks in various technology, products and services, activities which has heightened competition within the industry. These banks therefore see human resource as a special asset that can provide sustainability as competitive niche above other banks. Sarpong, (2016) in her study examine the effects of motivation on employee performance and it was revealed that motivation has a positive effect on their work output, profitability, staff retention, customer base enhancement and efficiency of organizational advancement.



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Pathak, (2012) stated that human resources have an important effect on the profitability, efficiency and entire organizational effectiveness. He further said that organizations cannot function without quality and capable the human resource to properly exploit other material resources to create excess for existence, development and diversification into new fields taking into consideration the environment in which it operates. This is true of banking and marketing organizations. The study of human resource management practices has been an important and serious area in management and organizational performance from the last several years especially in the banking industry. Tamale was chosen because it is the fastest growing metropolis and the banks need to be strategic in dealing with their employees and customers to enhance the performance of both employees and the institution as a whole.

1.2 Problem Statement

For an organization to perform effectively it must not only depend on the available material resources, but also, on the quality and competence of its employees (Mahmud et al, 2011). Recent economic changes as a result of globalization, technology and other factors have encouraged effective HRM practices in various organizations in essence to enhance performances. In the study of Abdus (2017), seven major dimensions of HRM Practices were considered to measure their effects on employee performance and it was confirmed that all these practices in his study have a significant impact on employee performance in Bangladesh banks.

Competition in the banking institutions has increased with regards to the numerous banks leading to an increase in turnover rates, productivity and profit margins challenges among others all highlighting the importance of HRM in organizations.



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According to Hudson (2008), the most vital HRM practice challenges in commercial banks are recruiting the right staff, retaining talented staff, reducing the number of staff, staff development and training, salary increment, external threats, etc. The other challenges are advanced working conditions, skill enhancement and compensation with regards to the massive technological adaptation program–change management for employees“ as well as customers“ perspectives (Hudson, 2008). In the literature there seems to be little if not almost non-existent study on how selection and recruitment are conducted among public and private banks in Ghana. This is one of the research gaps filled by this study.

There are many empirical studies that revealed the negative effect of an increase level of voluntary employee turnover on organization’s productivity and profitability as a result of HRM practices (Brown et al, 2009).

Profitability is one of the most important criteria to measure performance of banks especially in the private ones, it is also critical to their survival. The competitive environment has become dynamic; this has heightened pressure on banks to compete in order to become more integrated into the global financial system (Kutsienyo, 2012).

In Ghana, HRM is very essential for every organization both private and public especially the banking industry which is a service delivery industry. In February 2003, the Bank of Ghana formally introduced the Universal Banking Business License (UBBL), which has led to an increase in size, number of banks resulting in tremendous competition. Hansen–Thompson (2007) studied the Ghanaian banking sector and stated that organizations are likely to employ more strategic HRM practices due to increase level of competition to boost employee performance. However, turnover rates occur as a result of varied HRM interventions to improve employees’



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retention and performance. The banking industry is crucial to an economy and can have a diverse effect on it if it performs poorly (Dwomoh et al, 2012). Employee turnover is greatly influenced by organizations' HRM practices and also a critical issue affecting performance due to the competitive nature of the banking industry. This has been neglected by researchers and needs to be addressed.

Tamale Metropolis which is the fastest developing town not only in Ghana, but in West Africa. Virtually all the 35 universal licensed banks in Ghana have branches in Tamale with the regulatory body inclusive, rural banks and Micro finance banks, which are both public and private. Competition for the same customers as a result of advance technology, numbers and size has encouraged some banks to be more active in performance than others through their HRM practices. Currently most banks especially the private banks have adopted strategies such as monthly awards for their staff while public banks still hold to their primitive ways and this strategy has encouraged most employees in the private sector to improve their performances.

However, it has come to the realization that most staff complain a lot about certain HRM practices such as salary, motivation packages and employees' involvement with regards to their performance in the banks.

Studies conducted in Ghana have concentrated on specific HRM practices such as motivation impact on employees' performance with little emphasis on comparativeness, meaning most of the studies are done in isolation. The Comparative studies on public and private banks has therefore been limited (Antwiet *al*, 2016; Owusu, 2012).

The performance of an organization is mostly determined by the employees' capacity and their willingness to put out their best (William, 2010). The willingness, abilities and capacities therefore need to be developed by HRM practices to enhance



performance. This study seeks to fill the gap in the literature by comparing the HRM practices and employees' performances of private and public banks as well as unearthing the effect of the former on the later.

1.3 Main Research Question

What relationship exists between the HRM practices and their effect on employees' performance in banks in the Tamale Metropolis?

1.3.1 Specific Research Questions

1. What are the HRM practices in private and public banks in the Tamale Metropolis?
2. How are HRM practices developed and implemented in banks in the Tamale Metropolis?
3. What are the effects of HRM practices on employees' performance in private and public banks in the Tamale Metropolis?
4. What factors influence customers' choice of public and private banks in the Tamale Metropolis?

1.4 Main Research Objective

The main objective of the study is to explore the HRM practices and their effects on employees' performances in public and private banks in the Tamale Metropolis.

1.4.1 Specific Research Objectives

The specific objectives of the study were to:

1. To examine the human resources management practices in public and private banks in the Tamale Metropolis.



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2. To examine how human resource management practices were developed and implemented in public and private banks in the Metropolis.
 3. To examine the effect human resource management practices, have on employees' performance in public and private banks in the Tamale Metropolis.
 4. To investigate the factors that influence customer choice of banks.

1.5 Justification

Human resource is the most essential resources in an organizational development and performance. This is because human resource drives the other resources in every organization.

Human resource in the service delivery organization like banks need to be taken serious when it comes to the practices employed to enhance employee's performance. HRM Practices have both positively and negatively important effect on employee performances which affect productivity, turnover rates and customers' satisfaction.

This study therefore seeks to examine the sources of human resource management practices are development and implemented in public and private banks in Ghana in order to identify gaps in the HRM practices to make well-versed decisions in addressing them to enhance employee performance.

Also, it will add to existing knowledge on human resource management practices on employees and organizational performance. The findings of the study will assist the management of the various banks in Ghana to adopt suitable polices for the realization of their goals and to create a niche in this competitive world of banking over others.



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Although the study is to be conducted in the banking sector it will inform public and private organizations as to the suitable ways in which human resources should be controlled in order to improve performance and to motivate employees to work more effectively and efficiently. The study will help bridge the research gap of the banking industry in a comparative analysis of HRM Practices in Ghana.

1.6 Scope of the Study

Basically the study is limited to the banks in the Tamale Metropolis of the Northern Region. The study focus on Human Resource management practices and employees' performance in public and private Banks.

The study was conducted in ten banks - two public and eight private banks. The study however tried to recognize the numerous HRM practices in both private and public banks to get the differences, how these practices were developed and implemented, which practices affect the performance of employees and why customers prefer some banks to others.

1.7 Limitations of the study

The major problem faced was difficulty in getting the respondents due to the nature of their work. They were so busy attending to customers. I therefore had to live the questionnaire with them and went back after some days for them.

Notwithstanding the above limitation it did not create any doubts about the credibility of the data collected.

1.8 Organization of Work

The thesis is organised into five chapters. Chapter one, which is the introductory chapter presents introduction to the study, the problem statement, research questions,



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objectives, limitation, and scope of study and justification of the study. Chapter Two presents the literature review. This included theories and concepts that are applicable to this study. Chapter three outlines the study area and the methods used in undertaking the entire research. In chapter four, the results and findings are discussed. Finally, chapter five highlights major findings, conclusions and recommendations of the study.



LITERATURE REVIEW

2.1 Introduction

This chapter reviewed relevant literature on human resource management practices and employees' performance. Human resource is the most delicate assets of all organizations especially the service delivery sector more so in the banking sector because it deals with people and risk management. In this chapter various works of scholars and other research papers related to the theme under study have been examined. Specifically, literature on the history and definition of human resource management, definition of employee performance and its relation to HRM; theories linking HRM to performance, concepts of HRM have been explored. The chapter further discusses HRM practices in Ghana and HRM practices in the banking sector of Ghana.

2.2 Theories of Human Resource Management and Employee Performance

According to Njue as cited in Mbugua (2015), theoretical framework is a collection of ideas about the reality of phenomena. Various theories have been reviewed in the attempt to explain the vital nature of human resource management practices and their relationship to employee performance. This section reviews theories on HRM practices and performance.

2.2.1 AMO (Ability, Motivation and Opportunity) Theory

The Individual performance is a component of ability, motivation and opportunity or, alternatively, where, $P = f(AMO)$, (Boxall et al 2003). According Boxall et al (2003), effective organizational performance of a firm can be accomplished when the employees establish an outstanding effort in performing their jobs with regards to



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HRM practices applied. The outstanding effort links highly to the circumstances that; employees have the required talents and expertise for performing their jobs effectively, employees are motivated to go the extra mile in performing their tasks, and they are given with the opportunity to use their skills and are encouraged to express themselves (Ozcelik et al, 2015). The AMO model acquires an employee-based perspective for relating people's ability-motivation-opportunity when linking HRM practices with firm performance (Appelbaum, et al, 2000). The model suggests that HR practices contribute to effective and efficient employee performance by harnessing employees' abilities (A) and skills execute their job, improving an employee's motivation (M) for discretionary effort, and providing employees with the opportunity (O) to fully use of their skills and be motivated. Most organizations in some instances have overlooked the well-being of their employees and due to this; they end up not performing well which in turn affects the performance of the organization. This might be as a result of either the managerial style of the line managers, not having a conducive work conditions or even attitude of the employees themselves.

According to Gerhart (2005: 175). HRM practices regulate people's ability (e.g., by using the appropriate selection, recruitment, training instruments), motivation (e.g., using pay for performance), and opportunity (e.g., using teams or suggestion views). Ability refers to the quality of an employees in an organization to perform a task with the available skills to take on any job in the organization, with the premises that jobs would be thought-provoking. Organizations should see to it that their employees have the require skills/abilities to be able to use their own discretionary practice whereby they can participate with little supervision. This is why (Huselid 1995, Appelbaum et al, 2000) state that organizations must enhance precise recruitment and selection



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procedure to recruit capable and skilled workers and also see to it that the appropriate training is given, in order for employees to use their own discretionary practice, they need to be motivated with either an extrinsic, intrinsic or trust factor (Appelbaum et al, 2000). Extrinsic can be in financial form such as performance pay or commission, incentive pay. Intrinsic pay may come from inner satisfaction and finally, when an organization has a conducive environment that makes employee's feel appreciated and needed. If all these motivational factors are not available, then it may result to employees being absent or likely quit the job. The privilege for employees to be involved in the decision-making process in an organization gives them the feel of involvement, engagement and enhances well-being (Appelbaum et al, 2000). However, it is argued that enough employees must be available with the required skills, experience and knowledge to do all the required work for the benefit of the organization (Appelbaum et al., 2000).

Moreover, it is argued for an organization successful and significant in its performance, it needs motivated, committed, and satisfied employees (Paauwe, 2004). According to (Wood et al., 2007, Boxall et al., 2009 and Appelbaum et al., 2000), it is the discovering feature that recognize high performance work practices whereby there will be de-centralization indecision making process with shared responsibility rather than the control of hierarchy. According to Wood et al (2007), there are several ways by which employees should be given the opportunity and chance to be give suggestions either being a self-managed team or the opportunity for their voice to be heard. It is therefore important for every organization to ensure that their HRM practices encourage employee's participation and performance at a higher rate to meet organizational goals and to avoid employee turnover, productivity and profit margin issues as well.



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Looking at the above theory, employees' abilities, motivations and opportunities are incorporated with HRM practices to ensure that employees put out their best performance for the organization, thus this study examined how HRM practices of both public and private are combined to have a positive related effect on employees' performance.

2.2.2 The Human Capital Theory

The Human capital theory is related to how individuals in an organization contribute their knowledge, expertise and talents to improve organizational competence and the effects of that involvement to the future. It refers to the process of strict recruitment and selection processes, performance-contingent incentive, compensation systems, and managing development and training activities linked to the needs of the business' (Becker et al, 1997) as cited in Armstrong (2006).

Armstrong (2006) says human capital is referred to as the key asset of an organization and businesses which has to invest in that asset to guarantee their existence and development. HRM seeks to ensure that the organization acquires and maintains the experienced, dedicated and well-motivated employees it requires. This means taking the necessary stages to evaluate and fulfil the future desires of people and to improve and develop the integral abilities of people – their contributions, potential and employability – by providing learning and continuous development chances.

Barney (1991) views human capital theory as an association with the resource-oriented perspective of the organization. According to this view, to achieve a sustained competitive advantage the human resources should not be imitated or substituted by its rivals in the market. The competitive advantage an organization needs to survive is acquired by creating a niche over its other competitor. It is



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therefore important for each company to try and find (consciously or not) scarce resources that are unlikely to be imitated or replaced. Human resources in organizations have therefore become in time the vector carrying the knowledge that is difficult to replace or imitate (Manolescus, 2003). Armstrong et al (2002), indicated that: Individuals set of expertise, capabilities and experience makes a significant contribution to organizational success and constitute a significant source of competitive advantage depending on how well their ability and interests are employed in organization.

This theory also relates human resource and the other resources needed for an organization to run smoothly taking into consideration their abilities, skills, experiences in managing those resources. The study examined how employees (human capital) in both public and private banks use their abilities, skills and experience in the provision of services.

2.2.3 Guest Model (1997)

The Guest Model or Concept shows advancement towards the development of HRM today. This model relates human resource management and performance. According to Guest (1997), the model is based on the view that effective performance is attained based on the employees in the organization. The prominence of the model is based on numerous requests. Firstly, the duty of external context and strategy is recognised. Secondly, Guest (1997) uses the expectancy theory as a potential foundation for developing further consistent principles about the relationship among HRM and performance.

According to Asta et al (2012), the theory suggests that individual performance depends highly on motivation, having the requisite skills and abilities and an appropriate responsibility. Going by this model, the best way to ensure organizational





performance is to select www.udsspace.uds.edu.gh required HRM practices that enhance high employee's commitment. The model also recognize employee commitment as an essential HRM effect that pertains to relating employees to the organization and achieving the behavioural outcomes of great effort, co-operation, involvement which is known as organizational citizenship with highly quality flexible staff. Thirdly, the model comprises of the various HRM practices that enhance the achievement of suitable HRM outcomes.

