

**HUMAN RESOURCE PRACTICES AND EMPLOYEE PERFORMANCE IN
MONTSERRADO LOCAL GOVERNMENT-LIBERIA**

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REG.NO: MHR-1163-05196-02642**

**A THESIS REPORT PRESENTED TO THE COLLEGE OF ECONOMICS AND
MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTERS DEGREE IN
HUMAN RESOURCE**

OCTOBER 2018

DECLARATION

I FAMATA K KENDOR, declare that this research report entitled "human resource practices and employee performance in Montserrado County Monrovia, Liberia" with the exception of references, ideas and concerns is my own personal work and has never been presented to any organization or institution of higher learning for any other academic award.

Signature:..... Date:.....

FAMATA K KENDOR

APPROVAL

I affirm that the work presented in this thesis report has been done by the candidate under my supervision.

Supervisor:

DR. WANDIBA AUGUSTINE

Signature:

Date:

DEDICATION

This thesis is dedicated to my husband, brothers and sisters.

ACKNOWLEDGEMENT

First of all I would like to thank the almighty God who enabled me to complete this work. I want to express my sincere gratitude to my Supervisor, **DR. WANDIBA AUGUSTINE**, for his excellent guidance, valuable advice and supervision for preparing my thesis.

My special thanks to my mother, sisters, brothers and my friends who provided support and encouraged me during this study.

Finally, I am grateful to KIU community and any individual who contributed to the completion of this study.

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ABSTRACT

The study established the effect of human resource practices on employee performance in Montserrado County in Monrovia, Liberia, three specific objectives guided this study and these were i) determining the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia; ii) establishing the effect of training opportunities on employee performance in Montserrado County in Monrovia, Liberia, and (iii) investigating the effect of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia. The study adopted the following designs; descriptive correlational to measure the degree of association between variables, cross-sectional research design was used because data was drawn/collected from a wide spread of respondents and multiple linear regression analysis was used to establish the significant effect between variables. The study used a research population of 200 and a sample size of 133. The findings indicated that promotional opportunities significantly affects employee performance in Montserrado County in Monrovia, Liberia, the findings revealed that there is a significant effect training opportunities has on employee performance in Montserrado County in Monrovia Liberia and the findings of this study proved a positive significant effect performance appraisal has on employee performance in Montserrado County in Monrovia, Liberia. The researcher concluded that; promotional opportunities has a positive significant effect on employee performance in Montserrado County in Monrovia, Liberia, hence concluding that promotional opportunities contribute to employee performance in Montserrado County in Monrovia, Liberia, and finally performance appraisal has a positive significant effect on employee performance in Montserrado County in Monrovia, Liberia, hence concluding that good performance appraisal increases the level of employee performance in Montserrado County in Monrovia, Liberia and poor performance appraisal system reduces it. The researcher recommended that; the management of Montserrado County should make sure that promotions are based on how well an employee does the work but not basing on tribe and religion, the employees in Montserrado County should have the opportunity to have 'a say' in organizational policies and decisions that affect them, this can be done by allowing employees to attend meetings and let them contribute during decision making, and the dimensions of access to services should always be a pre-condition for quality in Montserrado County in Monrovia, Liberia. The study contributed to new knowledge by identifying different human resource practices used in Montserrado County in Monrovia, Liberia which included promotional opportunities, training opportunities and performance appraisals. The following are the measurements of employee performance in Montserrado County in Monrovia, Liberia; work efficiency, service delivery and goal accomplishment.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covered the background of the study in relation to the research topic about Human resource practices and public service delivery, statement of the problem, purpose of the study, research objectives, research questions, the hypothesis, scope and significance of the study.

1.1 Background of the study

The background of the study was presented in four perspectives namely; historical, theoretical, conceptual and contextual perspectives

1.1.1 Historical perspective

The management of human resources in organisations has made a transition since the 1900s from relative insignificance to strategic importance (Schuler, 2010). Up until the early 1970s, organisations operated in a relatively stable environment with distinct domestic markets and minimal complexities. The late 1970s to the present has been characterised by a dynamic global economy with cut-throat competition, information technological advances and the upsurge of emerging economies. Therefore, as organisations continue to face a myriad of challenges, their survival will depend upon how effectively they manage their human resources and implement their human resource practices (Anakwe, 2012).

The management of human resources in organizations has made a transition since the 1900s from relative insignificance to strategic importance (Dowling, 2010). Up until the early 1970s, organizations operated in a relatively stable environment with distinct domestic markets and minimal complexities. The late 1970s to the present has been characterized by a dynamic global economy with cut-throat competition, information technological advances and the upsurge of emerging economies. Therefore, as organizations continue to face a myriad of challenges, their survival will depend upon

how effectively they manage their human resources and implement their human resource practices (Anakwe, 2012).

In the 2011s, personnel management metamorphosed into human resource management in clear recognition of its strategic role in the overall performance of organizations (Authur, 2013). According to Kithinji (2012) suggests that most developing nations Specially African countries widely suffer from Poor service delivery. In support to this argument, he deems lack of human resource practice to be one of the contributors to these poor levels of service delivery (Kithinji 2012). In response to the slow development of some of the world's nations, a global call was raised by the United Nations to all developing nations urging them to promote growth and development within their countries. Under the former leadership of the United Nations former Secretary General Kofi Anan, eight Millennium Development Goals (MDG's) were generated to form a blueprint agreed to by all the world's countries and all the world's leading development institutions (Barry, 2010).

In Liberia, until the collapse of the national government in 1991, the organization and administration of public services were the responsibility of the Ministry of local government, although regional officers had some authority (Huselid, 2011). Since the collapse of the central government of Liberia 1991, Liberian societies faced more than a decade of anarchy which brought a great deal of stagnation of public service to the society lack of basic services that caused many local and international, nongovernmental organizations to act the part of the government. There is no earlier study that speaks about Human resource practice on employee performance which is so poorer than the private sector (Hall, 2014).

1.1.2 Theoretical perspective

This study was guided by the social exchange theory developed by Gardner (1960) which states that employees who perceive and feel that the organization values and treats them fairly, will feel obligated to "pay back" or reciprocate these good deeds with

positive work attitudes and behaviors (Aryee, 2012). This suggests that employees, who perform enriched jobs devoid of stress, receive attractive pay, job security and fair treatment from the organization, are bound to express their gratitude for the support received by increasing their commitment to their organization (Peters, 2013).

Gardner suggested that the norm of reciprocity is taught as a moral obligation and then internalized by both parties (i.e. employees and employers) in an exchange relationship such that whoever receives a benefit feels obligated to repay it (Boselie, 2010). The exchange perspective views the employment relationship as consisting of social or economic exchanges (Aryee, 2012). Economic exchange relationships involve the exchange of economic benefits in return for employees' effort and are often dependent on formal contracts which are legally enforceable. On the other hand, social exchanges are 'voluntary actions' which may be initiated by an organization's treatment of its employees, with the expectation that the employees will be obligated to reciprocate the good deeds of the organization (Chris, 2011).

1.1.3 Conceptual perspective

According to Amstrong (2011), human resource practices are defined as the professional disciplines and business functions that oversee an organization's human resources.

Lewis (2012) defined human resource practices as the means through which human resources personnel can develop the leadership of staff in an organisation. This occurs through the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing ongoing performance appraisals. Human resources practices also include constructing avenues through which employees will have opportunities for advancement (Saha, 2010).

For the case of this study, human resource practices (independent variable) was measured in terms of promotional opportunities, training opportunities and performance appraisal.

According to (Heinen, 2013) employee performance refers to as the act of accomplishing or executing a specific task assigned to an individual or team. It is only possible to know and judge one's performance by evaluating the day to day activities of the person, or provide a specific mission to that person and when they reach that target that's what we call performance

Macky (2011) defined employee performance as the job related activities expected of a worker and how well those activities are executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

Madrian (2012) defined performance as the actual work that is done to ensure that an organization achieves its missions. In his view, all performance produces an output (O), tangible work in the form of a product, service, or knowledge. He also regards feedback as an essential element of performance.

For the case of this study, staff performance was measured in terms of work efficiency, goals accomplishment and service delivery.

