



Research Article

An evaluation of current human resource management practices in selected organisations within Ejisu-Juaben municipalities

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ABSTRACT

This study was to look at the current human resource management practices in selected organisations within the Ejisu-Juaben municipalities of Ghana. The objectives were to investigate the awareness of current human resource management (HRM) practices among employees of organisations within the municipalities; identify the level of HRM practices among organisations within the municipalities; assess the extent HRM practices affect the level of productivity in organisations within the municipalities and ascertain the challenges of HRM practices among organisations within the municipalities. Primary data was collected from 40 managerial leaders of the selected firms in the Ejisu-Juaben municipality via the use of a questionnaire. It was found that the managers of these organisations were aware of current HRM practices. Quite a number of these were practised to a large extent and this among others helps to motivate workers, get them committed and help them achieve the goals of the organisations.

Keywords: *Appraisal; Compensation; Human Resource Management Practices; Productivity*

1. INTRODUCTION

Resource operations contribute significantly to the success of any organization. They have become strategic in nature and represent a vital guidance system that coordinates with the business plans of organizations. Human Resource Management (HRM) helps bridge the gap between employees' performance and the organization's strategic objectives (Heracleous & DeVoge, 1998). Globally, HRM has become a critical part of organizations to the extent that many organizations have dedicated a special department or unit, hire people who have knowledge in HRM issues to help manage the human resource issues in the organization. Such an action offers a lot of benefits to the organization when properly executed (Quansah, 2013). HR practices including selection, training, compensation, performance appraisal and employee participation form the foundation supporting the way a company's human capital operates (Rana & Malik, 2017). HR practices are important for improving employees' knowledge skills while enhancing motivation and courage.



In recent times, many organisations have come to realise the indisputable fact that the creation of competitive advantage lies in people, meaning that organizations have increasingly recognised the potential for their people to be a source of competitive advantage (Quansah, 2013). Organisations are now determined to perform better than their competitors by using experienced human resources. In that regard that Quansah (2013) had indicated that HR practices need to be aligned to business strategies for organisational success. This is because it is the human resource that manages all the other resources in an organization. Even in these modern times that the level of technology has developed, the human resource an organization has is very necessary to perform well (Degraft-Otto, 2012). Therefore, attention needs to be paid to the human resources organisations that spend considerable time and resources to select (Quansah, 2013).

In Ghana, both public and private organizations have a lot to offer to help in the growth and development agenda of the country. When the local organizations perform well, they can directly employ more people to help reduce unemployment (Quansah, 2013; Amponsah & Duodo, 2014) indirectly they may be able to reduce unemployment by partnering with development agencies to train people and assist them access credit to start or expand their businesses. When they do well, they can also help increase government revenue for national development. The local organizations are also able to promote local development through the education they offer to the local dwellers. When they do perform well it also means that the national resources do not go to waste. By doing well local organizations can compete favourably with foreign companies Harland (2015) which can eventually help reduce the rate at which foreign firms would repatriate their profits back to the home countries (Business Daily, 2018).

Generally, concerns have been raised about the poor performance of local organizations in the country in terms of resource management coordinating, organising, controlling, and motivating. This, as argued by Amponsah & Duodo (2014) puts them in a disadvantaged position in the implementation of plans and programmes which has serious implications on poverty, zero hunger; good health and quality education for its citizens; access to clean water and sanitation, decent work and promote economic growth; among others. Among other things, the critical factor needed for better performance of the local organizations is human resource management. Many studies have revealed that human resource management practices exert a great influence on the performance of firms and organizations (Quansah, 2013). Indeed, Gould-Williams (2003) admonishes public organizations to re-evaluate their current battery of HR practices in an attempt to improve overall performance. If the local Ghanaian organizations have been performing below their expectations, then it is important to have a fair knowledge about their HR practices. Such knowledge will be available when it is revealed through research. However, there are limited studies in Ghana that seek to assess the current HRM practices. Previous studies such as Degraft-Otto (2012) and Quansah (2013), have focused on a particular HR practice for a particular organization. Such a study does not paint a broader picture of what is happening in the country or for a particular region. It is based on the above that this study is embarked upon to evaluate the current HRM practices of organizations within the Ejisu-Juaben Municipalities.