Additionally, the model distinguishes between behaviour, performance and financial results. The theory further argued that for the four key human resource processes (selection, training, appraisal and rewards) to be achievable, various procedures and approaches are required. Likewise, it acknowledged that if the classification is appropriately monitored, it will result to a better and satisfactory organizational productivity. This replicates the opinion that a basic set of combined human strategy through human resource practices can accomplish loftier employees, organizational performance and then financial conclusions, and that inside the framework of this theory, human resource management is not the same as personnel management.

Nevertheless, within the Guest models, it appears that the human approach comprises distinction of innovation concentrated on quality and cost decrease through HRM roles such as selection, training, appraisal, rewards, job design, involvement, status and security. It has been debated that, improved employee's selection and recruitment, training, appraisal and salary scheme, would lead to employees improved commitment, quality and liveness. Though this theory explains much of HRM practices and employee performance the internal and external factors that might affect performance were not taken into consideration, also it only addresses the financial outcome of the employees without looking at the non-financial outcomes. In

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conclusion these theories are important for this study because they explain how HRM practices are linked to employee performance.

2.3 Definition of Concepts

2.3.1 Human Resource Management

The past of HR management dates back to the 19th century, when some open-minded developed companies in the USA and Europe engaged well-being officers who absolutely attended to the wellbeing of workers, most importantly women and children.

The significance of individuals to the achievement of firms goals was progressively acknowledged during the 1970s and 1980s, where workforces' management became 'personnel management' where, Scott (1989) defined "personnel management as the part of management which role is based on the workforce to concentrate on those facets of relationship among management to employees and employees to employees and with the development of the person as well as the group. The aim is to achieve maximum individual development, needed working relationship among employers and employees and employers and employees, and effective moulding of human resources as juxtaposed with material resources and eventually 'human resource management'. In the late 1990s it was referred to as human capital, where, Bontiset al. (1999) defines it as follows: Human capital denotes the human factor in the organization; the joint intelligence, expertise and skill that gives the organization its unique character. The human assets of the organization are individuals that have the ability to learn, change, innovate and provide the inventive thrust which if well motivated and can guarantee the lasting existence of the organization. In the 21st century it is referred to as human resource management.





Boselie et al (2005) indicated that, www.udsspace.uds.edu.gh HRM answers perfectly and effectually to the institutions milieu and enhances additional institutional structures (of the contingency theory) and provides ‘added value’ through the strategic development of the organization’s uncommon, inimitable and non-substitutable resources, embodied—literally – in its staff (of the resource-based view). The practice of referring to human beings as assets as if they were any other factor of production is frequently condemned.

Byars and Rue (2006), opined that human resource administration is a structure of events and tactics that focus on successfully managing workforces at all level of an institution to accomplish institutional objectives.

Human resource management is considered a tactical and logical approach to the management of an institution’s best cherished resources – that is the individuals working there who independently and cooperatively contribute to the achievement of its goals (Armstrong, 2006).

Flippo (2007), said Human Resource Management is “the designing, organization, guiding and regulating of the procurement, growth, reimbursement, combination, maintenance and reproduction of human resources to the end that separate, institutional and societal goals are achieved”.

Bratton et al, (2009) took a different stand by arguing for HRM as a planned method to supervising work relations which laid emphases that leveraging individuals is critical to attaining competitive advantage. This implies that it would be attained through a unique set of combined employment strategies, programmes and practices. Watson (2010: 919): stipulated that HRM is the administrative use of efforts, awareness, abilities and devoted manners which people contribute to a commandingly co-ordinate human enterprise as part of a service exchange (or more provisional

contractual arrangement) to www.udsspace.uds.edu.gh perform work responsibility in a way which aids the enterprise to survive till the future.

Human resource management is an idea, strategy, structure and practices that can impact the conduct, attitudes and performance of employees. Thus, Human resources management efforts are strategic, methodical tactics to increasing organizational achievement (Noe et al., 2010).

In this study, HRM refers to that delicate assets in an organization needed to coordinate, plan, organized and direct all policies, strategies and activities of the other resources for the realization of organizational goals.

2.3.2 Recruitment and Selection

When HR realizes the need for additional labour, they recruit and select either internally or externally. Recruitment and selection forms an essential aspect of the main events underlying human resource management which includes acquirement, improvement and remuneration of employees. Recruitment is referred to the process of attracting people based on time, in adequate numbers and with suitable experiences, to apply for employments with an institution (Mondy, 2008).

Galbreath (2000) defines selection as the process of selecting individual best suited for a precise position from a group of applicants for an organization.

Bratton et al (2007) distinct the two terms while making a perfect relationship between them as follows: ‘recruitment is the process of creating a pool of gifted people to apply for employment in an organization. Selection is the procedure by which managers and others use precise instruments to select from a pool of applicants an individual or individuals are probably to be successful in the job given management aims and legal requests.



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Foot et al (2005) argued that although the two functions are closely linked, each needs a distinct variety of talents and skills, and might be achieved in practice by different staff members.

Ballantyne (2009) stated that recruitment and selection has a vital role to play in making sure that employee performance and organizational results are positive. It is frequently demanded that, selection of workers happens not just to replace departing employees or add to a workforce but rather aims to put employees who can perform and are commitment at a high level. Clear knowledge of a job helps the prospective staffs to offer their best when employed because it is only when you identify what you are going to do that you can appreciate not only ways to do it but ways to do it best (Yaro, 2014).

Zia et al (2015) in their study of HR practices in public organizations stated that with regards to the increasing competitions in recruitment and selection procedures such as accurate job analysis and selection is done on the basis of job requirements are required because they have an impact on employee performance.

Omisore et al (2014) found in their study that recruitment and selection exercises in the Public Service are conducted when the need arises but not annually or biannually. The necessity may arise when persons go on retirement; leave the service as a result of gaining improved employment elsewhere or due to corrective measures. In the study of Sharna (2014) recruitment in private organizations (banks) is done internally and externally taking into consideration all processes and procedures required, however in MTBL in Bangladesh modern banking system were used and always try to introduce new ones. One of the new practices of the MTBL bank is E-Recruiting



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process. Most of the banks executives have agreed that recruitment and selection system introduced to the MTBL Bank are modern in nature.

2.3.4 Training and Development

According to the predictable wisdom of ‘nuts and bolts’ employees’ management, having recognised personnel desires (taking into account labour turnover, retirements, sales projections, and the effect of technological modifications on productivity), recruitment, selection, and training follow as a linear trilogy.

Winterton (2000) stipulated that contemporary HRM might highlight the necessity for continuous training and development to sustain the dynamic skills supporting organizational approach and make infinite caveats about choices to be made among recruitment, training, and outsourcing. According to Noe et al as sighted in Towseef (2013) in the financial side of work, the advanced consideration of management is one which provides opportunities for the improvement of human capital. Workforces can be best partners in any enterprise if they are extremely advanced and when they reach their optimum potential. They further said, employment aspirants when hired, intentionally or unintentionally, should consider how they can develop on the job and organization. It is not sufficient that whatever knowledge and expertise employees bring to their organization when newly hired are entirely exploited. They should acquire extra capabilities for more duties in their current and prospect positions. The benefit by improving employee job performance is in two ways: by guiding employee conduct toward organizational objectives and by monitoring. Khan et al, (2011), said Thought training offers benefits to both the organization and employee as a whole, training is expensive and at times takes a long duration to be realized, which makes it a challenge for numerous organizations.



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Aguinis and Kraige (2009) viewed in their study that training leads to significant outcomes for individuals and teams, organizations, and society. They proposed that these outcomes range from individual and team performance to the economic prosperity of a nation. (Aguinis 2009, Aguinis et al (2008), Cascio et al (2005), opined that training and development takes two forms, thus job training whilst working or training before the start of job. Sontakke (2015) in his study concluded that the role of training and development programmes in a banking industry leads to increased productivity, reduction in supervision, efficient performance of jobs, stability and flexibility of an organization. Rizwan et al (2013) in their study on the relationship between HR practices and employee performance in private banks indicated that employees get more training schedule, extensive training programs, yearly training programs and new knowledge training programs to increase their performance.

Abbay et al (2015) confirmed in their study it is very important to place training and development at the heart of the industry strategy, in order to permit the banks to build its competence as a domestic and internal player. It has also been realised that the training system in some public banks is pre-emptive and has the anticipation of the transformed milieu for future growth; they therefore concluded that there is certainly an effect of training on the performance of banks. Also Hamed et al (2014) concluded from their research that in order to advance the productivity of employee in their current job and prepare them for the advanced level job, effective training programmes are essential. Training and development is now regarded as more of retention tool than cost. Training and development programmes help to remove performance insufficiencies in employees and also, they are well-regarded resource of the bank and achievement or failure of the bank operation depends on the



performance of employees. www.udsspace.uds.edu.gh Appropriate appraisal of the success of employees' training and development programmes are most significant for the banks.

Farog et al (2011), in their experimental research studied the influence of training and response on employees' performance and found that training programs are effective tools for the improvement of employees' performance and therefore should be taking serious in every organization either private or public.

2.3.5 Rewards System

Reward supervision is the devising and execution of plans and policies with the aim of rewarding people honestly, equitably and regularly in accordance with their worth to the organization and thus enable the organization to accomplish its strategic objectives. It deals with the strategy, execution and preservation of reward structures (reward processes, practices and procedures) that aim to meet both the organization and its stakeholder's needs. Rewards systems are seen as a competitive advantage and thus an actual organizational reward structure will help create an experienced, committed, competent and well-motivated staff, one who ensures that the organization has an advantage over its competitors (Carter, 2002). Reward is therefore necessary because it helps motivate employees to put out their best to enhance performance. An effective reward program might have three elements such as instant, interim and long-term, which suggest the instant notification of a good performance, interim rewards for performance can be presented monthly or quarterly and long-term rewards are given for showing fidelity over the years (Schoeffler, 2005). Rewards are in two forms extrinsic and intrinsic. Extrinsic rewards also known as monetary rewards such as; salaries, bonuses, allowances and benefits. It is a well-known fact that, rewards have a relationship with performance of employees in any organization. Intrinsic rewards or non- financial rewards on the other hand such as individual development;



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responsibility and accomplishment of task, attainment of objectives and employee independence over job etc. Most organization are predominated by the extrinsic rewards systems. Edirisooriya (2014) found out that, extrinsic rewards, intrinsic rewards and employee performance have a positive relationship. It suggests rewards offered to employees in an organization are greater than before, and then there would be an equal improvement in work motivation and employee performance, this will entice and maintain their employees, organizations need to create enhancements in their current reward structure by combining reward strategy with human resource strategy. Moreover, reward as a performance booster and a part of organization's industry strategy should be necessitated. The study concludes that reward plays an essential part in employee performance in organizations, considering the fact that management is the accountable party to improve a special reward strategy with the purpose of attaining competitive advantage which is sustainable.

2.3.6 Performance Appraisal

Gupta et al (2012) as well as Bratton et al (2003) emphasized that human resource is a critical aspect of an organization and for that matter it is authoritative to study the role of appraisal in the effective and effectual use of resources. This aid in leveraging individual's competences to achieve a competitive advantage. The dominant purpose of performance appraisal is to increase motivation and workers' self-respect. Sels et al (2003) indicated that performance appraisal increases worker's productivity which in turns increases organizational performance. Performance appraisal enriches professional development by indicating the area of performance it enhances. Carrell et al (2000) therefore admit that performance management is the preliminary point and view it as "a box of tools" containing range of tools which is used by management to direct, regulator and improve performance of employees, such tools comprises of the



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reward schemes, leadership, job design, training and performance appraisal. Bassioni et al (2004) stated that performance assessment which they called the three C's; that is consistency, coordination and control, these factors have been used as an aspect of appraisal and performance relating to pay which constitute an aspect of performance management. Zhang (2013) and Cheng (2013) in their study determined that performance management is perceived as the back bone of strategic HRM since it creates convenient data on performance to enable HR make knowledgeable decisions in the area of placement, promotion, career development, training and development and rewards all for the purpose of adding value to the employees. Cheng (2013) reveals the significance of performance appraisal (PA) in human resource management practices. He posits that Performance Appraisal results in the accessibility of data that impacts crucial decision making procedures by the HR with regards to activities and results. Performance appraisal thus is the dominant way of managing human resource. Zia et al (2015) found that performance appraisal is not vital in public sector organizations since it does not affect employee performance based on these reasons, activities within the sector are carried out in an orderly and harmonised way, employees should therefore expect their efforts to be accepted and promotions and rewards are based on seniority.

2.3.7 Motivation

According to Rashid (2012), motivating of the employees in an organization to work very effectually towards the realisation of organizational objectives is possibly the greatest fundamental task of management. Daft et al, (2004) clarified that motivation refers to the forces that are within or outside to an individual who stimulate eagerness and perseverance's to pursue a certain way of act.





Nandi (2010), stated that www.udsspace.uds.edu.gh motivation is focused to the mobilization and utilization of the full capabilities of employees towards the achievement of the goals and objectives of an organization.

Ajakemo (2003) postulates that motivation in an institution involves forces both within and outside the individual member. He further stated that while individual differences certainly create the bounds on human performance, motivation is also seen vividly as an influential determinant of human behaviour. Motivation can therefore be categorized into two forms intrinsic motivation and extrinsic motivation. Rashid (2012) in his study confirmed that private banks employees are found to be relatively very fulfilled than those from public sector banks as they enjoy better salary, better fringe benefits, quality supervision, good co-worker relationship, improved opportunities and yield greater efficacy in work. On the other hand, public sector bank employees have insufficient benefits and facilities, which result in relatively, lower level of workplace motivation. Sharma (2013) findings from his study states that of all the constituents, basic salary and benefits and services are perceived to play an essential role in increasing the motivation level to work in respect of public sector bank employees at all the managerial levels, while in private sector banks basic salary and incentives both interim and long-term are found to motivate more at all managerial levels. The main challenge to the banking industry is therefore to design the compensation structure of their employees with a suitable blend of these components. Sobia et al (2012) In their study of motivation in public and private organization taking into consideration motivation factors which include salary and benefits, rank level, work sovereignty, working hours and willingness, working milieu, propose that there are dissimilarities in work motivation between public and private sector employees, however they found that motivation level of public sector

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employees is great as compared to private sector employees in a helpful environment.