1.1.4 Contextual perspective

Poor performance remains a pressing issue throughout Monrovia, Liberia. Recently, the focus of government policies on meeting the Millennium Development Goals has increased attention on poor provision of services (Macky, 2011). At present, however, services in Liberia lag significantly behind compared those of other developing countries and are considerably more expensive than elsewhere, corruption swallows up huge amounts of money every year and the numbers may vary but the word "billion" crops up often (Huselid, 2009). In 2011 the Council for the Advancement of the Liberia

Constitution said that an estimated 20% of the country's annual GDP is lost to corruption. In the same year the head of the Special Investigating Unit mandated to recover and prevent financial losses to the state caused by acts of corruption, fraud and mal-administration. However, the entrance of multinational corporations into the local economy has hastened the diffusion of human resource management values and enters into public organizations in Monrovia Liberia (Hall, 2014). Citizens often express their unhappiness and frustration with poor service delivery whereby there is lack of access to water, mal-administration, and corruption through protests, which have been occurring regularly across Monrovia (Council for the Advancement of the Liberia Constitution, 2012). On the other hand poor employee performance makes employee insecure on their jobs in the long run. Generally public organizations currently view human resource practice as static policy and they little appreciate and implement for the relationship between human resource practice and quality service delivery (Snell, 2014).

1.2 Statement of the Problem

Poor staff performance is a frequent phenomenon among public workers in Montserrado County, this problem has been caused by poor human resource practices such as poor performance appraisal, high rate of corruption among workers and poor planning by Montserrado County authority leaders (James, 2017). The development of human resource practices in Monrovia Liberia is slower because of ineffectiveness human resource department, unlike the private sector which serves as a model for best practice for other sectors. The human resource practitioners at Montserrado County have done little to exactly test and provide viable evaluations to the staff members, the staff evaluation done in 2016/2017 by Human resource department seem not be in implemented according the need of Public Standing Order of 2015 (Lewis, 2017). There are no programs concerning motivation, rewarding and training associated with lack of effective appraisal, and this problem has resulted not negative consequences such as work in-efficiency, poor service delivery and absenteeism among workers (James, 2017). Such issues are perplexing to the researcher due to the fact that the existing

appraisal system undertaken put in place is decreasing; consequently the appraisal process tends to promote low enthusiasm, poor reward and de-motivation and reduced staff performance (Otobo, 2017). This damaging the organisation status and registering poor delivery of social service to the public, and this is what attempted the researcher to carry out this research.

1.3 Purpose of the study

The purpose of this study was to establish the effect of human resource practices on employee performance in Montserrado County Monrovia, Liberia.

1.4 Research Objectives

- i. To examine the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia.
- ii. To investigate the effect of training opportunities on employee performance in Montserrado County in Monrovia, Liberia.
- iii. To establish the effect of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia.

1.5 Research questions

- i. What is the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia?
- ii. What is the effect of training opportunities on employee performance in Montserrado County in Monrovia, Liberia?
- iii. What is the effect of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia?

1.6 Null-hypothesis

Hi₁ There is a significant effect of promotional opportunities on employee performance of Montserrado County in Monrovia, Liberia.

Hi₂ There is a significant effect of training opportunities on employee performance in

Montserrado County in Monrovia, Liberia.

Hi₃ The is a significant effect of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia.

1.7 Scope

1.7.1 Geographical of the Study

The study was conducted in Montserrado County Montserrado County is a county in the northwestern portion of the West African nation of Liberia. One of 15 counties that comprise the first-level of administrative division in the nation, it has four districts. Monrovia is the capital city of the West African country of Liberia (See the map on appendix).

1.7.2. Theoretical Scope

This study was guided by the social exchange theory developed by Gardner (1960) which states that employees who perceive and feel that the organization values and treats them fairly, will feel obligated to “pay back” or reciprocate these good deeds with positive work attitudes and behaviors. The exchange perspective views the employment relationship as consisting of social or economic exchanges (Aryee, 2012). Economic exchange relationships involve the exchange of economic benefits in return for employees’ effort and are often dependent on formal contracts which are legally enforceable.

1.7.3. Content scope

In terms of content, human resource practices (independent variable) was conceptualized in terms of promotional opportunities, training opportunities and performance appraisal. Whereas the dependent variable (employee performance) was conceptualized in terms of work efficiency, goals accomplishment and service delivery.

1.8 Significance of the Study

This study will be helpful to local administrators in Montserrado County in coming up with decisions concerning their local administrators.

The local governance officials in Montserrado County and their departments will know their weakness of administration and gaps that existing and a way forward.

To the researchers; the community and persons who are involved in this study will be getting the information and literature review related on local governance and effective employee performance in Monrovia Liberia.

Government ministers and other institutions; this study will help them develop plans and identify the gaps in the administration and service delivery.

Also it will be of a great significance to policymakers because the study assists them during making policies.

The findings and conclusions resulting from the study will contribute to the body of knowledge on the relationship between human resource practices and public service delivery, this will also help future researchers and academicians may use the study findings to further their research.

Other researchers; it will act as source of knowledge for them

1.9 Operational definition of key terms

Promotional opportunities; refers to the advancement of an employee within a company position or job tasks. A job promotion may be the result of an employee's proactive pursuit of a higher ranking or as a reward by employers for good performance. Typically is also associated with a higher rate of pay or financial bonus.

Training opportunities; refers to the method of preparing an employee to perform a task by providing them with information about the task, a demonstration of its performance, an opportunity for the employee to imitate the demonstration and subsequent feedback.

Performance appraisals; refers to an annual review of an employee's overall contributions to the company by his/her manager. Performance appraisals, also called annual reviews, evaluate an employee's skills, achievements and growth, or lack thereof. Companies use performance appraisals to give employees big-picture feedback

on their work and to justify pay increases and bonuses, as well as termination decisions.

Work efficiency; accomplishment of or ability to accomplish a job with a minimum expenditure of time and effort.

Service delivery; refers to the act of providing a service to customers, all employees are expected to show improvement in meeting targets for service delivery.

Human resource practices; refers to the constructing avenues through which employees will have opportunities for advancement. For instance, the design of a mechanism enabling the regular promotion of employees offers an opportunity for your staff members to grow toward leadership positions.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section deals with the theoretical review, conceptual frame work as well as the related studies, objective by objective

2.1 Theoretical review

The Guest comparative theory developed by Guest (1997) and Social exchange theory developed by Gardner (1960) guided the study.

The theory considered underpinning the study is Guest comparative theory developed by Guest (1997) works on the premise that a set of integrated human resource management practices will result to superior individual and organisational performance. It holds that human resource management practices strategies like differentiation, innovation, the focus on Quality and cost reduction will lead to practices like better training, rewards, job designs, involvement, and security leading to more quality outcomes; commitment and flexibility. It will then affect performance in that productivity will increase; innovation will be achieved as well as limited absences, labour turnover, conflict or customer complaints. The theory holds that people should be managed like any other resources and so obtained cheaply, used sparingly, developed and exploited fully. It also emphasised the interrelatedness of HRM activities. According to this theory, selection, appraisal, development and rewards were geared towards employee performance.

From the perspective of the employee-employer relationship, social exchange theory suggests that employees respond to perceived favorable working conditions by behaving in ways that benefit the organization and/or other employees (Blanton, 2013). Equally, employees retaliate against dissatisfying conditions by engaging in negative work attitudes, such as absenteeism, lateness, tardiness or preparing to quit the organization (Boxall, 2011). It is therefore, expected that employees who perceive their

working conditions to be negative and distressing, would reciprocate with negative work attitudes such job dissatisfaction, low morale and reduced organizational commitment, while those who perceive the workplace conditions as positive and challenging would reciprocate with positive work attitudes, such as high commitment, job satisfaction and low turnover (Moran, 2013).