Specifically, the study seeks to:

1. Assess the awareness of current human resource management (HRM) practices among employees of selected organizations within the municipalities.
2. Identify the level of HRM practices among selected organizations within the municipalities.
3. Examine the extent to which HRM practices affect the level of productivity in the selected organizations within the municipalities.
4. Ascertain the challenges of HRM practices among selected organizations within the municipalities.
- 5.

2. LITERATURE REVIEW

2.1. HUMAN RESOURCE MANAGEMENT PRACTICES

Gould-Williams (2003) studied the importance of HR practices and workplace trust in achieving superior performance, a study of public sector organisations; the results of this study suggest HR practices are powerful predictors of trust and organisational performance. Nwachukwu & Chladková (2017) argue that there is a significant positive association exists between human resource planning, training and development, employee compensation and employee satisfaction. Haider et al. (2015) found that HR practices have a direct and positive relationship with employee retention. Garg (2015) found that the shift towards modern tools, practices and culture of HRM is an essential and persistent aspect of every modern-day organization. Sánchez, Marín, & Morales (2015) found that the human resource practices based on high-performance work models positively influence firm performance.

Human Resource practices have served as guidelines for many HR professionals and entail employee participation, reward/compensation/, employee security, employee participation, appraisal/evaluation, knowledge sharing, open-book management style, 360-degree performance, safe, healthy and happy workplace among others.

2.2. EMPLOYEE PARTICIPATION

Employee participation involves management actively encouraging staff to assist in running and improving business processes and operations. Employee participation is important emancipation in the workplace. Studies have demonstrated that firms that draw on the strength of their employees will be more grounded and more forceful than those that cannot. The full potential of people will never be known if their organisations continue to treat them as robots or mere cogs in a wheel. Apostolou (2000) argues that in the long run, such organisations' inefficiencies attract competition and unless the management philosophy changes, they will disappear. Research has revealed the significant results employee participation can have on employees, groups and the organisation at large. According to Leana, Ahlbradt & Murrel (1992) employee participation enhances attitude towards work. Apostolou (2000) and Light (2004) add that it facilitates decision-making at the workplace and give employees empowerment, job satisfaction, creativity, assurance

and inspiration as well as intent to stay. Jones, Kalmi & Kauhanen (2010) found that it increased employee productivity across industries.

2.3. KNOWLEDGE SHARING

Knowledge Sharing as conceptualised by Hooff and Ridder (2004) is the process where people commonly trade their implicit (tacit) and explicit knowledge to create new knowledge. Haas & Hansen (2007) claim that information sharing has been shown to boost individual and organization performance and originality. They add that information sharing may be a custom that has become progressively vital to organizations as most organizations are currently thought about to work in an exceeding information economy. Information sharing in a company does not solely happen at the individual level however conjointly at the collective level (Obembe, 2010). Obembe further states that an organization's capability for information sharing is crucial as an element in the ability to generate new knowledge as well as its ability to utilize the resources and capabilities of its members. Pfeffer (1998) asserts that once the sharing of data becomes a significant part of the whole enterprise's culture, this may, sure enough, impact the effectiveness of the enterprise. Once individuals work along, share concepts, and typically wrangle, they hinge upon one another's concepts for the advantage of the enterprise. The dearth of communication and knowledge sharing disrupts works and brings about enterprise mediocrity.

2.4. EMPLOYMENT SECURITY

Employees feel confident if their organizations do not lay workers off regularly. On the other hand, reducing the workforce periodically breeds social discontent amongst employees. Sukti (2001) suggested that job security is the security of being employed in a job or occupation that justifies a worker's qualifications and skills. Bjoekman & Fey (2000) have stressed the meaningful relationship between employment security and organisational performance. In keeping with Pfeffer (1998), employment security encourages folks to require a longer-term viewpoint on their jobs and organisational performance, contribute freely their information and efforts to boost productivity. Employment security maintained over time helps to make trust between folks and their leaders, which might cause a lot of cooperation, forbearance in pressing for a wage increase and a higher spirit within the organisation. Employment security is significant to the execution of different management practices like selective hiring, intensive coaching, information sharing and delegation.