Maybe the most distinguished finding is that employees in the public and sector are no more selfless and no less self-interested than employees in the private sector.

2.3.8 Employee Involvement

Employee involvement is defined as a process of authorising employees to participate in managerial decision-making and enhancement activities to their levels in the organization (Apostolou, 2000). The McGregor's Theory Y first brought to managers the notion of a participative management style, employee participation has taken many forms, including the job design approaches and special activities such as quality of work life (QWL) programs. He therefore said one of the greatest fundamental factors in the success or failure of any organization is the power of its people, and how well that power is focused towards meeting the organization's objectives. Theodora (2010) it was revealed from her research conducted at Merchant Bank (private) that many employees participate in decision-making in one way or the other. They insinuate that employee participation contributes effectually to decision implementation and creates a conducive environment for belongingness and ownership of the organization, it makes employees feel more accountable for their actions and view themselves as stakeholders who are obligated do all in their power to ensure that decisions are implemented well for the benefit of all. This would ensure that the organization succeeds and survives for generations to come so that the precursors can recall and feel satisfied that they contributed to the fostering and development of the organization. Employees fingered out that their involvement in the decision-making process has also brought about a change in work attitudes and this experience motivates. She therefore concluded that employee involvement as a management tool in decision-making in organizations would absolutely impact the



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prosperities of any organization that practices employees' participation in decision making may be low when knowledge, skills and abilities on precise problems need to reach a decision are missing, involving them would therefore make the decision-making process rather long and unwieldy leading to postponements.

Horsford (2013) in his study of participation in public organizations she concluded that if employees are permitted to actively participate in decision making it possibly will reduce turnover, absenteeism and increase productivity. Despite that participation in decision making provide the former points, it also permits management to have a healthier understanding of the mentality of the employee and situate improved plans that would address the anxieties of the employee. From all the individuals interviewed, not just inside the service e, nevertheless from previous employees, it is clear that if consulted on issues that they would have felt as part of the organization and would have liked to stay in the organization. He quoted; I questioned one employee who currently resigned as to the reason why: "my employer does not enquire from me anything concerning the business and I am the only person there. He just takes the decisions he thinks are best for the business and require me to go ahead with them, even though he is hardly there. What makes it worst is that we don't have a cordial relationship and now my salary is reduced with no others, it makes no sense?"

2.4 Customers Choice of Banks

The decision to transact with a particular bank by a customer is influenced by several factors which can be personal, environmental or institutional. Hamzah and et al (2015) revealed that incompetency and lack of courtesy among bank's personnel, quality of services offered by a bank, and accessibility of banks were the most crucial



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determinants of customers' decision to accept Islamic banking in Malaysia. Also, Auka et al, (2013) revealed a significant positive relationship between reliability of services and service quality on one hand and customers' loyalty on the other hand in retail banking in Kenya.

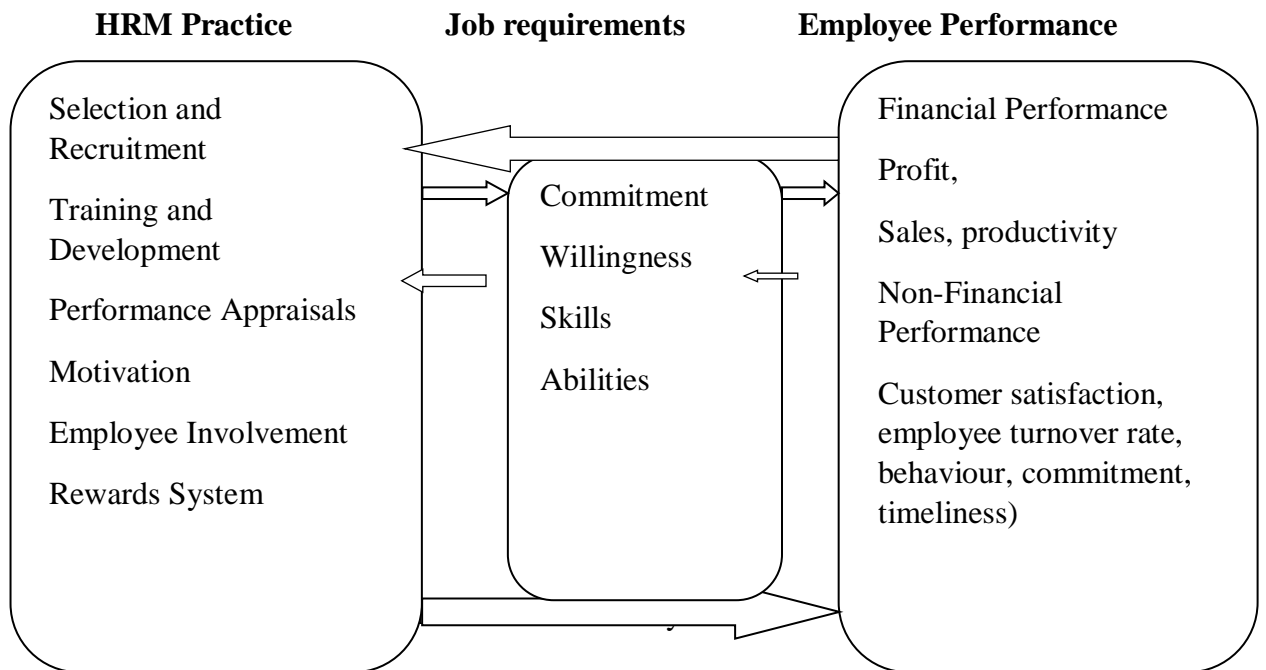
2.5 Historical Perspective of Banking in Ghana

Banking in Ghana started between the periods of 1953 and 1958 after independence where the Bank of Ghana (BoG) was setup as the regulatory body of all banks. The Bank of Ghana developed quickly as a result of technological advancement, into a robust rival of the emigrant banks by opening branches in most of the places to operate. Banks integrated by law within the ages of 1957 to 1965 include: Ghana Investment Bank as an Investment Banking Institution, Social Security Bank to encourage savings and Agricultural Development Bank for the development of Agriculture; Merchant Bank for merchant banking. In accordance with the economic policy at that period all these institutions had been integrated as state-owned banks. Now these banks are partly owned by government and most private banks have emerged due to globalization and technology among others. Also major reforms to the banking sector began in 1989 through the enactment of the Banking law (PNDC Law 225). The following reforms saw the emergence as well as the operations of a number of topically integrated banks. Through the institution of the Ghana Banking Act, 2004 (Act 673), there has been a flexibility in the banking sector and this has allowed several banks to function in the Ghana which are solely owned by private individuals. These banks include; Fidelity Bank, Barclays Bank, Stanbic Bank, Energy Bank, Access Bank, GT Bank and Eco Bank. Recently the Bank of Ghana licensed 32 banks in the country to operate. Three of the newly licensed banks were government supported while the rest were privately owned.



2.6 Conceptual Framework

The researcher reviewed several literatures on the link between HRM practices and employees' performance in organisations. Figure 2.1 presents the conceptual framework developed by the researcher linking banks' HRM practices with job requirements and employees' performance.



Source; Authors construct (2018)

Having reviewed literature, it has been realized that HRM practices affect employee performance (financial and non-financial performance) both positively and negatively depending on the organization and its culture. The researcher has therefore developed a conceptual framework that explains the link between HRM practices and employee performance built on job requirement such as commitment level, ability, willingness and skills.

In the conceptual framework, recruitment and selection of applicants is based on their commitments, skills, willing and ability to perform specified jobs in the banks. While





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Periodically, performance appraisal is conducted for employees to assess their performance on the job. Those whose perform satisfactorily are rewarded and motivated while employees with low job performances are given in-service training to upgrade their skills for improved job performance.

2.7 Employee Performance

Motowidlo, (2003) stated that although performance is mostly determined by economic statistics, it can also be determined by the combination of estimated behaviour and task-related features. Schmitt et al as sighted in Motowidlo (2003) therefore characterized Employee Job Performance into 'will-do' and 'can-do'. The previous refers to persons' skills, capabilities, knowledge and other features necessary in executing certain job and the latter represents the motivation level that persons may devise in performing their work. Aguinis (2009) argues that "performance does not include the outcomes of a worker's conduct, but only the conducts themselves. '

Performance is about conduct or what workers do, not about what employees produce or the results of their work". Observed employee performance symbolises the overall belief of the employees' conduct and contribution to the achievement of organizational goals. According to Mathis and Jackson (2009) employees' performance is allied with measure of output, quality of output, timeliness of output, appearance on the job, efficacy of the work accomplished and effectiveness of work accomplished. Also, Chen et al (2008) identified three forms of performance; one is quantity of output rates with sales over an assumed period of time, the production of a

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group of employees accounting to a manager and others, the second portion comprises rating persons by somebody other than the individual whose performance is being considered and the third is self-assessment and self-ratings.

2.8 Human Resource Management Practices and its link to Employee's

Performance

Several studies have showed an important impact of HRM practices on employee's performance. Employee performance is often linked with performance of the institution. The successful organizations see HRM practices as an essential factor that directly impact the employee's performance. Pfeffer (1994) argues that organizations need to employ experienced and talented employees to make them successful in today's worldwide environment. Purcell et al(2007), said actually line managers applied HR practices on a regular basis since they positively impact employee's perception about HRM practices being applied on them.

According to Guest (2011), for HRM practices to be successful implemented or failed it depends on the abilities of the managers. HRM practices denotes the organizational actions focused on supervising the pool of human resources and ensuring that the resources are employed towards the realisation of organizational objectives (Schuler et al, 1987; Schuler et al, 1984; Wright et al, 1991). There has not been a consensus on what constitutes HRM practices let alone an approved set of them, (Boxall as sighted in Abubakar et al.,2013). Studies over the years have suggested uncountable various lists of practices however; there is no consensus on what or which practice is suitable as a facet of HRM (Beer et al., 1984; Boselie et al.2005; Guest 1997 and Storey 1995).

Boxall et al, (2007) commented that, 'Human resource management covers a huge range of activities and displays a vast range of differences through works,



organizational stages, business divisions, companies, industries and societies. HRM studies conducted by several scholars have numerous practices that can be associated with employee performance positively or negatively as revealed by the studies.

Uysal et al (2009) in their study revealed that practices such as performance based pay recruitment and training have a significant positive link with organizational performance. Also, Khan (2010) examined and found a significant positive link between recruitment and selection, training and development, performance appraisals and compensation on one hand and organizational performance on the other. Armstrong, (2010), stated that Human Resource Practices are accepted methods used in managing individuals. Wall and Wood (2005) drafted HRM practices as classy selection approaches, performance appraisal, training and development, teamwork, communications, empowerment, performance related pay and employment security having a positive relationship with employees' performance. Huselid (1995) in his study listed eleven HRM practices which include personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labour management participation, recruitment efforts, employee training and promotion criteria.

Hafsa et al (2015) in their studies explored nine HRM practices and how they affect employee performance and with regards to their findings, they recommended these practices ought to be revised, renovated and revitalized. It was revealed that a significant relationship exist between Human Resource Management (HRM) practices (Compensation, Career Planning, Performance Appraisal, Training, Employee Involvement) and employee's performance in her study, she added by demonstrating that employee's performance can be better by giving employees the chance to participate effectively in decisions making (Hassan, 2016).



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In the study of Mahmood et al (2014) their findings showed that there are many HR factors that affect employee performance but these include, employee performance recruitment and selection, reward and training which has greater effect on employee performance. As Akinyele (2010) is of the view that almost 80% of low productivity and performance is produced by the work milieu of the organization and so, proposes that when the milieu of an organization is favourable, it endorses that the well-being of the employees will be enhanced and would warrant a higher level of productivity for the organization.

Tabiu et al (2013) in his study revealed that out of the six HRM practices (selection, training/development, rewards, employee involvement, maintenance and separation) he studied, five of them revealed a significant impact and affects employee work performance except reward and the effective HRM helps the university employees to contribute industriously and effectually for the accomplishment of the organization's objectives and goals. According to Jeet and Sal (2012), training, compensation, performance appraisal and team work have significant positive correlation with job satisfactions and performance of employees of HDFC bank while employees' participation has not.

Bowra et al (2012) studied three HR practices, Compensation practices, Performance evaluation, Promotion practices and employee performance and concluded that the above mentioned practices have a positive significant linkage with performance.

Zia et al (2015) also studied three HR practices such as, recruitment and selection, career planning and performance appraisal and it was revealed that selection and recruitment as a robust driver of employee performance in public sector organizations in Pakistan. The second practice that is career planning in the organization has no



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positive effect on employees' performance. All employees' wish to develop in his/her office continuously if there are sufficient chances. The third HR practice, performance appraisal does not affect the employee's performance in public organization because performance appraisals should be plan in an orderly and harmonized manner. Employees must be confidence their labours will be acknowledged however standards and techniques should be made clear to them all. Promotions and rewards in public sector organizations are seniority based. This study disagrees with their findings because I think in every organization whether public or private should have performance appraisal for all employees and it could be either financial or non-financial depending on the organization.

Various human resource practices, which are perceived to have effects on employee performance in terms of their productivity have been identified and designated based on their importance to the banking sector in Ghana. These practices include selection and performance appraisal, motivation, communication, teamwork and participation recruitment, training and development and compensation. Chinnadurai (2014) stated that the success of banks depends not only on customer satisfaction but the satisfaction of employees as well. These satisfaction levels can be ensured and enhanced by effective HR practices adopted by the banks. Therefore, the India banking industry is becoming more competitive than ever, both private and public banks are competing with each other to perform well by modifying their traditional HR practices into innovative ones. The study however disclosed that efficiency and performance differ among banks.