Social exchange theory developed by Gardner (1960)

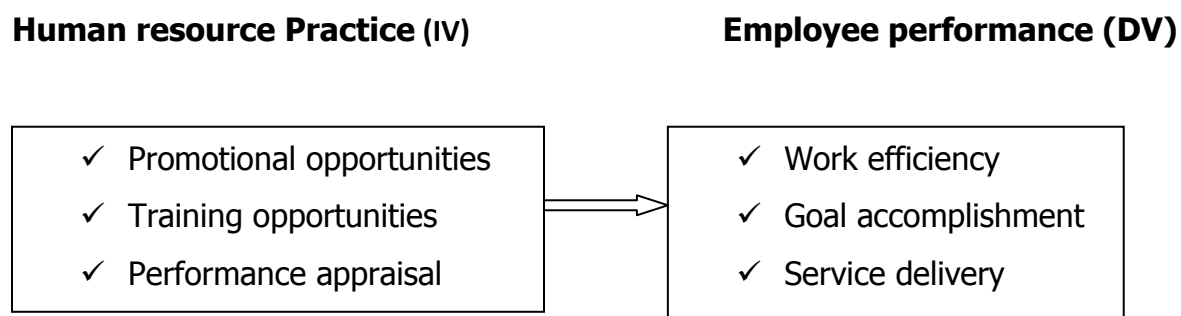
The social exchange theory views the employment relationship as consisting of social or economic exchanges (Aryee, 2012). Economic exchange relationships involve the exchange of economic benefits in return for employees' effort and are often dependent on formal contracts which are legally enforceable. On the other hand, social exchanges are 'voluntary actions' which may be initiated by an organization's treatment of its employees, with the expectation that the employees will be obligated to reciprocate the good deeds of the organization (Purcell, 2010).

The social exchange theory view of organizational commitment posits that individuals attach themselves to their organizations in return for certain rewards from the organizations (Walton, 2015). According to this view, employees enter organizations with specific skills, desires and goals, and expect to find an environment where they can use their skills, satisfy their desires and achieve their goals. Perceptions of favorable exchange/rewards from the employees' viewpoint are expected to result in increased commitment to the organization. Similarly, the more abundant the perceived rewards in relation to costs, the greater the organizational commitment. On the other hand, failure by the organization to provide sufficient rewards in exchange for the employees' efforts is likely to result in decreased organizational commitment. This perspective is consistent with Becker's (1960) idea of calculative commitment where individuals' commitment to the organization is in part, a function of accumulated investments.

Another perspective of the social exchange theory is the norm of reciprocity which is based on two assumptions: “(a) people should help those who have helped them, and (b) people should not injure those who have helped them” (Osman, 2011) Therefore, employees who perceive that the organization values and treats them fairly, will feel obligated to “pay back” or reciprocate these good deeds with positive work attitudes and behaviors (Deci, 2010). Studies have suggested that the norm of reciprocity is taught as a moral obligation and then internalized by both parties (i.e. employees and employers) in an exchange relationship such that whoever receives a benefit feels obligated to repay it (Wayne, 2011). This suggests that employees, who perform enriched jobs devoid of stress, receive attractive pay, job security and fair treatment from the organization, are bound to express their gratitude for the support received by increasing their commitment to their organization. In summary, the exchange theory posits that commitment develops as a result of an employee's satisfaction with the rewards and inducements the organization offers, rewards that must be sacrificed if the employee leaves the organization.

2.2 Conceptual frame work

Figure 1. Conceptual Frame work showing the relationship between Human resource Practice and employee performance



Source: Gardner (1960)

Figure 1 illustrates that human resource practices influence the level of public service delivery. The independent variable (human resource practices) was conceptualized/ broken into small constructs such as the promotional opportunities, training opportunities and performance appraisal. Employee performance(dependent variable)

was conceptualized in terms of availability of public services, accessibility of public services and affordability of public services. However the relationship can be modified by nature of Government policy, accountability and participation.

2.3 Review of Related literature

This section was presented following the research objectives;

2.3.1 Effect of promotional opportunities on public service delivery

Claydon (2013) contends that employees will only work hard to get promoted if they perceive that positions are available and awarded on the basis of work performance. In a study of 1649 managers of large public companies, Gruber (2012) found that managers with moderate mobility were less committed to the organization than managers who were most mobile during their careers. Perceptions of few or unfair promotional opportunities have been found to result in negative attitudes towards work or the organization (Robbins, 2014). Perceptions of the fairness of promotion procedures can alienate employees who were passed over especially if they perceive the procedures to have been unfair (Lazear, 2011). Therefore, employees who received a promotion are not only likely to experience equity regarding their treatment in the organization but also reported higher levels of organizational commitment.

Boxall (2011) in a study of 1029 respondents from a US state agency, found that mobility practices were related to work-related attitudes and therefore, underscored the need to carefully manage the internal reassignment of employees and to assist employees in setting realistic internal mobility expectations. McElroy observed that meeting both mobility expectations and making sure that employees perceive the reason for denying their promotion request to be fair, had a positive effect on the employees work attitudes. Madrian (2012) found that continuance commitment was higher among employees who were rated as less promotable by their superiors. Organizations that have firm internal labor markets (FILMs), characterized by availability of promotional opportunities and mobility up the organizational ladder, enhanced employee loyalty and attachment while absence or blockage of opportunities for

advancement led to lower organizational commitment and was associated with other negative work attitudes and behaviors (McCullers, 2013). In a study of 313 Eritrean civil servants, McGregor (2014) found a negative correlation between promotions and employee work attitudes. McGregor noted that respondents with better performance records perceived that promotional practices were not based on written, formal policies but on seniority which could be influenced by non-merit considerations such as favoritisms, nepotism and political loyalty.

2.3.2 Effect of Training opportunities on employee performance

Ryan (2010) observes that organizations that extensively train their employees create a reputation for valuing and developing employees and are able to attract a cadre of highly skilled employees. Such organizations send a clear message to their employees that they are committed to the development of their people leading to high affective and normative commitment. However, organizations that provide company specific training are likely to induce continuance commitment because the training makes employees more valuable to their existing employers than to potential employers (McElroy, 2015). Such skills constitute sunk costs in terms of time and effort that an employee stands to lose if he/she leaves the organization. Such employees are 'betting' that the time and energy invested will pay off with continued employment in that organization (Gruber, 2012).

Lee (2014) in a study of nurses from USA and Singapore found that perceived investment in employee training had a strong positive correlation with affective commitment and a weaker correlation with continuance commitment. Failure by organizations to provide adequate training and development opportunities was likely to result in low morale, decreased commitment and high turnover rates in the long-term. In addition, employees who quit the organization take with them important knowledge which has taken years to develop. This scenario is made worse if the skills are scarce in the market and costly to develop. In Liberian universities, for instance, the highest turnover rates are in the faculties of medicine, engineering, science and information

technology (Hood, 2013). Kessler (2010) found that faculty members were not enthusiastic about the training and development offered by their schools. Respondents who had worked for a long time in their business schools were less positive about the training and development systems ($\beta = -.24, p < 0.05$). Faculty perceived that avenues for skill improvement in technological developments (i.e. training in enhanced classroom technology and other forms of instructional support) were lacking. In addition, Day and Peluchette report that lack of formal training of business school administrators (i.e. Deans and department chairs) was likely to undermine the business schools ability to cope with the increasing pace of change in business and the need for schools to be responsive to not only the needs of their students but also to the community and their institution (Kessler, 2010).

One of the problems arising from organizational training is identifying the quality and relevance of the training being provided. Claydon (2013) found that most organizations were only concerned with the quantitative aspects of training, (i.e. the cost and time invested) resulting in workers who were overqualified for their jobs leading to poor motivation and low morale. Beardwell (2013, p.16) report that even where training opportunities are provided by the organization, there is often "no explicit aim within the training of increasing the individual's skill base or broadening their experience". Another disadvantage in relation to training is that these activities are often regarded as a significant cost rather than an investment by organizations. According to Kamoche *et al.* (2013), training in organizations in Liberia is mainly treated as a cost and with the volatile economic situation in Liberia, managers are finding it difficult to view training as an investment because of its uncertain value. Where training exists, it is usually limited to equipping the employees with narrowly-defined, firm-specific skills that facilitate the attainment of short-term objectives. This is consistent with 'traditional' HRM whereby training is viewed as a 'burden' while training policies are unclear and vague (Kamoche, 2013).

Ajai (2010) also report that public sector employees in most developing countries who have received training paid for by their governments have been unable to utilize their expertise due to unattractive compensation and therefore opt to move to the private sector or overseas. Therefore, in order for organizations to develop and raise the level of productivity, there is a need to transform the way they develop people by nurturing cultures that value contribution from their employees, undertake cost-effective training activities that are geared to enhancing labor productivity and product quality (Kamoche et al, 2013).