2.5. APPRAISAL/EVALUATION

The basic purpose of performance appraisal is to identify employees' worth and contribution to the company. Important factors include – attendance, efficiency, attitude, quality of work, amount of work are just a few important factors. It is among the oldest and extensively used management practices. In deciding matters like promotion, transfer, discharge, coaching and development, performance appraisal is a necessary instrument for any firm because it provides valuable information. Additionally, it increases employee's commitment and satisfaction (Wiese & Buckley, 1998). According to Nayab & Richter (2011),

several organisations have been forced to manoeuvre from reactive performance appraisals to proactive performance management to reinforce productivity and advance organisational performance as a result of the enlarged nature of the economy and fast changes within the external setting.

2.6. COMPENSATION/REWARD

Compensation or reward could be a tool employed by management for a spread of functions to advance the existence of the firm. Business desires, goals, and available resources to some extent determine how compensation is regulated. There are philosophies and strategies enshrined in the form of policies, guiding principles, structures and procedures which determine appropriate types and levels of pay, benefits and other forms of compensation. According to Hewitt (2009), because compensation has a psychological impact, it is important to have a structure where workers who perform better are paid more than the average performing employees. This will enhance organisational performance. Consistent with the growing recognition and acclamation that compensation promotes productivity, Peter Drucker states in the 50s that happy workers are productive workers.

3. CONCEPTUAL FRAMEWORK

The above review of the literature has shown that HRM practices generally are linked to employees and organizational performance. This has been presented in Figure 1 below. That is Employee participation, evaluation, employee security. Knowledge sharing and management, Open-Book Management, Compensation /rewards, 360-Degree Feedback and Safe, healthy and happy workplace do affect organizational output, organizational cost of production, quality of organization product, employee performance and employee dedication and commitment (Pfeffer, 1998; Quansah, 2013; Brown et al. 2003; Dawe 2017) suggested.

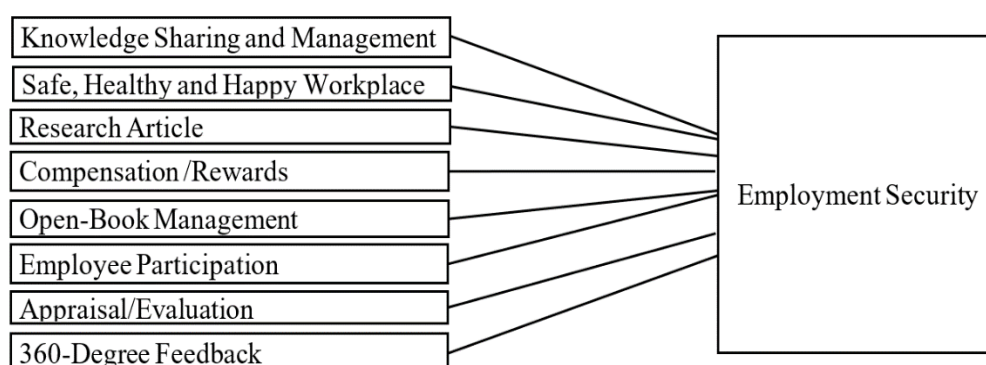


Fig. 1. The effect of HRM practices on employee and organizational performance

4. METHODS

4.1. STUDY AREAS

Geographically, Ejisu–Juaben Municipalities lie within Latitudes 1o 15'N and 1o 45'N and Longitude 6o 15'W and 7o 00 W. Ejisu-Juaben municipalities together formed one of the 27

administrative districts of Ashanti Region until the Juaben Municipal Assembly was carved from the Ejisu–Juaben Municipality in 2018. Ejisu remains the capital of the Ejisu Municipality while Juaben forms the capital of the Juaben municipality. Together, the two municipalities can boast of about 88 communities. With these numbers of communities and settlements, the Municipality covers a total land area of about 637.0 Km² and a population of about 167003. The municipalities lie in the central part of the Ashanti Region and share boundaries with six Districts in the Region. To its northeast and west are Sekyere East and Afigya Kwabre respectively, to the south; Bosomtwi and Asante Akim South, to its east; Asante Akim North and to the west; Kumasi metropolitan assembly.