Maqsood et al (2014) from the findings of their research implied that incorporation and fusion of effective training strategy, performance appraisal scheme, and feasible



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compensation program consist of an effective group of HR practices that can bring about higher performance outcomes. The practices of career planning and employee involvement appear unimportant for this study in advancing workers' insights about employee performance and demonstrated subjectively by the data collected from the study. Also Muhammad et al (2013), study of HR practices in private banks in Pakistan confirmed that HR practices which include training, participation, performance appraisal and compensation have a significant positive effect on employee performance.

2.9 Human Resource Management in Ghana

The modern scheme of human resource management in Ghanaian establishments has progressed from the schemes employed by the British colonial management. As a result, HRM in Ghana has been seriously affected by historical and governmental factors. The British colonial government, European missionary organisations and profitable enterprises introduced modern work administration practices into Ghana however old-style workforce's administration were present, in some way before pre-colonial and colonial periods. Aside the colonial effect, the socio-economic growth plans of the several post-independence regimes likewise shaped the HRM in Ghana. Clearly stating the HR manager's duty cannot be achieved in an empty environment. However, Cunningham et al (1995), stated that HRM is affected by both interior and exterior milieu factors. These, interconnected factors can confuse the administration of human resources. In Ghana, the two key exterior milieu factors that interfere on the management of HR include, the government's principal role in the economy both economic and political and nationwide socio-cultural factors. According to Cunningham et al (1995), the roles of the HR manager in Ghana are still universal managerial and bureaucratic ones; managers are now performing further as



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transformation agents. This is essential in view of the contemporary globalization trend, unions, and privatization happening in Ghana. It has been debated that in Ghana as at today HRM is still mainly managerial and bureaucratic role but, possibly, the contracting out of services indicate the commencement of a crisis in HRM as managers begin moving from a pluralist to a unitarist view point or outline. It deals basically, with rudimentary issues about workers' recruitment, training and development, performance appraisal, and internal employee relations such as discipline, transfer, and reward/remuneration systems, as well as others (Debrah, 2001).

However, the administrative and bureaucratic nature of HRM should be address with regards to the current trend of competition among nations in terms of globalization, especially the public sector in order to ascertain good performance level as that of private organizations in Ghana.



RESEARCH METHODOLOGY

3.1 Introduction

In the present chapter the study area and Research methodology have been discussed. It is very critical in every research to describe the location of the study and the methodological process. Ahiadek (2008) defines methodology as understanding the general principles behind research. He further emphasized that methodology underpins the values and assumptions that form the rationale for research. This aspect of the study, therefore elaborates on the research design, sample design, methods and tools of data gathering as well as the methods and techniques of data analysis.

3.2 Study Area

The Metropolitan Assembly of Tamale (TaMA) was established under the Legislative Instrument (L.I) 2068 of 2012 which raised the former Municipal Assembly into a Metropolis in the year 2004. Presently, the Metropolitan Assemblies is one of the six metropolis in the country and the lone Metropolis in the three Northern regions which are, Upper West, Northern region and Upper East. Tamale is recognized as the Metropolis city capital and the regional capital of the Northern Region as well. The Tamale Metropolis has two sub metros namely, Tamale South and Tamale Central.

The Northern Region has 26 districts of which Tamale metropolis is one of them. Tamale Metropolis is located in the Central part of the Region and shares boundaries with the Sagnarigu Municipal to the west and North, Mion District to the east, East Gonja to the south and Central Gonja to the South-West. The Metropolis has a total



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projected land mark of 646.90180sqkm (GSS-2010). Geographically, the Metropolis is found between latitude 9°16 and 9° 34 North and longitudes 0° 36 and 0° 57 west.

The population of Tamale Metropolis, according to the 2010 Population and Housing Census, is 233,252 representing 9.4 percent of the region's population. Males consist of 49.7 percent and females denote 50.3 percent. The proportion of the population living in urban localities is represented by 80.8% which is higher than those living in rural localities (19.1%) of the metropolis. The metropolis has a sex ratio of 99.1. The population of the metropolis is youthful (almost 36.4% of the population is below 15 years) showing a wide base population pyramid which candles off with a small number of elderly persons (60 years and older) representing 5.1 percent. The total age dependency ratio for the district is 69.4, the age dependency ratio for rural localities is higher (86.5) than that of urban localities (65.7).

3.3 Description of the Central Business District

Although they are farmers in the metropolis, majority of the population are into marketing and other economic activities as well as government and private employment activities. The Metropolis has four main markets namely: Central Market, Aboabo Market, Kukuo Market and Lamashegu Market. Furthermore, there are satellite markets in other communities. The Central markets consist of small shops, some super markets and kiosks. Plans are ongoing, to advance the market with recent facilities. There are also financial institutions to guide the marketing activities of the individuals; there are numerous international, national, rural and local financial organizations in the metropolis. Protuberant among them are the Bank of Ghana (the Regulator), which has licensed 23 financial institutions such as Barclays Bank, Standard Chartered Bank, Stanbic Bank, Ghana Commercial Bank, Agricultural



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Development Bank, Zenith Bank, Fidelity bank and Unibank amongst others, these banks are found within the central business district.

3.4 Economic Activities

Throughout the 2000 Population and Housing Census, the then Tamale Municipality recorded the lowest level of employment of at 52.6% and the highest proportion of economically non-active population of 38.2%. The employment level for males was 72.2% more as compared to the females of 62.5%. These statistics have not improved much in Tamale Metropolitan Assembly. The main dissimilarity is that, there is now a proliferation in one man private economic activities in the Metropolis and about 42% of the working class are into agricultural activities. Majority of the workers in the Tamale Metropolis of about 58% is involved in Sales, Services, Transport and Production businesses. This is the outcome of the fast growing nature of the Metropolis with regards to businesses, Banking, and informal activities in the Metropolis.

3.5 Research Design

For any research to accomplish effective and dependable results, it is essential to select a suitable research design. Research designs are strategies and the techniques for research that span the decisions from comprehensive assumptions to thorough methods of data collection and analysis (Creswell, 2009).

According to Creswell (2009), qualitative design refers to discovering and comprehending the meaning persons or groups assign to a societal or human problem. While quantitative research consist of assessing objective models by investigating the link between variables, these variables in turn, can be measured classically on tools, so that statistical data can be analysed using statistical technique.



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This study employed a mixed method research design. The use of the quantitative research method was needed to be able to generalize the findings of the study for the banking industry while the qualitative research method provided in-depth information to explain the results of the quantitative study. Thus, the concurrent mixed method was used where both qualitative and quantitative data were collected.

The study objectives could not be achieved with only quantitative techniques and thus it was backed by a qualitative technique, as it offers detailed information regarding the study and it is essential to use statistical approaches to investigate present models and measure important variables to attain an effective generalization and deduction that can be proved. Quantitative data for the study was collected using questionnaires while qualitative data was solicited through personal observations, key informant interviews and internal or external documents. The design was used simultaneously to improve the validity of the data and to reduce any limitations inherent in the method.

3.6 Sampling Procedure

The Bank of Ghana as a regulatory body has licensed 32 Banks in the country and twenty-three (23) of them have operations in the Tamale Metropolis. Four (4) out of these twenty-three (23) banks are public while nineteen (19) are privately owned.

Sampling of respondents for the quantitative data was done using multistage sampling technique. The first stage involved the purposive sampling of Tamale Metropolis because it the hub of businesses in northern Ghana with all the banks operating in the town. Given that banks are either public or private, the second stage involved stratified sampling to ensure that both public and private banks operating in Tamale Metropolis were selected for the study. In the third stage, two (2) public and eight (8) private banks were randomly selected using simple random sampling technique. Based on the number of employees ‘in each of the selected banks, proportionate and





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 simple random sampling techniques were used to select staff to constitute the final sample for the study. The selected staff were then visited later to explain the purpose of the study and sought for their consent and appropriate time for the interview/survey. Then accidental sampling was used to select customers of public and private banks. The staff population of the ten banks was 156 for public bankstaff120 for private giving a total of 231. Ninety-three (93) staff were selected from public banks and seventy-two (72) from private banks making a total of 165 staff. Hundred customers (100) were selected using accidentally sampling technique (55from public banks and 45 from private banks). For the qualitative data, the human resource managers for all ten banks were selected as key informants. Thus, the sample size for the study constituted 165 employees, 100 customers and 10 HR managers in the selected banks for the study (refer to Table 3.1).

Table 3.1 Sampling Frame for Study Area

Sample Description	Public Banks	Private Banks
Number of banks in Tamale	4	19
Number of banks selected	2	8
Total staff for selected banks	156	120
Number of staffs selected	93	72
No of customers selected	55	45
HR Managers	2	8

Source: Field survey. 2017

3.6.1 Source of Data

After determining the research design, it is essential to agree on how data will be gathered. Data collected was mainly from primary sources and complemented by secondary. Data on primary source was collected using qualitative and quantitative methods. Qualitative data on HRM practices and employee performance was gathered from respondents from the various banks, by key informant interviews, and observation. The following tools were used because they enabled the researcher to enquire relevant, detailed information on HRM practices and employee performance through an interview guide from respondents. On the other hand, quantitative data on the relationship between HRM Practices and performance was collected on the basis of a survey using questionnaire which was semi structured. The performance of banks staffs was ascertained from the periodic performance appraisal scores from the Appointment and Promotion Unit of the Human Resource Management Departments of the banks. The banks which had monthly performance appraisal scores for staff were averaged to ascertain the annual performance scores for respondents. The purpose of these data was to be used as the dependent variable in the linear regression model.

3.7 Data Collection Method

3.7.1 Semi structured interviews

Survey questionnaire was employed in collecting information from the various staff of banks that were studied. This method helped collect information in this organization through a survey to get the required information needed. The use of this method involved seeking the opinions of staffs on the subject matter and views of interviewees recorded in writing.



3.7.2 Key informant interview

Data was also collected from some key persons with in-depth knowledge of the thematic area; this had to do with the HR managers of the various banks that were studied. This method helped collect in-depth information to make a qualitative discussion on the study.

3.7.3 Observation

Observation was made on how customers were served and treated in the various banking halls.

3.8 Ethical Consideration

Before data was collected, letters were distributed to the various banks understudy. Respondents' participation was based on their free will. Every information from respondents was held in anonymity and confidentiality in high esteem. Information from secondary sources was duly acknowledged.

3.9 Data Handling and Analysis

Data collected was coded, entered and cleaned before further analysis. The software used were SPSS version 21 and Ms Excel 2016. Both Qualitative and quantitative data analysis tools were employed in the study.

3.9.1 Quantitative Data Analytical Methods

Perception index was used to analyse staffs' perception on the human resource management practices employed by public and private banks. In this regard, respondents were made to respond to statements on human resource management practice using a 5-point agreement scale (1 indicating strongly disagree, 2 indicating disagree, 3 indicating uncertain, 4 indicating agree and 5 indicating strongly agree).

The responses for each statement were then averaged to compute the Perceived



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Agreement Index (PAI) for the statement. Thus, the PAI are means of respondents' agreements levels and is a scale between 1 (perfect disagreement) to 5 (perfect agreement). Quantitatively, descriptive statistics such as frequencies and percentage presented in tables were used to determine the development and implementation of HRM practice among public and private banks.

Quantitative analytical tools were also used in the study. In order to examine the human resource management practices that affects performance of public and private bank staff, a simple linear regression was employed. Staff performance was regarded as the dependent variable in the regression model. The independent variables consisted of human resource management practices in the banks, personal characteristics of staffs as well as environmental factors. According to Gujarati (2008), the general specification of the linear regression model is given by equation (1).

$$Y_i = \beta_0 + \beta_i X_i + \ell$$

(1)

Where Y_i is the dependent variable, β_0 is a constant term, β_i denotes parameters to be estimated in the regression, and ℓ is the error associated with the regression.

Empirical, the linear regression model for this study is given by equation (2).

$$Y_i = \beta_0 + \beta_1 R \& S + \beta_2 Salary + \beta_3 Motivation + \beta_4 Training + \beta_5 Education + \beta_6 Experience + \beta_7 Gender + \ell_i$$

Where Y_i denotes staff performance (annual performance appraisal scores) obtained from the Appointment and Promotion Unit of the HRM department of banks, β_0 is the autonomous choice of banks by customers, $\beta_1 - \beta_7$ are parameters to be projected by





the regression and ℓ_i is the error term. www.udsspace.uds.edu.gh Table 3.2 Present the description and measurement of variables considered in the linear regression model.

Table 3.2: Variables for the Linear Regression Model

Variable	Description	Measurement	A prior expectation
Y_i	Employee performance	Percentage	+
Selection and Recruitment	Adherence to recruitment and selection process	1 = yes, 0 = otherwise	+
Salary	Monthly remuneration of staff	Ghana Cedi	+
Rewards	Availability of motivation and rewards for staff	1 = yes, 0 = otherwise	+
Training	Availability of in-service training	1 = yes, 0 = otherwise	+
Education	Staff level of education	Years	+
Experience	Working experience of staff	Years	+
Gender	Sex of staff	1 = male, 0 = otherwise	-/+

Finally, the model that was used to determine factors influencing customers' choice of public or private banks was the binary logit regression. According to Mabeet *al.* (2014), the outstanding advantage of the binary logit model is that it allows for the determination of the associated probabilities for the choice of a bank for financial transactions. It also allows for customers' choice of banks to be analyzed separately and independently unlike the use of multinomial logit model. According to Gujarati (2008), the probability of a customer choosing to bank with a public or private bank is given by:

$$L_i = \ln\left(\frac{P_i}{1 - P_i}\right) = Z_i \quad (3)$$

Where $\ln\left(\frac{P_i}{1-P_i}\right)$ is the ratio of yes to no by customers' choice of public or private banks.

The general specification of the binary logit regression is given by equation (4)

$$Z_i(P_i = 1) = \beta_0 + \beta_i X_i + \mu_i \quad (4)$$

Where Z_i is the probability of a customer choosing a particular bank (public or private banks), β_0 is a constant term, β_i denotes coefficients to be estimated by the regression, X_i is an array of factors influencing customers' decision to choose a particular bank for financial transactions and μ_i is the disturbance or error term. The empirical model is given by equation (5).

$$Z_i = \beta_0 + \beta_1 \text{Account} + \beta_2 \text{Distance} + \beta_3 \text{Relation} + \beta_4 \text{Employment} + \beta_5 \text{Age} + \beta_6 \text{Service} + \beta_7 \text{Time} + \beta_8 \text{Gende} + \beta_9 \text{Interest} + \mu_i \quad (5)$$

Table 3.3 presents description and measurement of variables considered in the binary logit regression model.