2.3.3 Effect of Performance appraisals on public service delivery

Despite the importance of performance appraisals to organizations, they continue to pose challenges to managers and the employees who use them. Authur (2013) report that: Organizations continue to express disappointment in performance appraisal systems despite advances in appraisal technology. Appraisal reliability and validity still remain major problems in most appraisal systems and new (and presumably improved) appraisal systems are often met with substantial resistance (Rosenau, 2011).

Other problems that afflict performance appraisal process include subjectivity and intentional as well as inadvertent bias (Rosenau, 2010). Therefore, since performance assessments often play a role in decisions related to training and career development, promotions, rewards and redundancy programmes, perceptions of fairness must be a necessary consideration. Managers therefore must not be seen to deliberately omit potentially important performance criteria during assessment or include irrelevant factors which might result in resentment leading to low commitment, job dissatisfaction or high turnover. According to Allan (2013) a systematic performance appraisal programmed should be objective, free of biases and custom-designed to fit the specific needs of the organization (Otobo, 2011).

Kamoche *et al.* (2013) report that performance appraisals in organizations in Liberia have been complicated by cultural and social issues. For instance, employees who know

influential people in the organization who can protect them, tend to be spared when performance appraisals are used to select workers for redundancy, thus placing politics and good interpersonal relationships above organizational goal-oriented performance. Similarly, Watson (2012) observed that ethnicity and kinship affiliation play a significant role in performance appraisal in Liberia as they have been used by some bosses to settle personal scores against the appraisees. Arthur (2010) in a study of 38 organizations in Ghana and 128 organizations from Nigeria, found that there were no set performance goals and that the performance criteria were often vaguely defined. This vagueness in performance criteria encourages subjectivity in the performance appraisal process. In addition, African cultural norms have been found to have a negative impact on the appraisal process (Aryee, 2013).

2.4 Related studies

The problems of brain drain is not unique to Liberia alone, with Africa losing over 20,000 professionals annually since 2011 as they seek better employment prospects in the West and other relatively prosperous African countries such as South Africa, Botswana and Rwanda (World Bank, 2010). As a result, Africa spends about \$4 billion annually to recruit and pay over 100,000 expatriates to work in Africa and yet fails to spend a proportional amount to recruit the hundreds of thousands of African professionals working outside Africa or to pay African professionals working in Africa equivalent rates to similarly qualified expatriates (Hunter, 2013).

The employees who are unable to get attractive opportunities elsewhere are actively involved in professional and non-professional activities within and outside their organizations to supplement their income (Millimore, 2012). These employees only go to their organizations to do their duties and barely have time for research, preparation and interaction with employers. A World Bank study on public organizations financing found a similar situation with more than 40% of senior staff working part time in private organizations, non-governmental organizations and private companies (Lewis, 2012).

There have also been problems in the effective utilization of administrative employees who constitute about 70% of the total workforce in public organizations (Puvitayaphan, 2013).

Overstaffing in public organizations, especially among the administrative staff categories has been blamed on political patronage which compelled organizations' authorities to employ more workers than they actually needed (O'Neill, 2013). Such high numbers of non-teaching personnel in most African universities, which translate to high recurrent expenditure, take away crucial, scarce resources from basic organization functions of performance (Goran, 2010).

Byars (2014) in his study on performance appraisal he noted that in order to meet the organization's goals, it is important to evaluate the performance of employees and for this evaluation of effective performance appraisal system should be maintained. Also added that businesses have their own method for appraising an employee's performance. Some use rating systems, others check boxes next to questions that apply to the employee, and there are even software packages available for appraising and managing employees. These systems allow you to easily monitor real-time employee productivity and generate an in-depth evaluation. To be clear, there are many different methods available. However, no matter what method a business uses, there are some universal topics to consider (Rue, 2014).

Boselie (2010) in his study on performance appraisal he noted that performance appraisal systems utilize standard assessment criteria, dimensional ratings, structured rating scales and explicit individual-peer appraisal. These components help to minimize subjective impressions and conscious or Intentional biases. Sophisticated technologies for performance evaluations (for example on line-ratings and development plans, 360 degree feedback) are well developed and increasingly common in both large and small institutions. On the other hand Bohlander (2013) assert that accurate and reliable

performance appraisals help organizations to support and reward their most capable employees.

Dunne (2010) in his study on performance appraisal he noted that many organizations appraisal systems are: (a) not relevant to organizational objectives, (b) subject to personal bias, and (c) are often influenced more heavily by personality than by performance. To eliminate these negative things there is an attempt with a computer based tool called Data Envelopment Analysis (DEA) which is used in the working place to evaluate the performance of employees.

Anakwe (2012) noted that productivity gains can be found in a number of areas across an organization. Sometimes this involves changing what an employee does, at other times the way they do it. But in order to maximize efficiencies, it is important to have a complete understanding of the roles played by individuals and teams within organization whereby doing performance. Appraisal in organization comes with the solutions for improving employee efficiency and productivity within the organization by focus on clarifying employee roles, offer training opportunities, encourage teamwork, utilize technology and be flexible, he also added that increasing productivity will increase output or the quality of output and if at a faster rate than competition, benefits will be achieved through the value-added through the service (Oni, 2010).

Holden (2013) in his study on service delivery, he noted that organizations must have standards in place to guide, direct, and monitor the service behavior of line-level employees and those who supervise them. For monitoring the service behavior and processes of sales front people, operative standards are separated from management standards for service delivery as an own concept in the empiric study (Susskind, 2014).

Buck (2012) in their research on service delivery noted that an effective service delivery is not only the process of exchanging values, the performance of other supporting activities is even more important. Among these activities are provision of information and advice, responsiveness to customer needs, handling complaints and common

courtesy. It is understandable, that all these activities are easier to perform when delivery is full-serviced or at least half-serviced. When participation of customer is increased the involvement of trained personnel is limited to minimum. In this situation customer must have access to information they need, way to express complains and give recommendation if they have one in their mind.

According to academic literature, management standards for service delivery include organizational goals and objectives, managerial expectations for job performance and the implicit importance placed on those goals, objectives, and performance demands (Robbins, 2014). As emphasized also in the studies by McGregor (2014), organizations must have standards in place to guide, direct, and monitor the service behavior of line-level employees and those who supervise them, for monitoring the service behavior and processes of sales front people, operative standards are separated from management standards for service delivery as an own concept in the empiric study (Osman, 2011).

Nasurdin (2011) in his study on employee performance he noted four traits based on rating scales based on decisive, reliability, energy, loyalty, investigative, courageous, honest and integrity, confidence and aggressiveness and scoring very low, moderate and very high. Assessment of traits also focuses on person rather than performance which make employees defensive. He also added that the more consistence the characteristics and more the frequently it occurs on diverse of situation the more important the traits is described the individual performance. Kichuk and Wesen researched on employee performance and recommended that individual performance depends on five personal factors that are extroversion, agreeableness, emotional stability, openness to experience and consciousness (Pfeffer, 2014).

Employee appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives (Ramayah, 2011) An employee appraisal is a review and discussion of an employee's performance of assigned duties and

responsibilities. The appraisal is based on results obtained by the employee in his/her job, not on the employee's personality characteristics. The appraisal measures skills and accomplishments with reasonable accuracy and uniformity. It provides a way to help identify areas for performance enhancement and to help promote professional growth. It should not, however, be considered the supervisor's only communication tool. Open lines of communication throughout the year help to make effective working relationships (Blanton, 2013).

Performance indicators are the areas that employers use to gauge how well an employee is performing, these indicators are typically general and applicable to all employees in the company, although businesses may customize their own indicators based on the business activity (Klaus, 2013). According to Peters (2013), performance indicators standardize evaluations, giving managers a standard they can use to analyze employees and create plans for improvement and problem solving.