The municipalities are rich in cultural heritage, among them is Kente weaving (the pride of Ashanti region). Its cultural heritage can also be attributed to the late queen mother of Ejisu Nana Yaa Asantewaa who fought earnestly to restore the Ashanti Kingdom and its rich culture. The major occupation of the people in the municipality is farming. The economy of the municipality is predominantly agrarian in nature, like in most rural communities in Ghana. It has more than 55.6% of the total employed labour force employed in the agricultural sector. It should be noted that about 87.2% of the farmers have their farms located within the Municipalities with the remaining (12.8%) having theirs located outside the municipality. Like most areas that lie in the wet semi-equatorial forest zone in Ghana, the Municipalities have bi-modal rainfall patterns. The major rainfall period begins from March to July peaking in July. Mean annual temperatures in the municipality are lowest around 25°C in August and highest around 32°C in March (Asantewaa, 2013).

4.2. RESEARCH DESIGN

Research design is the strategy, or the blueprint adopted for the research methods in a study. That is, research design deals with the whole procedure for meeting the objectives of the study. It becomes the outline of what the researcher would do from writing the hypothesis and its operational implications to the analysis of the data (Kumar, 2018). The study is a combination of descriptive and explanatory one as it seeks to identify the current HRM practices and effects of HRM practices on organizational performance.

4.3. THE POPULATION OF THE STUDY AND SAMPLING PROCEDURE

The population of this study comprises the managerial staff of the following formal organizations within the two municipalities who can read and write: Juaben Oil Mills, Juaben Rural Bank, Juaben Government Hospital, Yaa Asantewaa Rural Bank, Anita Hotel, Juaben Police Service, Ejisu Government Hospital, Ejisu Municipal Assembly, Juaben Municipal Assembly, National Health Insurance Ejisu. The selection of these companies is based on the fact that they have been operating in the two Municipalities for more than a decade now. Also, they have employed quite a large number of people in these areas. This, therefore, makes them the right group of companies to be used for these studies. However, since it would be difficult to use all the staff members of these organizations, the following five managerial leaders or their equivalence (HR Manager, Public relation officer, Accountant, Computer and information system manager and Administrator) were used for the study. Thus, in effect 50 respondents were targeted for the study. The use of these

leaders was because it was difficult to know the number of managers in each of these organizations owing to the varying nature of the organizations in terms of what they are into. So, since every organization of this nature would have these key five leaders it was reasonable to settle on them.

4.4. DATA COLLECTION APPROACH AND ANALYSIS

The study made use of primary data since no readily available data can be used. In collecting the primary data for the study, structured self-administered questionnaires were given to respondents to solicit the needed information. This is premised on the fact that it is less time-consuming and more cost-effective than other methods. Also, it is easier to quantify the results of the questionnaires through the use of a software package. The questionnaire was mainly closed-ended and was designed based on the objectives of the study, the theoretical review and empirical literature. It was divided into three key sections. Section one focused on the respondents' biodata as well as that of the organization. Section two was on awareness of and level of current HRM practices. The third section focused on the effect of HRM practices on organization productivity and the fourth section looked at the challenges associated with the HRM practices. The study finally made use of 40 questionnaires that were fully answered and were used for analysis. The data were analyzed using frequencies and percentages.