Table 3.3: Description of Explanatory Variables for the Binary Logit Regression Models

Variable	Description	Measurement	A prior expectation
Z_i	Choice of bank by customer (public or private)	Dummy: 1 = yes, 0 = no	+
Education	Years of customer's formal education	Years	-/+
Account	The type of account which a customer has with the bank	Dummy: 1 = savings, 0 = otherwise	+
Distance	Distance between a customer's resident and nearest branch of bank	Km	-
Relationship	Customer's perception on staff-customer relationship	Dummy 1 = Satisfied, 0 = otherwise	+
Employment	Customer's area of employment	Dummy: 1 = formal, 0 = otherwise	
Age	Age of customer	Years	-/+
Services	Number of services rendered by bank to customers	Number	+
Time	Waiting time of customers at banking premise	Hours	-
Gender	Sex of customer	Dummy: 1 = male, 0 = female	-/+
Interest	Bank's interest rate on savings and loans	Dummy: 1 = High, 0 = otherwise	-/+



3.9.2 Qualitative Analytical Methods

The qualitative data which was basically personal observations and responses from bank managers as key informants were analysed using theme analysis. Thus, in discussing the quantitative results, the qualitative responses were intermittently used to provide explanation to the results based on themes.

3.10 Quality Control

Basically to collect and analyse data for research is not sufficient to warrant the quality of the research. Decreasing the likelihood of receiving incorrect answers signifies that emphasis must be placed on reliability and validity of the research (Saunders et al, 2000). According to Sekaran (2003) reliability of a quantity is an indication of the stability and regularity with which the instrument measures the

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concept and assist to evaluate the worthiness of the measure. This implies that the degree to which any measurement technique produces reliable outcomes over a given period and a precise depiction of the entire population considered in the study denotes reliability while Validity is the strong point of a research conclusion, implications or suggestions and it is defined as the degree to which the tool measures what it purposes stands for. According to Healy et al (2000), validity concludes whether the research really measures that which it was envisioned to measure. Thus validity measures how honest the research outcomes are or the degree to which scores really reflect the fundamental variable of interest. Faux (2010) declares that an effective and practical method to pre-testing questionnaire tools is to warrant that the questionnaire is understood by participants. The researcher therefore used manifold bases of evidence throughout the information gathering process. This was done through survey questionnaire, key in-format interview and in-depth interviews. The same interview guide and survey questionnaire was used in all the data collection processes. Finally, the fact all interviewees were chosen among actors in human resource management further contributed to enhancing validity.

3.11 Data Reliability and Suitability test

Before the study was conducted the questionnaire was tested in two of the banks to make room for improvement and adjustment.



RESULTS AND DISCUSSIONS

4.1 Introduction

This section presents and discusses the results of the study. Sections 4.2 presents the demographic profile of respondents. The remainder of the chapter are chronologically presented in order with the study objectives in chapter one. Section 4.3 presents the human resource management practices of public and private banks; section 4.4 presents the development and implementation of human resource management practices in public and private banks; section 4.5 presents the effects of human resource management practices on employees' performance in public and private banks; and section 4.6 presents the factors influencing customers' choice of public and private banks. Findings emanating from the data analysis have been presented and discussed simultaneously.

4.2 Socio Demographic Characteristics of Respondents

The demographic characteristics of respondents considered in this study are the ages, income, and banks' years of existence, number of employees, sex and educational levels. Descriptive statistics of bank staff's socio-demographic profiles are presented in Table 4.1. The socio-demographic characteristics of banks' customers are presented in Figures 4.3 – 4.6.



Table 4.1: Demographic Characteristics of Bank Staff

Demographic Characteristic	Mean	Standard Deviation.	Minimum	Maximum
Age of Staff				
Public bank	39.25	8.29	25	55
Private banks	31.59	3.73	26	42
Income of Staff (Monthly)				
Public banks	3,739.13	1657.42	1000	7000
Private banks	2000.00	1377.95	700	5000
Years of existence				
Public banks	10.15	0.99	2	14
Private banks	6.58	0.93	1	8
№ of employees				
Public banks	15.30	8.86	11	37
Private banks	12.01	5.78	10	22

Source: Computation from Field Survey, 2017

The average age of staff of public banks is 39.25 years compared to 31.59 years for private banks. The oldest workers for public and private banks were 55 years and 42 years respectively. This suggests that private banks have more youthful staff than public banks. On income of staff, the average monthly income of staff of public banks was higher (GHS3, 739.13) than those with private banks (GHS2000.00). The results also showed that public banks have been in existence longer (10.15 years) before private banks (6.58 years). Banks years of existences is one of the influential factors in attracting customers and liquidity as the bank would have been able to establish more branches as well as gain more credibility to earn the trust of the public for financial service delivery. Averagely, public banks have higher number of employees (15.30 persons) than private banks (12.01). The number of employees of a bank depends on the size of the bank, number of customers and number of banking services provided by the bank. This is expected following the fact that public banks have been in existence much longer than private banks, and would have more customers.



Results of this study also revealed that the staffs of public banks consisted of 39.7 percent male and 60.3 percent females compared to 22.2 percent male and 77.8 percent females for private banks. This suggests that though the banking sector is dominated by females, private banks have more female staff than public banks. One of the managers in an interview revealed why female staff were more than male staff. *'An interview with one of the managers and he said our female staff have good customer relations and are friendlier than that of the male staff'* (interviewee1, 8/03/17) sex composition of the banks is presented in Figure 4.1.

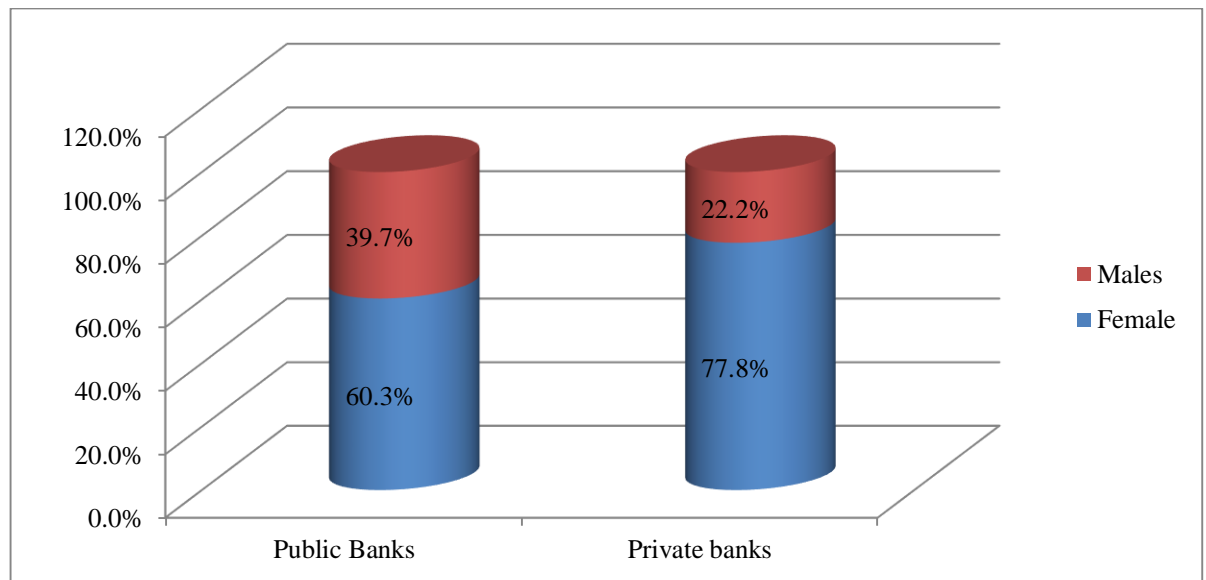


Figure 4.1: Sex Composition of Banks' Staff



The educational level of banks staff was also explored and is presented in Figure 4.2. The results revealed that whereas majority of private banks staff were first degree holders (55.6%). Almost half of the staff of public banks had masters' degrees. About 19.0 percent and 7.4 percent of staff of public and private banks respectively have professional qualifications. Generally, the public banks had staff with higher levels of education compared to the private banks. Interviews with banks staff indicates that the

professional qualifications of staff were mostly chartered professional qualifications in marketing, banking and finance and also accounting. One manager in the public banks said ‘Most of the staff working in this institution have master’s degrees as well as others with chartered and professional qualification in business administration, marketing, accounting, banking and finance’ (interviewee 2, 8/03/17)

Manager of a private bank said ‘Staffs working in this institution are mostly degree holders. Just a few have masters’ degrees and professional qualification’ (interviewee 3, 7/03/17)

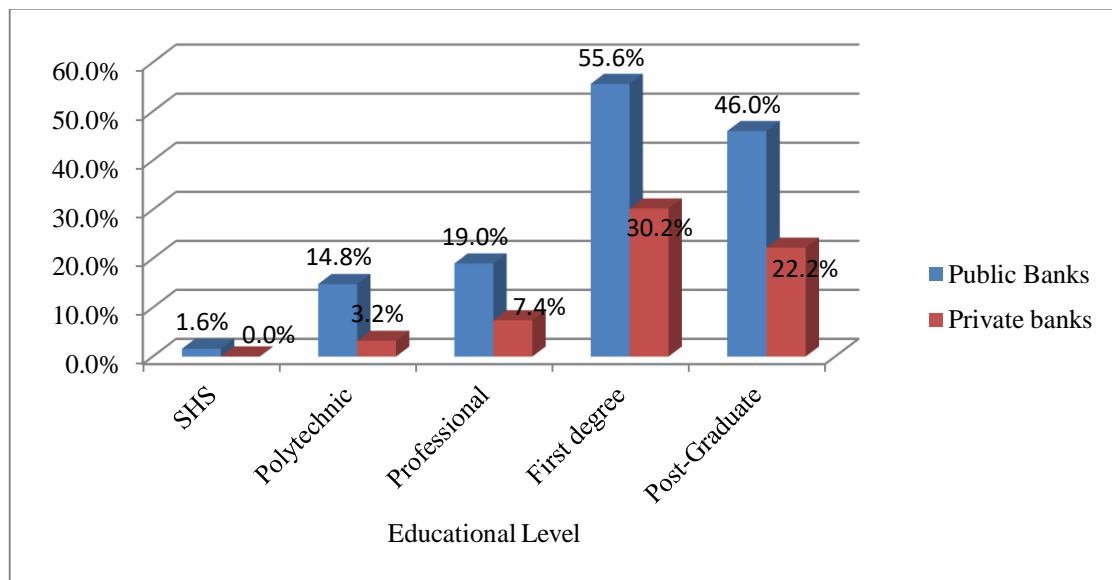


Figure 4.2: Educational Levels of Bank Staffs



The socio-demographic characteristics of customers of banks were also explored.

Figure 4.3 shows that the sex composition of customers of the banks interviewed.

About 55 percent were males relative to 45 percent who were females. For private banks, 73.7 percent of customers interviewed were males while the remaining 26.3 percent were females.

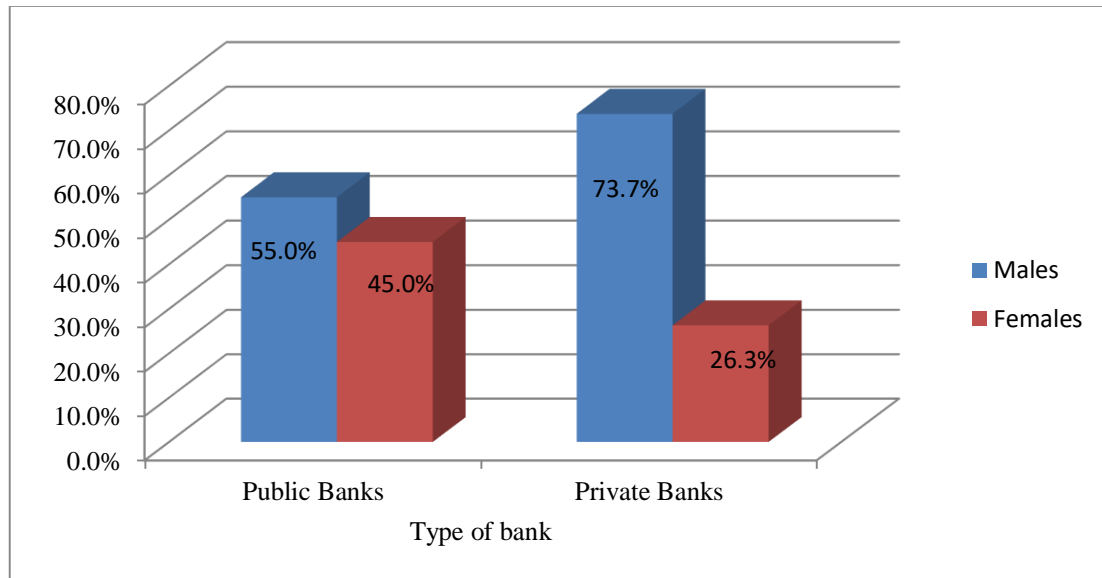


Figure 4.3: Sex of Banks' Customers

The results revealed that for educational attainments of customers of banks, 52.6 percent of public banks' customers have first degree. For customers of private banks 30 percent have a master's degree educational attainment. This is presented in Figure 4.4. This is contrary to literature but could be attributed to the accidental sampling of customers might have accounted for this result.