Employee appraisals are conducted at least annually, and annual employee performance reviews appear to be the standard in most organizations (Zaccarelli, 2013). However, it has been acknowledged that appraisals conducted more frequently (more than once a year) may have positive implications for both the organization and employee (Kline, 2011). Regular performance feedback provided to employees may quell any unexpected and/or surprising feedback to year-end discussions. In a recent research study concerning the timeliness of performance appraisals, one of the respondents even suggested that the performance review should be done formally and more frequently, perhaps once a month, and recorded twice a year (Evans, 2013).

Benedicta (2010) noted that employee appraisal process help clarify organizational expectations regarding an employee's activities, actions, and results. If an employee does not know what he has the authority to decide, what he is expected to accomplish, and how he will be judged, he will hesitate to make decisions and will have to rely on a trial and error approach in meeting the expectations of his superior. Managerial feedback informs salespeople of the expected results and their performance as it

pertains to these expectations. This clarity increases focus, which in turn increases performance and satisfaction. Thus, in their clarifying role, employee appraisal reviews are often credited with reducing role ambiguity, which leads to higher levels of job satisfaction and affective organizational commitment.

Employee appraisal activities can be used by organizations to communicate organizational strategies, goals and vision to their employees, moreover, the affective and emotional aspects of super-ordinate goals may capture the hearts of employees and give people a cause they can rally around (Bandiera, 2012). Therefore, it is possible for employees to experience higher levels of commitment because employee appraisal activities are able to communicate super-ordinate strategies, goals and vision to them. Thus, the employees may become more effectively committed to their organization. Becker (2011) says that working competitively involves placing high value on people, considering their experiences, ideas and preferences. Their participation in organizations seems to be necessary because employees and managers have to discuss a company's objectives together. It is fundamental to consider not only the staff specific qualifications needed for the positions in the organizational structure, but also their knowledge, experiences, skills and results for future innovations (Bowers, 2014).

The findings from a study by Brown (2010), performance appraisals can benefit employees and organizations by clarifying goals and expectations, and creating an environment of open communication. The best performance appraisals offer positive feedback and advice for improvement, and typically consist of a conversation between management and the employee. Performance appraisals help supervisors and employees to identify strengths and weaknesses of employee performance, by offering an opportunity for supervisors and employees to discuss the employee's goals for himself, the supervisor's goals for the larger department or organization and ways that the employee and the supervisor can work together by further developing skills and strengths necessary to reach these goals (Hsieh, 2012).

Lindsay (2013) add that performance appraisals create a link between individual employee expectations and how the employee's work contributes to the larger organization's success. They clarify expectations that the supervisor has for the employee and help the employee prioritize his duties. Ideally, performance appraisals open the lines of communication between supervisors and employees; and also benefit the company as well as individual employees. They increase rapport between management and employees, increase job satisfaction and improve employees' sense of loyalty toward the company. Performance appraisals assist the employee in seeing how her role in the organization contributes to the company's overall success, thus increasing employee morale. All of these lead to higher productivity among employees, which improves organizational productivity.

Barankay (2012) found out that there are a number of potential benefits of organizational performance management conducting formal performance appraisals. There has been a general consensus in the belief that performance appraisals lead to positive implications of organizations, performance appraisals can benefit an organization's effectiveness. Performance appraisals can often lead to giving individual workers feedback about their job performance.

Armstrong (2010) adds that employee training and development are crucial components in helping an organization achieve strategic initiatives. It has been argued that for PAs to truly be effective, post-appraisal opportunities for training and development in problem areas, as determined by the appraisal, must be offered. Performance appraisals can especially be instrumental for identifying training needs of new employees. He also said that performance appraisals can help in the establishment and supervision of employees' career goals.

And according to Swaim (2014) employee appraisal enhances employee focus through promoting trust. He adds that behaviors, thoughts, and/or issues may distract employees from their work, and trust issues may be among the distracting factors,

which consume psychological energy, can lower job performance and cause workers to lose sight of organizational goals. Properly constructed and utilized performance appraisals have the ability to lower distracting factors and encourage trust within the organization (Swaim, 2014).

Ssekamwa (2012) also found out that through goal setting and desired performance reinforcement, organizations find it easy to match individual worker's goals and performance with organizational goals. He adds that performance appraisals provide room for discussion in the collaboration of these individual and organizational goals. Collaboration, according to Ssekamwa's (2012) findings, can also be advantageous by resulting in employee acceptance and satisfaction of appraisal results.

Robbins (2014) also found out that well constructed performance appraisals can be valuable tools for communication with employees as pertaining to how their job performance stands with organizational expectations, adding that at the organizational level, numerous studies have reported positive relationships between human resource management practices, and performance improvement at both the individual and organizational levels.

Bannister & Balkin, (2011) in their research reported that employees have greater acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards. Such findings are a serious challenge to those who feel that appraisal results reward outcomes must be strictly related to their performance.

Derven (2011) in his research found that appraisal systems are expected to reveal under-productive units and to serve as a response system to focus attention on problem areas.

Brown (2010) in his study noted that the results or outputs should be measurable to determine what was achieved. A distinction would then be made about the quality of the output/result. Through high performance patterns an output or result of high

quality should be able to be achieved and sustained and will make people aim for better than expected results as highlighted.

According to Barankay (2012), he noted that performance can be referred to as the act of accomplishing or executing a specific task assigned to an individual or team. It is only possible to know and judge one's performance by evaluating the day to day activities of the person, or provide a specific mission to that person and when they reach that target that's what we call performance. Smeltzer (2010) defined employee performance as job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. In addition, performance is meant to the overall performance of efficiency, effectiveness and efficacy in the organization.

Kline (2011) noted that work efficiency involves the extent to which time, effort, or cost is well-used by the employee for the intended task or function. It often comprises specifically the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense, or unnecessary effort. "Efficiency" has widely varying meanings in different disciplines.

Barry (2010) defined work efficiency as time taken by a worker to complete a job compared with the standard time allowed for it, expressed usually as a percentage. He also added that for a simple way of distinguishing between efficiency and effectiveness is the saying, "Efficiency is doing things right, while effectiveness is doing the right things." This is based on the premise that selection of objectives of a process is just as important as the quality of that process (Bernardin, 2010). Efficiency is often measured as the ratio $r=P/C$, the amount P of some valuable output produced per amount C of valuable resources consumed. This may correspond to a percentage if products and consumables are quantified in compatible units, and if consumables are transformed into products via a conservative process. For example, in the analysis of the energy

conversion efficiency of heat engines in thermodynamics, the product P may be the amount of useful work output, while the consumable C is the amount of high-temperature heat input. Due to the conservation of energy, P can never be greater than C , and so the efficiency r is never greater than 100% (and in fact must be even less at finite temperatures) (Huselid, 2011).

Buck (2012) noted that not every goal is worthy, often unachieved goals aren't met because the motivation isn't really there or they were truly unrealistic. The greatest sense of goal accomplishment comes from surpassing goals that challenge the mind, body and spirit. If the goal is audacious, it will require information beyond what's currently in the worker's brain. Time to become a smart learner comes when a worker should make research on what he or she can about the process and the environment impacting the goal. Business goals are most often missed due to unrealistic assumptions combined with a lack of diligence. Give workers every chance of hitting the goal by surfacing every potential obstacle in your way and exploring every possible solution (Hall, 2014).

Ryan (2010) noted that work efficiency concerns with the relationship between the resources used and the outputs produced to achieve the objectives. It also refers to the minimum resource inputs to achieve a given quantity and quality of output, or a maximum output with a given quantity and quality of resource inputs. Effective refers to the accomplishment of objectives or to the extent to which the outcomes of an activity match the objective or the intended effects of that activity. "Performance and profitability goals as well as safeguarding of resources are the major objectives to be attained by effective and efficient operations. This implies that operations are performed so as to attain their intended effect (Tim, 2013). Such objectives can be accessed through biannual or quarterly performance audits. Operational objectives are designed to maintain efficiency and effectiveness in the operations of a company. Included in operational objectives are procedures that promote companies' use of assets and resources properly. Preventative controls are procedures used to avoid potential problems before they happen. Operational

objectives are designed to serve this purpose. Procedures developed to meet operational objectives include things such as the separation of duties and the requirement of proper authorization and password usage to control access to important company information (Bushman, 2013).