5. FINDINGS AND ANALYSIS

5.2. DEMOGRAPHIC BACKGROUND CHARACTERISTICS

This section focuses on gender, age, educational status, and work experience. It was found that 72% were males and 28% were females. Out of the 40 respondents, 6 were between the ages of 20-30 years representing 15%; 19 were between the ages of 31-40 years representing 47.5%; 12 representing 30.0% were between the ages of 41-50 years representing 24.0% and 3 representing 7.5% were between the ages of 51-60 years. It was also noted that the majority that is 52.5% of the respondents had worked for 1-5 years' experience, while 10% had worked for 11-16 years and another 10% had worked for 17 years and above. On the level of education 8 of the respondents representing 20.5% have obtained HND, 27 representing 69.2% had first degree while 4 of them representing 8.3% had a master's degree. The number of workers in the organizations tends to differ. About 8% of the respondents indicated they have 31-60 workers in their organizations; 29.7% have 61-89 workers while 54.1% employees 90 and above people.

5.2. AWARENESS OF CURRENT HUMAN RESOURCE PRACTICES

Regarding the objective of investigating the awareness of current human resource management (HRM) practices among employees of organizations within the municipalities, the results presented in Table 1 reveals that a high number of the respondents were aware of the current human resource management practices. For instance, all the respondents indicated they were aware of a safe, healthy and happy workplace, Employee Voice (Involvement and Participation) and Employment Security.

Also, another 97.5% were aware of Knowledge Sharing and Knowledge Management while another 95% were aware of Compensations and Employee Evaluation /Performance Management.

Table 1. Awareness of Current Human Resource Practices

HRM Practices	Frequency	Percentage
Compensations	38	95.000%
Employee Evaluation /Performance Management	38	95.000%
360-Degree Feedback Evaluation Method	30	75.000%
Open-Book Management	29	72.500%
Safe, healthy and happy workplace	40	100.000%
Employee Voice (Involvement and Participation)	40	100.000%
Employment Security	40	100.000%
Knowledge Sharing and Knowledge Management	39	97.500%

5.3. LEVEL OF CURRENT HRM PRACTICES AMONG ORGANIZATIONS

From Table 2 the results indicate that 84% confirmed the level of the compensation practice is between moderate extent to very great extent. About 65.8% also said Employee Evaluation /Performance Management is practised to a great and very great extent. On the 360-Degree Feedback Evaluation Method, about 39% said the practice ranges from a great extent to a very great extent. Over 50% indicated that a great and very great extent, their organization practices a Safe, healthy and happy workplace; and Employee Voice (Involvement and Participation). Employee security is practised to a great and very great extent according to 72% of the respondents, and 71.8% confirmed the level at which their organizations practised Knowledge Sharing and Knowledge Management is from great and very great extent.

Table 2. Level of current HRM practices among organizations

HR practices	Not at all	Small Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
Compensations	5.300%	0.000%	10.500%	36.800%	34.200%	13.200%
Employee Evaluation /Performance Management	2.600%	2.600%	13.200%	15.800%	31.600%	34.200%
360-Degree Feedback Evaluation Method	5.300%	10.500%	23.700%	21.100%	31.600%	7.900%
Open-Book Management	11.100%	13.900%	22.200%	13.900%	27.800%	11.100%
Safe, healthy and happy workplace	0.000%	2.600%	7.700%	28.200%	33.300%	28.200%
Employee Voice (Involvement and Participation)	0.000%	7.900%	15.800%	21.100%	28.900%	26.300%
Employment Security	0.000%	2.800%	8.300%	16.700%	33.300%	38.900%
Knowledge Sharing and Knowledge Management	0.000%	2.600%	2.600%	23.100%	48.700%	23.100%

5.4. THE EXTENT HRM PRACTICES AFFECT LEVEL OF PRODUCTIVITY

From Table 3, over 80% indicated that compensation of staff increases their motivation to a great and very great extent; while about 71% said compensation to a great and very great extent make workers more efficient and also motivate them to give their best; and about 69% said it to a great and very great extent makes the workers go the extra mile. On employee evaluation/performance management about 71% were of the view that to a great

and very great extent it helps their employees to grow and develop their career; 66% also said to a great and very great extent it helps workers develop a positive attitude and 69% confirmed that to a great and very great extent it helps workers identify weakness and work to improve it.