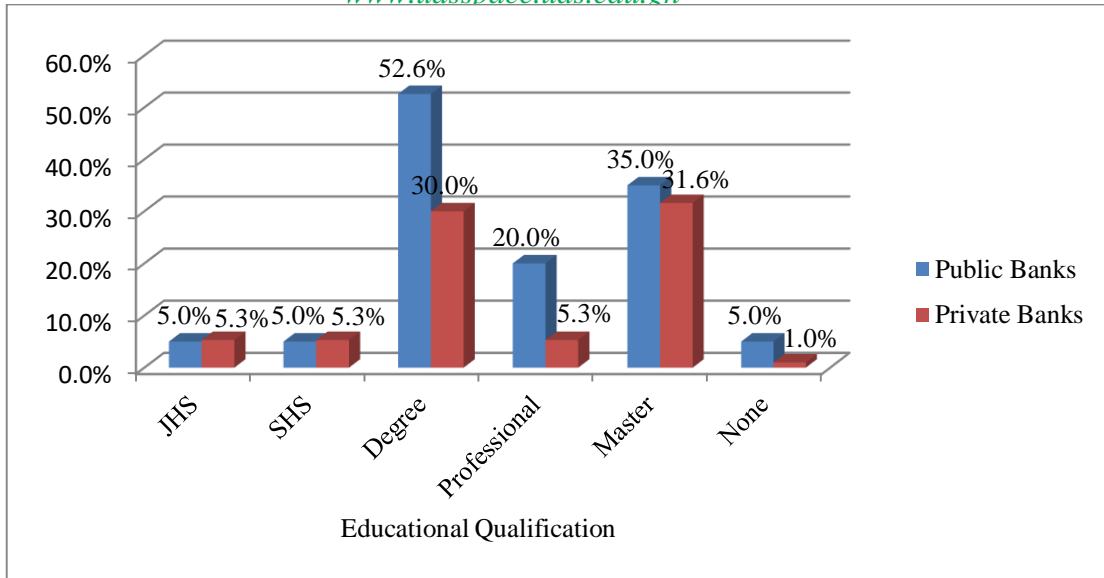


Figure 4.4: Educational Level of Banks' Customers

The occupational status of customers' employment was also examined and the results revealed that the formal sector employed half of the customers of public banks. For private banks, 57.9 percent of customers were employed in the informal sector while 42.1 percent were engaged in the formal sector. Figure 4.5 presents the occupational status of customers.

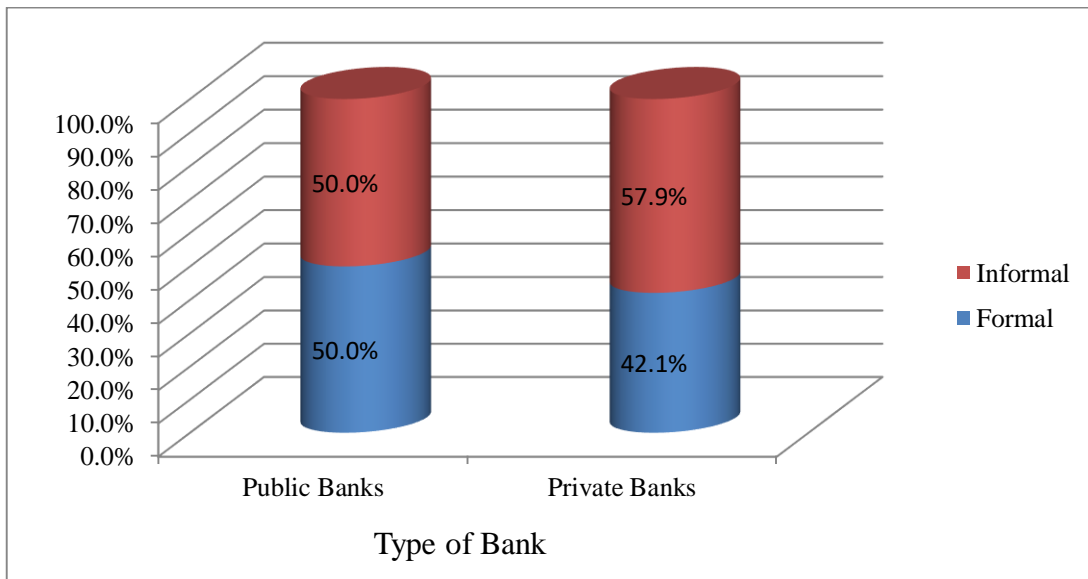


Figure 4.5: Type of Occupational status of Customers

The results showed that most customers operate savings accounts with their banks. In the case of public banks, 45percent of customers have savings accounts relative to 30 percent who have current accounts. For private banks, 47.4 percent and 42.1 percent of customers operate savings and current accounts respectively. This is presented in Figure 4.6.

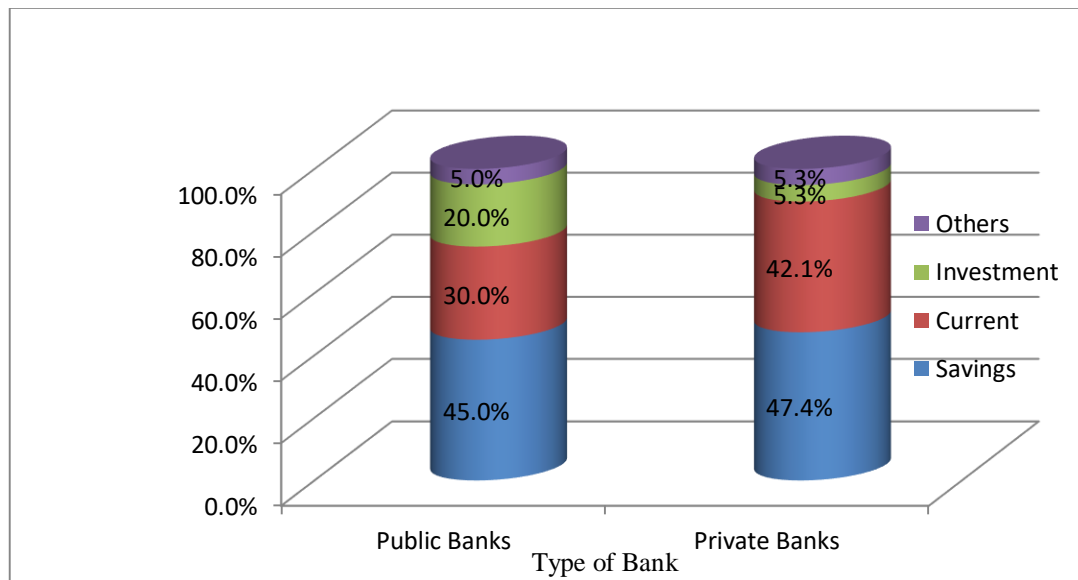


Figure 4.6: Type of Account Maintained by Customers with Banks

4.3 Human Resource Management Practices of Private and Public Banks

This section examines the various human resource management practices employed by both public and private banks to acquire and retain qualified and suitable staff in their banks for effective financial service delivery. It specifically looks at public and private banks sources of requisite human resources, available training on the jobs for efficient service delivery, and motivational incentives to retain existing personnel and to enhance performance. Table 4.2 presents' staff Perceived Agreement Index (PAI) with standard deviations indicating various human resources management practices in their banks. The PAI are means of respondents' agreements levels using a scale of 1 (perfect disagreement) to 5 (perfect agreement).



Table 4.2: Human Resource Management Practices of Public and Private Banks

Human Resource Management (HRM) Practice	Public banks		Private banks	
	PAI	Std.	PAI	Std.
		Dev.		Dev.
Job analysis always precedes recruitment process	4.6	1.01	4.2	0.15
Selection and Recruitment is based on job specification and description	3.3	0.43	4.23	0.18
Vacant positions are always advertised	4.30	0.23	4.1	0.41
The bank relies on internal sources of recruitment	4.40	0.52	4.30	0.34
The bank relies on external sources of recruitment	4.50	0.23	4.21	
There exist training and development opportunities for employees career development in the bank	3.01	0.23	4.12	0.14
In-service training and development for employees is carried out regularly by banks for employees	3.50	0.54	3.80	0.74
In-service training for employees are relevant to their working schedules at the bank	4.02	0.64	4.08	1.26
Employee performance appraisal is done regularly by human resource department	4.30	0.59	4.48	1.27
There exist both intrinsic and extrinsic motivation for employees of banks	3.89	0.98	4.10	0.13
Motivational incentives of banks are satisfactory	4.4	0.56	4.63	0.45
There exist punishment for poor performance of employees	4.2	0.25	4.33	0.43
There exist leave for employees	4.7	0.11	3.92	0.42
Employees are entitle to leave with full working benefits	4.2	0.62	3.4	0.24
There is a limit to employees leave with benefits	4.4	0.54	4.6	0.16

Source: Field Survey, 2017



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The PAI computed indicate that both public and private banks conducts jobs analysis before recruitments in their institutions. PAI of 4.2 and 4.6 for private and public banks implies that the practice of job analysis is regular among private banks than public banks. Job analysis entails a breakdown of the requisite educational qualification, working experience, associated working benefits and other expertise necessary for the accomplishment of a job. The PAI of 3.3 for public banks indicates that staffs of public banks were uncertain as to whether recruitment in their banks is based on job specification and description or not. The situation with private banks were different as the computed PAI of 4.23 reveals that staffs of privates banks agree to the fact that recruitment in their banks is based on job specification and description. Job specification and description involves a detailed examination of the responsibilities or duties of a candidate to be recruited for a vacant position in an organisation. This is necessary to pre-inform the potential candidates of what is required of them on the job.

Majority of staffs interviewed agreed that private banks advertise vacant jobs than public banks. This is showed by the computed PAI of 4.30 and 4.1 for public and private banks respectively. This is similar to Bar (2012) who found that organisations in Brazil advertise their vacant positions both internally and externally for applicants willing to work in their organisations to send their application to enhance recruitment and selection procedure in public organization. The computed PAI of 4.40 and 4.30 for public and private banks respectively shows that respondents of both public and private banks rely on internal sources of recruitment of staff. The practice was however more prevalent among private banks than public banks. Internal recruitment takes the form of promotions. Conversely, public banks with a PAI of 4.50 suggests



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that public banks resort more to external sources of recruitment than private banks with a PAI of 4.21.

Staffs of public banks strongly disagreed (PAI = 3.01) to the existence of training and development opportunities for employees' career development in the banking industry as compared to staff of private banks who agreed to the existence of training and development opportunities for employees' career development. Yet, staffs of public banks were uncertain on the regularity of in-service training for employees of public banks relative to staffs of private banks who agreed that training for employees were carried out regularly by private banks. This contradicts Bar (2012) who found that workers of Brazilian public organisations opined that the organisations they work for were concerned with their well-being and career development by providing them with constant training and development seminars as well as allowing them to go for further studies. As to whether such in-service training for staff is relevant to their work and can improve their performance, the computed PAI of 4.02 and 4.08 for public and private banks respectively suggest that whereas staff of public banks disagreed on the relevance of in-service training offered to employees by their banks, staffs of private banks agreed to the relevance of in-service training to work schedules of staff. Respondents agreed that both public and private banks conduct employees' appraisal regularly. However, the computed PAI of 4.30 and 4.48 for public and private banks imply that employees' appraisal is conducted regularly in private banks than public banks. This is congruent with the findings of Mangi et al (2012) who reported that most respondents agreed that recruitment and selection, training and development and performance appraisal for promotions of employees were the essential human resource management practices among private sector organisations in Pakistan.



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The computed PAI on the existence of intrinsic and extrinsic motivations for public and private banks are 3.89 and 4.10 respectively. These suggest that staffs of public and private banks agreed to the existence of intrinsic and extrinsic motivations for staff of banks. This is in agreement with Ahmed and Shabbir (2017) who found intrinsic and extrinsic motivation in boosting the performance of staffs of commercial banks in Pakistan. The PAIs showed that the motivational packages for staff were more in private banks than public banks. On staffs' satisfaction of existing motivations, the computed PAI for public and private banks were 4.4 and 4.63 respectively. These mean that staff agreed that existing motivations for staff of banks were satisfactory, but, higher among private banks than public banks. Staff of both public and private banks agreed that there were punishments for poor performing employees as revealed by the computed PAIs of 4.2 and 4.33 for public and private banks respectively. The difference in the computed PAIs suggests that many respondents agreed to the existence of punishments in private banks than public banks.

When respondents were asked on the existence of working leave in their banks, the computed PAI of 4.7 and 3.92 suggests that working leave is more pronounced in public banks than private banks. Meanwhile, the computed PAI of 4.2 and 3.4 for public and private banks imply that staff of public banks agreed to employees' entitlement to full working benefits during working leave compared to staff of private banks that were uncertain. However, staff of both public and private banks agreed that there were limits to employees working leave with benefits. This is indicated by the computed PAIs of 4.4 and 4.6 for public and private banks correspondingly.

The HRM practices of public and private banks were sum up by an interviewee as follows:



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Another manager of a private bank said “We adopt practices such as recruitment and selection, training and development, motivation, performance appraisal, motivation, reward scheme, employee engagement through a scheme known as HR business partner system and with our motivation practice staffs are commended for their excelling performance monthly” (interviewee 4,8/3/2017). This is in line with some of the eleven practices studied by Huselid (1995) he listed the eleven HRM practices as follow, personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labour management participation, recruitment efforts, employee training and promotion criteria which has an impact on employees’ performance.

4.4 Development and Implementation of Human Resource Management

Practices in Private and Public Banks

Some human resource management practices were identified and information on how these practices were developed and implemented in banking institutions solicited from staff of public and private banks. This is presented in Table 4.3.