According to James (2015), essential to have 'guiding principles' for public officials on how to 'conduct their work within a particular framework or environment in which they work'. James maintains that the driving force behind is to ensure that public servants' become service oriented, strive for service excellence, and commit to continuous service delivery improvement.

The general guidelines for ensuring that public servants conduct their business activities in a way that promotes out through the following eight national principles: Consultation; citizens are regarded as the custodians of services and the reason why the public service exist. Thus, citizens or any other recipient of public services should be consulted about the level and quality of services' they receive (Hersey, 2013). Room should also be made for them to have a choice regarding services offered to them to generate adequate satisfaction levels. Service standards; recipients of public services should be told about the 'level and quality of public services' to be received so that departments can be held accountable for promises they make. The performance of organizations can thus be measured accordingly; courtesy; here recipients of public services should be treated with respect and consideration. Information; here full, accurate information should be made available to recipients of public services with regard to the type of services they are entitled to; redress (Robbins, 2014). A full explanation must be provided if a promised standard of service was not delivered and a new date of delivery be given to remedy the situation. Value for money; here all public services rendered should provide the best possible value for money. Openness and transparency; here all public service activities should be open to scrutiny and officers in charge should be made known to the public (Waldt, 2013).

The collective efforts of each and every employee must be nurtured and redirected towards better service delivery in the interest of the general public and strategic objectives of the organization. This is where the fourth challenge is derived, i.e. the human relations part of managers, starting with the issue of reinforcement, rehabilitating their attitudes, temperament and prejudices in order not to affect performance behaviour of employees and that of the organization negatively (Kimenyi, 2013).

2.5 Research Gaps

The literature review above has addressed important information about customer appraisal and employee performance, human relations appraisal and employee performance, but it did not talk about how employees' appraisal affects employee performance (Authur, 2013). Low staff morale and employee performance has been a problem afflicting most public organizations in Africa and Liberia in particular, leading to the loss of qualified personnel (Saha, 2010). This has mainly been as a result of unsatisfactory monetary and non-monetary conditions in the workplace. Public organizations in Liberia have almost exclusively depended on the government for remunerating their employees, leading to a situation where employees are not paid as well as their counterparts in the more developed societies or in the private organizations. This has seen many academics decamp to the private sector or other countries in search of better pay, thus affecting the service delivery among public organizations (Schmidt, 2013). Hence there is still need to carry out more research related to employees' appraisal and employee performance in Montserrado County in Liberia.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter comprised of the research design, research population and sample size, sampling procedure, research instrument, validity and reliability of the instrument, data gathering procedures, data analysis, ethical consideration and limitations to the study.

3.1 Research Design

This study employed the descriptive survey design specifically the descriptive correlational strategies. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group (Amin, 2011). It deals with the effect between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. The use of above designs is because they are suitable and appropriate to describe and analyze the relationship between the study variables. The study also used census design, this was used to collect data from respondents. The study also followed a descriptive research design, whereby qualitative and quantitative research approaches was used to gain insight to variables, it used descriptive in that it describe the characteristics of respondents

3.2 Research Population

The study was conducted specifically among the workers and administrators in the Montserrado County in Monrovia, Liberia. For purposes of this study, the population was stratified into two strata and; the strata that belongs to workers was selected to inform the study there by leaving out those who were not in public services, and the total population used in this study were 200 (Montserrado Human resource department, 2016).

3.3 Sample Size

In view of the nature of the target population where the number for both employees and administrators was high, a sample was taken from each category. The

Slovene's formula was used to determine the minimum sample size. The sample size was 133 respondents;

Table 3.1: Respondents of the Study

Category of respondents	Total Population(N)	Sample Size
Workers (lower staff level)	150	99
Administrators (top staff level)	50	33
Total	200	133

Source: Montserrado Human resource department, 2016

$$N = \frac{n}{1 + n(e)^2}$$

Where:

n = sample size

N = total population

e = level of confidence, 0.05

Using random sampling, a target population of 200 respondents will be taken.

n will be =113 and e=0.05

Thus

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{200}{1 + 200(0.05)^2} \quad n=133$$

3.4 Sampling Procedures

The purposive sampling was utilized to select the respondents based on these criteria:

Stratified sampling was employed first to identify the workers employed in public offices. Thereafter, random sampling was conducted to select departments where the respondents were working. Following selection of the counties, sampling frame of respondents within each department a random sampling was employed to select these respondents. In the same vein, a sampling frame from membership registers were used. From the list of qualified respondents chosen based on the inclusion criteria, the

systematic random sampling was used to finally select the respondents with consideration to the computed minimum sample size.

In the same vein, census design was also used to select the respondents in the montserraddo local government because the entire population was considered for the study. From which all top managers and lower level employees were represented in the study and all had a chance to be selected to participate in this study as respondents.

3.5 Data sources

The research used primary data sources.

Primary data sources

The researcher obtained primary data by use of questionnaires and interview guides.

3.6 Data collection instruments

The data collection instruments in this study were both questionnaires and interview.

3.6.1 Questionnaires

Questionnaires by definition mean a set of printed questions addressed by the researcher to the respondent for him or her to answer and after answering return the questionnaires to the researcher. The questionnaires were administered personally by the researcher to the respondents (employees of montserraddo local government) and collected after time interval. The questionnaires comprised of closed ended questions that require the respondents to answer all the questions to the best of their knowledge. The questionnaires were used because they are cheap, quicker, they cover many respondents, and they are free from bias and give accurate information since respondents take their time to answer the questions. However, they have a disadvantage of non-despondence. The scoring system of this instrument was as follows: strongly agree (4); agree (3); disagree (2); strongly disagree (1).

3.6.2 Interview

The researcher used interview guide to collect primary data. Semi-structured face-to-face interview guide was set up with sets of outlined questions about issues to be explored. The researcher interviewed one (1) director from each of the directorates

within the local government. The researcher interviewed these directors on issues related to human resource practices and employee performance. The outlined questions were intended to guide and make sure that all the relevant topics are covered.

3.7 Data quality control

3.7.1 Validity

Content validity was ensured by subjecting the researcher devised questionnaires on human resource practices and employee performance to judgment by the content experts (who estimated the validity on the basis of their experience). This was done to make sure that the questionnaire measured what it intended to measure, to ensure the clarity of questions, their effectiveness and the time required to complete the questionnaire, the researcher assessed its content validity and reliability. To test the content validity, the researcher used a panel of ten experienced researchers in the domain in Liberia to assess their suitability and relevancy of the research objectives of the study and research questions. They were asked to assess the validity of the questions in the questionnaire by ranking them from 1 to 4 against objectives of the study and the research questions. 1-represented strongly disagree, 2-Disagree, 3-Agree, and 4 for strongly agree. From there, a Content Validity Ratio (CVR) and Content Validity Index (CVI) were calculated. CVR was calculated by subtracting the total number of items judged to strongly disagree (1), and disagree (2) from the total number of items judged to strongly agree (4) and agree (3), thereby dividing them to a half of people asked to judge the questionnaire. This CVI was accepted because normally it should be greater than 0.70, which means that the questionnaire was ready to be administered. For the purpose of this study, using this formula below;

The researcher found out that 23 questions out of 26 were valid, hence regarding the whole questionnaire as valid since the content validity Index was above 0.7.

$$CVI = \frac{\text{No. of questions declared valid}}{\text{total No. of questions in the questionnaire}}$$

$$CVI = \frac{23}{26}$$

$$CVI = 0.885$$

A CVI of 0.851 was used to declare that the research instrument valid since it was above 0.7 which is the minimum CVI index required to declare a research instrument valid (Amin, 2005).