Table 3. Effect of HRM Practices on Productivity

Effect of HRM practices	Not at all	Small Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
Compensations/rewarding						
You can testify that rewarding your staff increase their motivation	0.000%	5.100%	2.600%	10.300%	51.300%	30.800%
When your staff are given bonuses, they become more efficient	0.000%	2.600%	5.100%	20.500%	51.300%	20.500%
When your staff are well compensated, they give their best	0.000%	2.600%	2.600%	23.100%	53.800%	17.900%
Rewarding your staff is one of the ways you use to ensure they are more productive by going the extra mile	2.600%	2.600%	7.700%	17.900%	43.600%	25.600%
Employee Evaluation/Performance Management						
Appraisal system helps your employees to grow and develop their career	0.000%	10.300%	17.900%	0.000%	28.200%	43.600%
Employee Evaluation /Performance Management helps workers in this organization develop a positive attitude	0.000%	0.000%	12.800%	20.500%	35.900%	30.800%
Employee Evaluation /Performance Management helps workers in this organization to identify their weakness and work to improve it.	0.000%	0.000%	10.300%	20.500%	41.000%	28.200%
360-Degree Feedback Evaluation Method						
360-Degree Feedback Evaluation Method helps build trust in your organization	0.000%	0.000%	10.300%	20.500%	41.000%	28.200%
360-Degree Feedback Evaluation Method promotes efficiency here	0.000%	5.400%	8.100%	21.600%	43.200%	21.600%
Open-Book Management						
OBM in your organization helps employees to work towards the goal of the organization.	5.300%	15.800%	7.900%	18.400%	34.200%	18.400%
OBM promotes teamwork in your organization.	3.000%	18.200%	12.100%	21.200%	27.300%	18.200%
OBM contributes to your organization's efficiency and effectiveness	2.600%	13.200%	15.800%	21.100%	34.200%	13.200%
Safe, healthy and happy workplace						
A safe and healthy workplace for your organization has helped ensure a healthy workforce.	0.000%	0.000%	5.400%	24.300%	40.500%	29.700%
A safe work environment has helped reduced the rate of accident in this organization	2.800%	0.000%	13.900%	13.900%	27.800%	41.700%
It has also led to a focused and motivated employee	2.900%	8.800%	23.500%	38.200%	23.500%	2.900%

Effect of HRM practices	Not at all	Small Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
Employee Voice (Involvement and Participation)						
You can testify that when you involve your employees in decision making they are more motivated.	0.000%	0.000%	8.300%	19.400%	47.200%	25.000%
Involving your workers in decision-making makes them more committed to the organization.	0.000%	0.000%	11.100%	19.400%	38.900%	30.600%
Involving your workers makes them more productive since they are satisfied.	0.000%	2.8%	5.600%	25.000%	36.100%	30.600%
Employment Security						
Guaranteeing job security for your workers directly affects their satisfaction	0.000%	0.000%	5.600%	13.900%	44.400%	36.100%
Guaranteeing job security for your workers makes them more committed	0.000%	2.800%	2.800%	16.700%	36.100%	41.700%
Guaranteeing job security for your workers makes them more focused	0.000%	2.800%	2.800%	13.900%	50.000%	30.600%
Guaranteeing job security for your workers makes them work harder	0.000%	5.600%	5.600%	30.600%	33.300%	25.000%
Knowledge Sharing and Knowledge Management						
Sharing of information/knowledge and its management in your organization helps improve the effectiveness of the enterprise.	2.800%	0.000%	8.300%	22.200%	41.700%	25.000%
Information sharing and management helps your workers contribute towards the attainment of the organizational goal	0.000%	0.000%	2.800%	19.400%	44.400%	33.300%
It also helps to promote a competitive advantage in your organization.	0.000%	0.000%	5.600%	19.400%	44.400%	30.600%