Table 4.3: Development and Implementation of HRM Practices by Public and Private Banks

Statement on Development of HRM Practices	Public Bank		Private Banks	
	Freq.	%	Freq.	%
Sources of HRM Practices				
Policy document of management	33	67.3	18	85.7
Human Resource department	16	32.7	2	9.5
Staff and workers	0	0.0	1	4.8
Stakeholders who take part in the development and implementation of HRM practice				
Management (Human resource Department)	6	10.5	3	13.0
Board of directors	28	49.1	13	56.5
Employees				
Managers	2	3.5	1	4.3
Management and staff	19	33.3	4	17.4
Were HRM practices adopted from policy document?				
Yes	53	84.1	23	85.2
No	10	15.9	4	14.8
Consultation with staffs in HRM practices development				
Yes	4	6.3	8	29.6
No	59	93.7	19	70.4
Availability of enabling mechanism through which staff can contribute to HRM practices in the organisation				
Yes	40	63.5	19	70.4
No	23	36.5	8	29.6
Have you ever made a recommendation to the HRM department?				
Yes	7	11.7	12	44.4
No	55	88.3	15	65.6
Have your recommendations been acknowledged?				
Yes	2	3.2	10	58.8
No	59	96.8	9	41.2
Have your recommendations to the HRM department been implemented?				
Yes	1	1.6	6	23.1
No	60	98.4	20	76.9
Is there any arrangement through which customers can contribute to HRM development?				
Yes	36	57.1	15	55.6
No	27	42.9	12	44.4
Do the bank consider customers contributions in the implementation of HRM practices				
Yes	4	6.3	17	63.0
No	59	93.7	10	37.0

Source: Field survey, 2017



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Majority of respondents reported that policy documents of banks were the main source of human resource management practices in the banks. About 85.7 percent and 67.3 percent of staff of private and public banks reported their banks source of their HRM practices from policy documents of their institutions. The human resource department is another source of HRM practice with 32.7 percent and 9.5 percent of staffs of public and private banks reporting human resource department as the source of HRM practices in public and private banks respectively. This was confirmed during an interview with a manager of one of the sampled public banks who opined that: an interview with another manager revealed that and he said,

“The HR team and branch managers’ roles are to the development and implementation of HRM practices’ since the Bank operates in a changing milieu where current and innovative practices that are often emerging resulting in changing customer's desires” (Interviewee2, 10/03/2017)

Responses of banks’ staffs indicate that 84.1 percent and 85.2 percent of public and private banks respectively confirmed that HRM practices were adopted from the HRM policy documents of their banks. A manager of one of the private banks had this to say in an interview:

‘We adopt industry best practices that suit our organization and carefully review our situations by coming out with HR policies to guide us in the kind of HRM practices employed in our bank’ (Interview 1, 10/3/2017).

This is seen in Poonam et al (2016) study that the implementation of proper and better HRM practices is a must and therefore have a direct effect on the performance level of workers. Also, Pfeffer (1995) opined that “best practice” approach is the human resource management practice that is consistent with the business strategy of the



organization designed to www.udsspace.uds.edu.gh enhance employee's performance in the attainment of the organizational goals.

However, Barbeito (2004) stated that, human resource policies should be able to keep the right balance among organizational staff, build moral, improve quality, develop teams and productivity through rewarding employees, promoting and developing them for effective organizational performance.

In terms of the stakeholder's involvement in the development and implementation of HRM practices, 49.1 and 33.3 percent of public banks mentioned board of directors and management and staff respectively compared to 56.5 percent and 17.4 percent of private banks staffs who mentioned board of directors and management and staff respectively. The results showed that only 6.3 percent and 29.6 percent of staff of public and private banks respectively are consulted during the development of HRM practices. This implies that though board of directors, management and staff were the main stakeholders in the development and implementation of HRM practices in the banking industry. Private Banks relied more on board of directors than public banks and also consulted with staff in the development of HRM practices than public banks. The reason for limited consultation with staff of banks in the development of HRM practices could be attributed to the absence of platforms to invite views of staffs. About 44.4 percent of private bank staff reported to have ever made a recommendation to the HRM department on HRM practices, relative to only 11.7 percent for staff of public banks. For staff that have ever made recommendation on HRM practices in their banking institutions, 3.2 percent and 58.8 percent of public and private banks staff respectively reported receiving acknowledgement of receipt of their recommendations by the HRM department of their banks. The findings of this study showed that the views expressed by staff on HRM practices were hardly



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implemented with the situation in public banks being worst (1.6 %) compared to private banks (23.1%). According to Mangi et al (2012) who assessed the human resource management practices in private sector organization in Pakistan, employees have severe conflicting problems grievances among themselves and their union activists appear to be very aggressive in their approach to expressing their views on human resource management practices and sometime turn to bully, harass, abuse, beat or humiliate corporate authorities for not adhering to their suggestions.

Customers of banks also have a role to play in the development and implementation of HRM practices in banks. About 57.1 percent and 55.6 percent of staff of public and private banks respectively indicated the existence of arrangements through which customers can express their views on HRM practices of banks. For public banks, only 6.3 percent of customer views get to the implementation stage compared to 63 percent for private banks. Interactions with staffs of private banks in particular revealed that the best monthly performing staffs are often decided through management performance appraisal and customers' views on staff relationships with customers through the suggestion box.

4.5 Effects of HRM Practices on Employees' Performance in Private and Public Banks

Employees' performance appraisals from Appointment and Promotion Units of the Human Resource Departments were based on performance indicators such as attitudes, customer satisfaction, ability to meet set targets, commitments, and financial compliance.

Before the data analysis, the independent variables were tested for significant correlation using the Spearman's correlation. The essence of this correlation was to exclude independent variables with significant correlation with other independent



variables in the regression model as a measure to prevent multi-collinearity among the independent variables considered in the model. Results of correlated variables are presented in Table 4.4. Staffs ‘age and perceptions on recruitment methods were excluded from the regression model due to their significant and strong correlation with other independent variables. Table 4.4 presents results of correlated independent variables.

Table 4.4: Correlation Results on Independent Variables for the Regression

Variable	Staffs relations	Salary	Motivation & rewards	In-service training	Recruitment source	Education	Experience	Gender	Age
Staff relations	1.00** *								
Salary	0.58**	1.00** *							
Motivation & rewards	0.54**	0.67**	1.00** *						
In-service training	0.43*	0.57**	0.70**	1.00** *					
Recruitment source	0.36*	0.13	0.07	0.08	1.00** *				
Education	-0.21	-0.22	-0.24	-0.19	-	1.00** *			
Experience	0.03	0.05	0.03	0.00	-0.18	0.14	1.00** *		
Gender	0.53**	0.17	0.10	0.15	0.11	-0.25	0.01	1.00** *	
Age	0.51**	0.71**	0.73**	0.50**	0.20	-0.25	0.41*	0.74**	1.00** *

Source: Field survey, 2017

Note: *, **and *** denote weak, strong and perfect correlation respectively.

Results of the linear regressions, presented in Table 4.5 showed that the F statistics of 26.537 and 16.371 for the public and private banks linear regression models respectively were both significant at 1 percent. These justify the suitability of the linear regression models in determining the effect of human resource management practices and other factors on employees’ performance of public and private banks in the Tamale Metropolis. The R² values of 0.757 and 0.557 for public and private banks



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model respectively suggest that about 75.7 percent and 55.7 percent of the variation in the staff performance of public and private banks respectively can be explained by the independent variables considered in the regression models. Results of the public banks linear regression model showed that salary, motivation, rewards for staff and in-service training for staff have significant positive effects on the performance of staff in public banks. On the other hand, the private banks linear regression model results revealed that salary, motivation and reward for staff, in-service training for staff, and working experience have significant positive effect on the performance of staff in private banks. However, relationship with other staff has no significant effect on staff performances in both public and private banks. This finding is contrary to Mangi et al (2012) who found that in private sector organisation in Pakistan, employees' who dare have conflict with other staff members, especially superior staff will normally expect transfers, withholding of annual salary increment and bonuses, termination and misreporting of appraisal and other obstacles aimed at creating aimed at hindering the performance of the staff. Jeet and Sayeeduzzafar (2014) also reported a significant positive effect of staffs' collaborations on the performance in HDFC banks.



Table 4.5: Linear Regression Results of Effects of HRM Practices on Banks' Staff Performance

Explanatory Variable	Public Banks		Private Banks	
	Coefficient	P – value	Coefficient	P – value
Independent variable				
Constant	2.015***	0.000	0.317***	0.001
Recruitment and selection	0.070	0.207	0.056	0.254
Salary	0.159**	0.047	0.221***	0.000
Motivation and rewards schemes	0.213***	0.005	0.154***	0.000
Training and career development	0.096**	0.012	0.098***	0.000
Education	0.008	0.117	0.007	0.102
Working experience	-0.093	0.482	0.073**	0.018
Gender	0.100	0.390	0.100	0.365
R ²	0.757		0.557	
Adjusted R ²	0.721		0.523	
F statistic	26.537		16.371	
Sig.	0.000		0.000	
Df	7		7	
Number of respondents	93		72	

Source: Field survey, 2017

The performance of staff of public and private banks increases by 15.9 percent and 22.1 percent respectively at a significant level of 1% if their remuneration increases. The study revealed earlier that staffs of public banks receive high average monthly remuneration (GHS3739.13) than staff of private banks (GHS2000.00). Yet, an increase in the wages of staff of public and private banks will result in a higher improvement in staff performance in the latter than the former. Salary is an extrinsic reward and motivates employees to be retained in a bank in Pakistan and strive harder (Ahmed and Shabbir, 2017). Also, Parveen and Khan (2014) reported a positive relationship between salary and job performance of employees of ICICI banks. Interactions with private banks management revealed that there exist more monitoring and supervision mechanisms in the private banks that ensure effective staff



performance than public [banks](http://www.udsspace.uds.edu.gh). Also, the availability of motivation and rewards schemes in banks significantly increases performance of public and private banks staffs by 21.3 percent and 15.4 percent respectively. This suggests that public banks would improve upon the performance of its staff than private banks by instituting motivational and rewards measures for its staffs. According to Ahmed and Shabbir (2017), though intrinsic motivation showed a higher effect on employees 'performance than extrinsic motivation, both had a significant positive effect on the performance of employees of commercial banks in three district of Pakistan. In the same manner, the availability of training and career development for staffs has the tendency to improve the performance of staffs of public and private banks by 9.6 percent and 9.8 percent respectively. Training takes the form of refreshment courses periodically organised by banks for its staff to acquaint them with modern technologies for effective customer service delivery. This confirms the earlier report of Parveen and Khan (2014) that career developments for staffs of employees of ICICI banks significantly improves their performance. Though staff working experience has a negative and insignificant influence on public banks staff performance, private banks staff' performances increase significantly by 7.3 percent upon gaining an additional year of experience on the job.

4.6 Customers Choice of Banks for Financial Services

Table 4.6 presents the binary logit results on factors influencing customer choice of public and private banks. The LR Chi Square for the public bank model (42.00) and the private bank model (47.81) were significant at 1 percent as shown in table 4.6. These justify the suitability of the binary logit model in analysing the determinants of customer choice of public and private banks in the Tamale metropolis. The public banks binary regression revealed that educational level of customers has a significant

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negative effect on customers' choice of bank while male customer and banks interest rate significantly and positively increases customers' choice of public bank. However, type of account, distance between customers' residents and bank, staff-customer relationship, type of employment of customer, age and waiting time did not have significant influence on customer decision to transact business with public banks. Contrary to the findings on distance to banks, Hamzah et al (2015) found a significant positive relationship between the accessibility of Islamic banks services and customers' preference for such banks' services. On the other hand, the educational level of customers, staff-customer relationship, and waiting time have significant positive influence on customers' decision to transact business with private banks while age of customers and banks interest rate significantly and negatively deters customers from engaging in financial transactions with private banks. The results further showed that type of account, distance between customers' location and bank, type of employment and sex of customers do not significantly influence customers' decision to transact with private banks. This is presented in Table 4.6.



Table 4.6: Binary Logit Regression Results of Determinants of Customers Choice of banks

Variable	Public Banks		Private Banks	
	Marginal effect	P-value	Marginal effect	P-value
Educational level of customer	-0.297***	0.001	0.020**	0.042
Type of account	-0.009	0.129	-0.001	0.164
Distance	0.059	0.108	-0.002	0.518
Staff-customer relationship	-0.006	0.521	0.004***	0.002
Type of employment	0.072	0.370	-0.008	0.399
Age of customer	-0.009	0.904	-0.033**	0.011
Type of services rendered	0.004	0.555	0.159**	0.039
Waiting time	-0.113	0.139	0.084***	0.000
Sex of customer	0.239***	0.006	-0.014	0.146
Interest rate	0.166*	0.088	-0.045**	0.022
Regression Diagnosis				
Log likelihood		-68.869		-24.860
Pseudo R ²		0.234		0.490
LR chi ² (10)		42.00		47.81
Prob>chi ²		0.000		0.000

Source: Field Survey, 2017

Note: *, ** and *** denotes significant at 10%, 5% and 1% respectively.

The binary logit regression results showed that customers were less likely to transact financial business with public banks, but, were more likely to choose private banks for their financial services. Thus, customers are educational level negatively influences their decision to bank with public banks but, positively influences customers' choice of private banks for financial transactions. Also, the rapport between service providers and customers does not significantly influence customer decision to bank with public banks. But, it significantly influences customers' decision to bank with private banks. According to Hamzah et al (2015), incompetence and lack of courtesy of bank staffs was significantly responsible for customers' rejection of Islamic banks in Malaysia. Customers revealed that staff of private banks were friendlier than those in public banks. Yet, aging of customers reduces their likelihood of choosing to bank with private banks. The reason could be that aged



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customers were not abreast with modern technologies which were used by private banks or are stark to the public banks that were once the only ones available. The type of service offered by a bank significantly and positively determines customers' decision to transact business with private banks, but not public banks. This agrees with Hamzah et al (2015) who reported a positive relationship between customers' satisfaction and the services offered by banks in Malaysia. Thus, the provision of high standard services quality increases the chance of customers transacting with the bank (Haqueet al, 2009). Customer indicated that private banks offer variety of services which are not offered by public banks. Results of the binary logit regression also revealed that customers prefer private banks due to lesser time spent at banks' premises on service delivery. During the data collection, it was observed that customers who came into the banking hall of private banks were served faster than those who visited the public banks for banking transactions. Thus, waiting time significantly and positively influences customers' choice of private banks for financial services. Meanwhile, being a male customer has a significant positive influence in banking with public banks. Thus, male customer preferred to bank with public banks than female customers. This can be seen in the study of Vijay et al, (2013) who found in their study of customer satisfaction in private and public banks in India that customers are satisfied in the responsiveness area such as willingness to help customers, friendly attitude of staff, followed by the reliability areas such as customer guidance, customer support and on the other hand the moderate areas such as bank timing and return investment.