3.7.2 Reliability

The test-retest technique was used to determine the reliability (accuracy) of the researcher devised instruments to ten qualified respondents. The test-retest method was used in order to test the reliability of the questionnaire; here the researcher pre-tested the questionnaire on a few respondents before administering it to the sample size. The researcher gave the questionnaire to a few respondents (10 workers) to answer it, after a period of two weeks; the researcher gave the same questionnaire to the same group (10 workers) to answer it again. Responses from the first time (test) were compared to responses of the second test (re-test), and the t-test results indicate a significant difference which is supposed to be less than or equal to 0.05 in order to declare a research instrument reliable (Amin, 2011). The Cronbatch Alpha was computed (0.98) using SPSS. The minimum Cronbatch Alpha coefficient of 0.75 was used to declare an instrument reliable. The formula for determining the Cronbatch Alpha is indicated below

$$\alpha = \frac{k}{k-1} * \frac{1 - \sum s^2}{S^2_{test}}$$

Cronbach's Alpha

Where

k = number of questions

$\sum s^2$ = sum of variances from each questions

s^2 test = total variance of overall scores on the entire test

Table 3.7.3 showing reliability test result

Construct variable	Cronbach's alpha	Number of items
Promotional opportunities	0.99	4
Training opportunities	0.97	5
Performance appraisal	0.98	4
Work efficiency	0.97	5
Goal accomplishment	0.97	5
Service delivery	0.99	4
	0.98	27

Therefore the calculated reliability is 0.98, which means the research instrument was reliable.

3.8 Data gathering procedures

Before the administration of the questionnaires

An introduction letter was obtained from the College of Economics and management for the researcher to ask for approval to conduct the study from respective respondents. Once approved, the researcher secured a list of the qualified respondents from Montserrado County in Monrovia. The names were put in a rota and selected randomly using the simple random sampling technique. The respondents were briefed about the study and were requested to sign the informed consent form.

During the administration of the questionnaires

The respondents were requested to answer the questions completely and not to leave any part of the questionnaires unanswered. The researcher and assistants emphasized the retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires were checked if all were answered.

After the administration of the questionnaires

The data gathered was collected, encoded into the computer and statistically analyzed using the Statistical Package for Social Sciences (SPSS).

3.9 Data Analysis

During data analysis, the data was mainly analysed using SPSS, a statistical package for social scientists. The data was analysed to obtain the descriptive statistics such as frequency tables, percentages and presentations.

Also data from each questionnaire was categorized and edited for accuracy and completeness of information. The information obtained was further triangulated with information from secondary sources for meaningful interpretation and discussion.

The following mean ranges and descriptions were used to interpret responses:

For the extent of human resource practices

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Unsatisfactory
1.00-1.75	Strongly disagree	Very unsatisfactory

For the level of employee performance

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	Very low

Data on profile of respondents was analysed using frequency and percentages, whereas data on the extent of human resource practices and employee performance was analysed using means and rank. Whereas the regression analysis was used to analyse data on all objectives whereby finding out how human resource practices in relation to promotional opportunities, training opportunities and performance appraisal affect employee performance.

Regression equation

$$Y=a+b_1x_1+b_2x_2+b_3x_3$$

Whereby;

Y=the dependent variable (employee performance)

a = level of significance (0.05)

b = Beta

x_1 =promotional opportunities

x_2 = training opportunities

x_3 = performance appraisal

Decision rule

The researcher rejected the hypothesis since the significance value was less than 0.05

3.10 Ethical Consideration

The research process was guided by sound ethical principles which included the followings:-

Objectivity: The researcher ensured objectivity when carrying out the research and any attempt to bias results were considered unethical and were therefore avoided.

Respect: The researcher ensured that respect for the respondents was applied. Respect was encompassed respecting where the opinion of the respondents including the opinion to terminate the interview whenever they felt uncomfortable to continue, questioning style especially for very personal and sensitive questions.

Also the researcher promised the respondents that their identity was not to be disclosed as there was no writing of names on the questionnaires and that everything was to be confidential. The researcher gave the respondents the true facts about the research in order to make informed decisions about participating or not.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter shows the profile information of respondents, the extent of human resource practices, level of employee performance, the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia, the effect of training opportunities on employee performance in Montserrado County in Monrovia, Liberia, and finally the effect of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia.

4.1 Profile of respondents

Respondents were asked to provide information regarding their gender, age, education level and number of years spent in the organisation, their responses were summarized using frequencies and percentage distributions as indicated in table 4.1 below;

Table 1: Demographic Characteristics of respondents

Category	Frequency	Percent
Gender		
Male	91	68.4
Female	42	31.6
Total	133	100
Age		
below 19 years	16	12.0
20-30 years	36	27.1
31-40 years	53	39.8
41-50 years	28	21.1
Total	133	100
Educational qualification		
Certificate	1	.8
Diploma	81	60.9
Bachelors degree	41	30.8
Masters' degree	10	7.5
Total	133	100
Number of years spent in the organisation		
Below 1 year	18	13.5
2-5 years	40	30.1
6-9 years	45	33.8
10 years and above	30	22.6
Total	133	100

Source primary data, 2017

Table 4.1 revealed that majority of the respondents in this sample were male (68.4%) as compared to 42 (31.6%) who were female, hence observing that majority of workers in Montserrado County in Monrovia, Liberia are mainly men. Concerning age; results in table 4.1 indicated that majority of respondents in this sample ranged between 31-40 years of age, this also implied that that majority of respondents in this sample were in their middle adulthood and constituted 39.8%, these were followed by those between 20-30 years of age constituting 27.1%, hence indicating that these were in their early adulthood, 21.1% were between 41-50 years and 12% were below 19 years of age.

With respect to education qualification; the study further showed that diploma holders (60.9%) dominated the study, Bachelors degree were 30.8% and these were followed by Masters' degree holders (7.5%), hence observing that majority of workers in in Montserrado County in Monrovia, Liberia are relatively qualified in academics, and finally 8% had certificate.

Concerning number of years spent in the organization, results in table 4.1 indicated that majority of workers in this sample had an experience of 6-9 years (33.8%), these were followed by those between 2-5 years (30.1%), 13.5% had worked for below 1 year and 22.6% had worked for over 10 years, hence implying that the workers in this sample are highly experienced.

4.2 Human resource practices

The independent variable in this study was human resource practices, this variable (IV) was broken into three constructs and these are; promotional opportunities (with four items/questions), training opportunities (with five questions) and performance appraisal (with four questions). Each of these questions was based on a four point Likert scale where workers were asked to rate the extent of human resource practices by indicating the extents to which they agree or disagree with each question, and their responses were analyzed using SPSS and summarized using means and ranks as indicated in tables 2 below;

Table 4.2: Human resource practices

Items on human resource practices	Mean	Interpretation	Rank
Promotional opportunities			
You have the opportunity for further advancement in this organization	3.41	Very Satisfactory	1
You have a chance to get ahead in this organization	2.93	Satisfactory	2
Being employed in this organization for a long time will get you promoted sooner than having good skills and performing well	2.87	Satisfactory	3
Promotions are based on how well you do your work in this organization	2.41	Unsatisfactory	4
Average mean	2.91	Satisfactory	
Training opportunities			
You always have the opportunity to improve on your skills in this organization	3.34	Very Satisfactory	1
I have been well-trained by the organization for my present job	3.27	Very Satisfactory	2
There are many training opportunities offered by this organization with the purpose of helping its employees perform better on their jobs	2.87	Satisfactory	3
The organization provides support when employees decide to and obtain ongoing training	2.75	Satisfactory	4
Your organization is supportive in developing the careers of its employees	2.43	Unsatisfactory	5
Average mean	2.93	Satisfactory	
Performance appraisal			
This organization always conducts performance appraisals in the fairest way possible	3.31	Very satisfactory	1
The feedback that you receive agrees with what you have actually achieved in your job	3.21	Very satisfactory	2
You are satisfied with the way this organization provides you with feedback on your performance	2.60	Satisfactory	3
Employees in this organization have the opportunity to have 'a say' in organization policies and decisions that affect them.	2.28	Unsatisfactory	4
Average mean	2.85	Satisfactory	
Overall mean	2.90	Satisfactory	

Source: Primary Data, 2017

Mean range

3.26 - 4.00
2.51 - 3.25
1.76 - 2.50
1.00 - 1.75

Response range

strongly agree
Agree
Disagree
strongly disagree

Interpretation

Very satisfactory
Satisfactory
Unsatisfactory
Very unsatisfactory

Results in table 4.2 denoted that human resource practices in Montserrado County in Monrovia, Liberia is generally satisfactory and this was indicated by the overall mean of 2.90, implying that the human resource practices are favorable to the workers of public organizations in Montserrado County.