Regarding the 360-Degree Feedback Evaluation Method, over 60% revealed that it helps build trust and promote efficiency to a great and very great extent. For open-book management, quite a lower number (less than 50%) were of the view that to a great and very great extent it helps employees to work towards the goal of the organization, promote teamwork, and contribute to efficiency. Also, over 70% were of the view that a safe, healthy and happy workplace ensures a healthy workforce to a great and very great extent and close to 70% said it reduces the accident rate to a great and very great extent. However, less than 30% said to a great and greater extent it leads to focused and motivated employees. Regarding employee voice, over 70% said involving employees in decision making motivates the workers and also gets them committed to a great and greater extent and 66% indicated to a great and very great extent it makes workers more productive since they get satisfied. When it comes to knowledge sharing and management, over 74% said to a great and very great extent it makes workers contribute their quota towards meeting the goal of the organization and also promote competitive advantage while 66% said to a great and a very great extent it improves the effectiveness of the organization.

5.5. CHALLENGES OF CURRENT HRM PRACTICES

Not many of the respondents attended to reveal the challenges they face regarding the current HRM practices in their organization. The few who provided answers indicated a few

challenges. They highlighted that regarding employee voice/participation, some employees just take advantage of that to say unhealthy things during the moment of deliberations. Sometimes too senior members tend to look down upon the contribution from junior members. On the part of 360-degree employee evaluation, they stated that it is sometimes difficult for junior members to boldly give their evaluation of senior members. There is this fear that open-book management could lead to the leakage of certain sensitive and vital information. Regarding evaluation, some were of the view that there tends to be a delay for promotion, and some superiors tend to be partial; some are also constrained with the resources-human, financial and nonfinancial needed for such exercise. On job security, some people tend to be complacent since they are assured of their job security. On safety, healthy and happy workplace, one said that it is too expensive to ensure this, and others to lack the support staff.

6. DISCUSSION OF RESULTS

The results of the study have shown that the respondents were aware of the current HRM practices namely Compensations, Employee Evaluation /Performance Management, 360-Degree Feedback Evaluation Method, Open-Book Management, Safe, healthy and happy workplace, Employee Voice (Involvement and Participation), Employment Security and Knowledge Sharing and Knowledge Management. However, all of them indicated they were aware of a Safe, healthy and happy workplace, Employee Voice (Involvement and Participation) and Employment Security. The fact that almost all of them also indicated they were aware of the others suggests the leadership of the selected organizations are abreast with the modern way of handling their Human resource management issues and it suggests a positive thing for these local organizations. This is in line with some of the HRM practices Saxena & Tiwari (2009) and Delery & Doty (1996) mentioned are practised by many organizations.

When it comes to the level at which these current HRM practices take place at the organizations it was found that Knowledge Sharing and Knowledge Management, Employment Security, and Employee Evaluation /Performance Management were the topmost three that were practised to a great and very great extent. The 360-Degree Feedback Evaluation Method and the Open-Book Management were the ones that were practised but not to a great and very great extent. This means that although the leadership of these organizations is aware of the current HRM practices, their level of practice is not uniform.

It is also seen that by practising the current HRM practices of Compensations, Employee Evaluation /Performance Management, 360-Degree Feedback Evaluation Method, Open-Book Management, Safe, healthy and happy workplace, Employee Voice (Involvement and Participation), Employment Security and Knowledge Sharing and Knowledge Management, the organizations seem to reap some benefits from that. Focusing on the topmost three which are practised to a great and very great extent, Knowledge sharing and management to a great and very great extent is also found to make workers contribute their quota to meeting the goal of the organization, promote competitive advantage and

improve the effectiveness of the organization. This supports the argument by Pfeffer (1998) and Quansah (2013).