Banks' interest rate has a significant positive influence on customers' decision to bank with public banks relative to private banks which choice by customers is negatively influenced by bank rate. Customers mentioned that generally, bank charges and loan



interest of public banks are www.udsspace.uds.edu.gh lower than private banks. Therefore, it is only economical to bank with public banks than private banks.



SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study examined the human resource management practices on staff performance of public and private banks in the Tamale Metropolis of Ghana. Specifically, it examined the human resource management practices of public and private banks using perception agreement index, examined how human resource management practices are developed and implemented in public and private banks using descriptive statistics; determined the effects of human resource management practices on staff performance in public and private banks using a linear regression model; and finally analysed the factors influencing customers choice of public and private banks using binary logit model. Primary data was collected from staff of public and private banks and customers using questionnaire and was completed with secondary data on staff performance sourced from the human resource departments of the banks. Data was analysed using MS Excel 2016 and SPSS 21.

5.2 Summary of Findings

5.2.1 Human Resource Management Practices of Public and Private Banks

The PAI for public and private banks showed that staff interviewed agreed that both public and private banks conduct job analysis before recruitments, advertise vacant positions, rely on both internal and external sources of recruitments, regularly conduct employees' performance appraisal, existence of intrinsic and extrinsic motivations and rewards for staffs, punishments for poor performing staff, leave for employees and limit to which staff can enjoy leave with full working benefits. The findings revealed that private banks observed these human resource management practices than public



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banks. On the other hand, whereas staff of public banks were uncertain on jobs specification and description as the basis of recruitment in public banks, staff of private banks agreed to this effect. Also, staff of public banks disagreed to the regular training and career development opportunities for staff as well as its relevant to their jobs compared to staff of private banks who agreed that in-service trainings were carried out regularly for staff of private banks and were relevant to their duty schedules.

5.2.2 Development and Implementation of Human Resource Management Practices among Public and Private Banks

The study revealed that most banks source their HRM practices from the policy documents with 67.3 percent and 85.7 percent of public and private banks reporting to rely on their human resource management policy document for their human resource management practices respectively. Stakeholders participation in the development of human resource management practices for public banks constitute about 49.1 of staff of the human resource department and 33.3 percent of management and staff, relative to private banks where the stakeholders' participation in the development of human resource development practices were 56.5 percent human resource department personnel and 17.4 management and staff. About 85 percent of respondents agreed that HRM practices in public and private banks were adopted from policy documents. Only 6.3 percent and 29.6 percent of staffs of public and private banks respectively agreed that staffs were consulted in the HRM development process. Yet, 63.5 percent of public staff confirmed the availability of enabling mechanisms through which staff can contribute to HRM practices compared to 70.4 percent for private banks.



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Only 11.7 percent of public banks staff reported to have made a recommendation on human resource practices to the human resource department compared to 44.4 percent of private banks staff. Meanwhile, only 3.2 percent of public banks staff received acknowledgement of receipt of their recommendations which is lower than the 58.8 percent in the case of private banks' staff. On the recommendations from staff to the human resource department, only 1.6 percent and 23.1 percent of staff of public and private banks respectively agreed that their recommendations were implemented by their banks. About 57.1 percent and 55.6 percent of public and private banks' staff respectively agreed that their banks consider customers' contributions in the development of HRM practices. Yet, only 6.3 and 63.0 percent of customers' recommendations were implemented in public and private banks respectively.

5.2.3 Effects of Human Resource Management Practices on Staff Performance of Public and Private Banks

The public bank linear regression results showed that salary, motivation and rewards and in-service training for staff were significant at 1 percent, 1 percent and five percent respectively and have positive effects on the performance staffs of public banks. But, staff relationship, education and working experience had no significant effect on public banks staffs' performance. On the other hand, the private bank linear regression model indicated that salary, motivation, rewards and in-service training and development were significant at 1 percent while working experience was significant at 5 percent. The regression results further showed that salary, motivation and rewards, training and career development and working experience have positive effects on staff performance in private banks. However, staff relations and education have no significant effect on staffs' performance in private banks.



5.2.4 Factor Influencing Customers Choice of Banks

On customers' decision to choose private banks, the binary regression results showed that type of account, distance to bank, type of customers' employment and sex of customer had no significant effect on customers' choice of private banks. Staff – customer relationship and waiting time were significant at 1 percent while educational level of customers, age of customers, type of services rendered by banks, and interest rate were significant at 5 percent. The binary regression results further indicated that customers' choice of private banks is positively influenced by the educational level of customer, staff-customer relationship, type of services rendered by banks, and waiting time. Contrary, location of banks and interest rate of banks negatively influenced customers' decision to choose private banks for financial transactions.

5.3 Conclusions of the Study

From the findings of the study, the following conclusions can be deduced:

The human resource management practices of public banks in the Tamale Metropolis include job analysis, recruitment and selection, job advertisement, use of internal and external sources of recruitment, employees' performance appraisal, motivation and rewards for employees, punishments for poor performing staff, and leave for staff with benefits. On the other hand, added to the above human resource management practices of public banks, private banks also have regular work-related in-service training and development opportunities for staff.

- The main source of human resource management practices in public banks were policy documents and the human resource department compared to private banks that depended heavily on only policy documents.
- Board of directors, management and staff were the main stakeholders in the development of human resource management practices in both public and



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private banks with private banks ensuring adequate involvement of staff and considering the opinions of customers than public banks.

- Salary of staff, availability of motivation and rewards and training and career development programs for staff have significant positive effect on the performance of staff of public banks compared to private banks where in addition to this, working experience positively affects staffs' performances.
- Customers' decision to choose public banks is positively influenced by their interest rate of loans and availability of banks everywhere which have a positive effect on such decisions of customers.
- On the other hand, educational level of customers, staff-customer relationship and waiting time positively influence customers' choice of private banks whereas age and sex of customers negatively affected customers' choice of private banks.

5.4 Recommendations of the Study

Based on the above findings, the following recommendations are made to improve financial service delivery by public and private banks to customers in the Tamale Metropolis in particular and the general public at large:

- Both public and private banks should actively involve staff and customers in the development of human resource management practices that reflect the very needs of the people who are the implementers and beneficiaries of such practices.
- Also, both public and private banks should institute and maintain motivational and rewards packages for staff with outstanding performances as a way of harnessing best performance from staff. This is because motivation and rewards have significant positive effect on staff performances.



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- It is also recommended that public banks should endeavour to embark on relevant regular training and career development for their staff to improve upon their performance. The banks can sponsor staffs to undertake short courses to refresh their expertise and be acquainted with current service delivery strategies that enhance faster and easier service delivery.
- Effective monitoring is required on staff – customer relationship since this is one major reason deterring customers from public banks. Thus, staff of public banks must be trained on handling customers especially when they enter the banking hall not knowing where to go and supervisory team appointed to ensure strict adherence to this policy.
- Given that most customers do not prefer private banks due to high lending rates, private banks should perk their rate on loan at affordable levels to encourage customers to bank with them.



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APPENDIX A

QUESTIONNAIRE FOR BANK STAFF

Introduction

I am a student from the University for Development Studies, conducting a study on a **Comparative study of Human resource management practices and employee performance in public and private banks in the Tamale Metropolis**. This study is part of my Master of Philosophy Degree hence I would be most grateful if you could assist me by answering the following questions. All information given would be confidentially treated.

SECTION A: Socio-Demographic Characteristics of Respondents

1. Age.....?
2. Sex? 1. Male 2. Female
3. Level of education? 1. SHS/Secondary 2. Polytechnic 3. Professionals 4. First Degree 5. Postgraduate 6. Others specify
4. Ethnicity
5. What is your current marital status? 1. Single 2. Married 3. Divorce 4. Others
6. Number of living children
7. What is your religious affiliation? 1. Traditionalist 2. Christian 3. Muslim 4. Other
8. Where do you live (distance from house to office)?



- 9. Do you own a house? 1. Yes 2. No

- 10. Monthly salary.....

SECTION B:

Human Resources Management Practices Development and Implementations in Public and Private Banks

Please tick the numbers and right response where appropriate.

- 1. What is the type of this organization? 1. Private 2. Public

- 2. How long has this institution been in existence in this metropolis?
.....

- 3. How many employees are working in this institution?

- 4. How are the HRM Practices in your organization developed and implemented?
.....
.....
.....
.....

- 5. Which people were involved in the development and implementation of the HRM practices?
.....
.....
.....

- 6. Were the HRM practices adopted from a policy document of the organization?
Yes () No ()





7. Were you consulted in the development and implementation of the HRM Practices?

Yes () No ()

8. If yes which aspect of it was you consulted?

.....
.....

9. Is there a mechanism in your organization that enables you to contribute to HRM Practices? 1. Yes 2. No

10. If yes

explain.....
.....

11. And if you can you explain why?

.....

12. Have you ever made a recommendation to the HRM department for consideration?

1. Yes 2.No

13. Have your recommendations been acknowledged?

Yes () No ()

14. Have they been implemented?

Yes () No ()

15. Is there any arrangement within the organization through which both employees and customers can contribute to HRD practices? 1. Yes 2. No

16. If yes

explain.....

17. If no why?

.....
.....

18. Do the contributions of customers count in HRD Practices implementation in your organization?

Yes () No ()

19. Could you explain briefly how recruitment and selection is done in this organization?

.....
.....
.....
.....
.....

20. How often is recruitment done in this institution?

.....
.....
.....

21. Does the institution adhere to the recruitment and selection policy? 1. Yes 2. No

If Yes how?



.....
.....
.....
.....

If No how?

.....
.....
.....
.....

22. What services in this bank do you think entice customers to your bank?

.....
.....
.....
.....



Employee Performance Related to Human Resource Management Practices in the Banks.

Please indicate the extent to which you agree with the following statements by ticking the numbers.

1. Strongly disagree, 2. Disagree, 3. Neither agrees nor disagree, 4. Agree, 5.

Strongly

Agree

No	Statement	1	2	3	4	5
15.	The Recruitment and selection has a relation to my output level.					
16.	The performance level of staff has improved due to training and development in the institution.					
17.	Motivation in this institution has made an impact in the commitment level and contributed to enhance output					
18.	Participation in decision making has improved employees attitude and performance towards work.					
19.	Rewards are fairly distributed and have increased the performance of staff.					
20	Performance appraisal has encouraged most staff to work effectively to increase their output.					



SECTION D: Human Resource Management Practices of Public and Private

Banks

Please indicate the extent to which you agree with the following statements on human resource practices of your bank by ticking the appropriate response: Strongly agree, agree, uncertain, disagree, or strongly disagree.

Human Resource Management (HRM) Practice	strongly agree	Agree	Uncertain	Disagree	strongly disagree
Job analysis always precedes recruitment process					
Recruitment is based on job specification and description					
Vacant positions are always advertised					
The bank relies on internal sources for recruitment					
The bank relies on external sources for recruitment					
There exist training and development opportunities for employees career development in the bank					
In-service training and development for employees is carried out regularly by banks for employees					
In-service training for employees are relevant to their working schedules at the bank					



Employee appraisal is done regularly by banks					
There exist both intrinsic and extrinsic motivation for employees of banks					
Motivational incentives of banks are satisfactory					
There exist punishment for poor performance of employees					
There exist leave for employees					
Employees are entitle to leave with full working benefits					
There is a limit to employees leave with benefits					



Questionnaire for Customers

Introduction

I am a student from the University for Development Studies, conducting a study on a **Comparative study of Human resource management practices and employee performance in public and private banks in the Tamale Metropolis**. This study is part of my Master of Philosophy Degree hence I would be most grateful if you could assist me by answering the following questions. All information given would be confidentially treated.

Socio-Demographic Characteristics of Respondents

1. Age

1. Sex?Male () female ()

2. Educational level?

1. primary

2. JHS

3. SHS

4. Degree

5. Professional

6. Masters

7. None

3. Religion?

1. Traditionalist



- 2. Christian www.udsspace.uds.edu.gh
- 3. Muslim

4. What work do you do (occupation)?

- 1. Public/ civil servant
- 2. Trader
- 3. Farmer
- 4. Distributor
- 5. Others, please specify

5. Type of account?

.....

6. Other services

7. What motivates you to bank here?

.....

.....

.....

.....

8. Does this bank have any unique service strategies that motivate you to stay?

.....

.....

.....

.....



9. Are you satisfied with the kind of service employees give when you are being served?

.....
.....
.....

10. Are your expectations met any time you go to the bank?

.....

11. What time does your bank close?

.....

12. Do you think the way you are being attended seems different from other customers?

1. Yes ()

2. No ()

a. Give suggestions as how you want to be attended to?

.....
.....
.....
.....

13. Is the time favourable to you?

1. Yes 2. No

a. If yes give reasons?

.....



.....
.....

b. If no give reasons?

.....
.....
.....

14. Please rate employees on services provided to you?

1. Very low, 2. Low, 3. Neutral, 4. High, 5. Very high

NO.	SERVICES	1	2	3	4	5
1.	Enquires					
2.	Filling of forms/opening new accounts					
3.	Electronic services(ATM Cards)					
4.	Teller services					
5.	Manager's services					

15. What kind of services does this bank gives while the others don't?

.....
.....
.....
.....

16. Please tell me briefly about the kind of treatment the staff of this bank offers to you as a customer that you like most and those that you dislike.

.....



Introduction

I am a student from the University for Development Studies, conducting a study on a **Comparative study of Human resource management practices and employee performance in public and private banks in the Tamale Metropolis**. This study is part of my Master of Philosophy Degree hence I would be most grateful if you could assist me by answering the following questions. All information given would be confidentially treated.

Interview Guide for Human Resource Managers in the various Banks.

1. Name of Bank?
2. Type of Bank?
3. Years of existence?
4. What Human Resource Practices do you employ in your bank?
5. Do you have any policy document guiding your Human Resources Management practices?
6. How are Human Resource Management practices developed and implemented?
7. Who are those involved in the development and implementation of these practice?
8. How does the Human Resource Management Practices affect employee performance?
9. Which of the practices affect employee performance?
10. How are non performing employees punished?
11. What kind of services entice most of your customers?
12. What makes the customers stay in this particular bank?