According to the respondents, employee evaluation/performance management also is seen to a great and very great extent to help employees to grow and develop their career, develop positive attitude help workers identify weakness and work to improve them. This is in line with the effect of performance appraisal/evaluation enumerated by Mohrman et al. (1989). The results indicate that employment security is seen to a great and very great extent to help workers get more satisfaction, make workers more committed to the organization, make them more focused and make them work harder. This outcome supports the assertion made by (Kraja 2015). Regarding the others, to a great and very great extent compensation increase the motivation of the workers, it makes workers give their best and makes them go the extra mile. This is in line with the findings of Brown et al. (2003). Also, just as Dawe (2017) suggested, a Safe, healthy and happy workplace appears to have ensured a reduction in accident occurrence at the workplace and also making the workers more focused and motivated to a great and very great extent.

On the challenges, the respondents revealed that engaging in such current HRM practices comes with its challenges. They highlighted that regarding employee voice/participation, some employees just take advantage of that to say unhealthy things during the moment of deliberations. Sometimes too senior members tend to look down upon the contribution from junior members. On the part of 360-degree employee evaluation, they stated that it is sometimes difficult for junior members to boldly give their evaluation of senior members. There is this fear that open-book management could lead to the leakage of certain sensitive and vital information. Regarding evaluation, some were of the view that there tends to be a delay for promotion, and some superiors tend to be partial. On job security, some people tend to be complacent since they are assured of their job security. On safety, healthy and happy workplace, one said that it is too expensive to ensure this.

7. CONCLUSION

This study has sought to evaluate the current HRM practices of organizations within the Ejisu-Juaben Municipalities. The specific issues that the study focused on were to assess the awareness of current human resource management (HRM) practices among employees of selected organizations within the municipalities; identify the level of HRM practices among selected organizations within the municipalities; examine the extent HRM practices affect the level of productivity in the selected organizations within the municipalities, and ascertain the challenges of HRM practices among selected organizations within the municipalities. Relying on 40 managerial leaders it came to light that a high number of the respondents were aware of the current human resource management practices. Specifically, they were aware of Compensations, Employee Evaluation /Performance Management, 360-Degree Feedback Evaluation Method, Open-Book Management, Safe, healthy and happy workplace, Employee Voice (Involvement and Participation), Employment Security, and Knowledge Sharing and Knowledge Management. Also, Knowledge Sharing and Knowledge Management, Employment Security, and Employee Evaluation /Performance Management were the topmost three

that were practised to a great and very great extent. The 360-Degree Feedback Evaluation Method and the Open-Book Management were the ones that were practised but not to a great and very great extent. It is also seen that by practising the current HRM practices of Compensations, Employee Evaluation /Performance Management, 360-Degree Feedback Evaluation Method, Open-Book Management, Safe, healthy and happy workplace, Employee Voice (Involvement and Participation), Employment Security and Knowledge Sharing and Knowledge Management, the organizations seem to reap some benefits that affect their productivity. This includes the fact that these practices help to motivate workers, it makes them develop a positive attitude, it makes them go the extra mile, it makes them stay healthy, and it also makes them get committed to the organization and its goal. The challenges found to be associated with these current HRM practices include lack of financial resources, lack of human resources, the possibility of leaking vital information, intimidation of some staff, partiality and complacency.

8. IMPLICATIONS

The implications of the findings are aimed at indicating to policymakers, and administrators of need to prioritise HR practices to improve organisational performance.

9. LIMITATIONS OF THE STUDY

The limitations of this study include the study focused on evaluating the HR practices being practiced by the selected organisations from the Ejisu -Juaben Municipalities. Hence, its outcome may not be representative enough. Future research could consider other geographic areas or bigger towns or perhaps other workplace dimensions such as ownership (private or public).

10. RECOMMENDATIONS

Based on the above findings the study gives the following recommendations: the management of the organizations should be dedicated to and use these current HRM practices to the greatest extent. The organizations that do not have at the moment should devote a unit or section for the handling of their human resources-related matters and engage HR experts to man it. Management of organizations that have a department for HR issues should resources them adequately. Training should be organized for all workers to understand the essence of each of these practices to get their cooperation and support to issues that need to be done. This will help prevent intimidation, suspicion and leakage of vital information. Organizations facing any peculiar challenges can consult an expert in the right direction. It is recommended that further studies are conducted in other parts of the region. A comparative study between private and public organizations can be done.

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