On Promotional opportunities; results indicated that the level of promotional opportunities was rated as satisfactory and this was indicated by the average mean (mean=2.91). On Promotional opportunities, opportunity for further advancement in this organization was rated very satisfactory (mean=3.41), two items were rated satisfactory (mean=2.93 and mean=2.87), still on promotional opportunities the promotions are based on how well you do your work in this organization (mean=2.41). Thus implying that the majority of workers have the opportunity for further advancements in Montserrado County.

With respect to training opportunities; results in table 4.2 indicated that five items were used to measure this construct and it was also rated satisfactory on average and this was indicated by the average mean of 2.93, hence implying that workers among in Montserrado County always have the opportunity to improve on their skills while at work. They always have the opportunity to improve on your skills in this organization (mean=3.34), have been well-trained by the organization for my present job (mean=3.27), there are many training opportunities offered by this organization with the purpose of helping its employees perform better on their jobs (mean=2.87), the organization provides support when employees decide to and obtain ongoing training (mean=2.75), however the organization is not supportive in developing the careers of its employees (mean=2.43).

Regarding performance appraisal; results in table two connoted that performance appraisal as the last construct on human resource practices was also measured using four items (questions) and it was rated satisfactory on average (mean=2.85), implying that Montserrado County always conduct performance appraisals among workers in the fairest way possible. Resulted still indicated that the feedback that they receive agrees

with what you have actually achieved on their job (mean=3.21), the feedback that you receive agrees with what you have actually achieved in your job (mean=2.60), however the employees in this organization have limited opportunity to have 'a say' in organization policies and decisions that affect them (mean=2.28).

4.3 Employee performance

The dependent variable in this study was employee performance, this variable was broken into three parts and these are; work efficiency (with 5 questions in the questionnaire), goal accomplishment (with five items) and service delivery (with four questions in the questionnaire). Most of these questions were based on a four point Likert scale and respondents were asked to rate the extent to which employee performance is satisfactory by indicating the extent to which they strongly agree, agree disagree, and strongly disagree with each question or item. Their responses were analyzed using SPSS and summarized using means and ranks as indicated in table 4.3 below;

Table 4.3: Employee performance

Variables	Mean	Interpretation	Rank
Work efficiency			
You always eliminate your personal distractions by staying focused on your work	3.51	Very satisfactory	1
You always create a “to do” list by beginning with the highest priorities of the day	3.29	Very satisfactory	2
You always keep a clean and orderly workspace in order to achieve expected productivity from you	2.89	Satisfactory	3
You always make sure that you have the supplies and all the tools needed to do your job	2.58	Satisfactory	4
You always set a timeframe and deadline for your most important projects	1.93	Unsatisfactory	5
Average mean	2.84	Satisfactory	
Goal accomplishment			
You always vet the organizational goals thoroughly through spending much of your time internalizing such goals	3.42	Very satisfactory	1
You always let your inner circle / fellow employees know what you’re trying to accomplish and they correct you to the right track	3.27	Very satisfactory	2
You always do some of the work from home as a way of accomplishing certain organizational goals	3.08	Satisfactory	3
You always explore the strengths and resources required for success and compare them to the current weaknesses	2.88	Satisfactory	4
You always write down and share with your friends the organizational goals to be accomplished	2.55	Satisfactory	5
Average mean	3.04	Satisfactory	
Service delivery			
Increasing of inputs has lead to improved service delivery and enhanced access to services	3.26	Very satisfactory	1
Ensuring availability and access to government services is one of the main functions in your administration	3.19	Very satisfactory	2
Service affordability in your department always depend on the clients’ ability	2.96	Satisfactory	3
Dimensions of access to services are always a pre-condition for quality in your organization	2.26	Unsatisfactory	4
Average mean	2.92	Satisfactory	
Overall mean	2.93	Satisfactory	

Source: Primary Data, 2017

Results in table 43 indicated that employee performance was rated satisfactory and this was indicated by the overall mean of 2.93, which implies that the staff members in Montserrado County, always perform their duties the way required by their bosses.

Work efficiency as the first construct on the dependent variable was measured using four items and this was rated satisfactory (mean=2.84), this implied that the workers in Montserrado County always eliminate their personal distractions by staying focused on their work and they always create a "to do" list by beginning with the highest priorities of the day. Still results indicated that the employees always create a "to do" list by beginning with the highest priorities of the day (mean=3.29), always keep a clean and orderly workspace in order to achieve expected productivity from them (mean=2.89), always make sure that they have the supplies and all the tools needed to do their job (mean=2.58), however they always not set a timeframe and deadline for your most important projects (mean=1.93).

With respect to goal accomplishment, results indicated that this was also rated satisfactory and this was indicated by the average mean of 3.04, hence implying that the employees in Montserrado County always vet the organizational goals thoroughly through spending much of their time internalizing the organisational goals, also they always let fellow employees know what they are trying to accomplish and they are corrected to the right track. They always let their inner circle / fellow employees know what you're trying to accomplish and they correct them to the right track (mean=3.27), always do some of the work from home as a way of accomplishing certain organizational goals (mean=3.08), always explore the strengths and resources required for success and compare them to the current weaknesses (mean=2.88), always write down and share with your friends the organizational goals to be accomplished (mean=2.55).

Concerning service delivery; this construct was rated satisfactory and this was indicated by the average mean of 2.92, this implies that one of the main functions in the administration of Montserrado County is ensuring the availability and access to government services, it also implies that increasing of inputs has led to improved service delivery and enhanced access to government services in Montserrado County. Ensuring availability and access to government services is one of the main functions in your administration (mean=3.19), service affordability in your department always depend on the clients' ability (mean=2.96), however the dimensions of access to services are always a pre-condition for quality in your organization (mean=2.26).

Table 4.4: the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.449	.38901
a. Predictors: (Constant), promotional opportunities				

ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.798	1	47.798	315.854	.000 ^a
	Residual	58.413	386	.151		
	Total	106.211	387			
a. Predictors: (Constant), promotional opportunities						
b. Dependent Variable: employee performance						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.514	.067		22.636	.000
	Promotional opportunities	.442	.025	.671	17.772	.000
a. Dependent Variable: employee performance						

Regression analysis results in the Model Summary table revealed that promotional opportunities accounted for 45% on employee performance in Montserrado County in Monrovia, Liberia and this was indicated by r-squared of 0.450 implying that the extent promotional opportunities contributes to employee performance in Montserrado County in Monrovia, Liberia.

The ANOVA table indicated that promotional opportunities significantly affects employee performance and this was indicated by the F-value=315.854 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that promotional opportunities highly contribute to employee performance in Montserrado County in Monrovia, Liberia.

The coefficients table indicated that considering the standard error, promotional opportunities significantly affects employee performance in Montserrado County in Monrovia, Liberia ($\beta=0.442$, Sig=0.000).

4.5 Objective two; the effect of training opportunities on employee performance in Montserrado County in Monrovia, Liberia

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	.239	.237	.45763
a. Predictors: (Constant), training opportunities				

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.368	1	25.368	121.132	.000 ^a
	Residual	80.838	386	.209		
	Total	106.206	387			
a. Predictors: (Constant), training opportunities						
b. Dependent Variable: employee performance						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.731	.087		19.957	.000
	training opportunities	.376	.034	.489	11.006	.000
a. Dependent Variable: employee performance						

Regression analysis results in the Model Summary table indicated that training opportunities accounted for 23.9% on employee performance in Montserrado County in Monrovia, Liberia and this was indicated by r-squared of 0.239, implying that training opportunities significantly contributes 65.8% on employee performance in Montserrado County in Monrovia, Liberia.

The ANOVA table indicated that training opportunities has a significant effect on employee performance and this was indicated by the F-value=121.132 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare such a significant effect. This implies that training opportunities has a great impact on employee performance in Montserrado County in Monrovia, Liberia.

The coefficients table indicated that considering the standard error, training opportunities significantly affects the employee performance ($\beta=0.376$, Sig=0.000).

Table 4.6: the influence of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543 ^a	.295	.293	.43712

a. Predictors: (Constant), performance appraisals

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.685	1	30.685	160.590	.000 ^a
	Residual	73.373	384	.191		
	Total	104.058	385			
a. Predictors: (Constant), performance appraisals						
b. Dependent Variable: employee performance						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.364	.104		13.141	.000
	performance appraisals	.494	.039	.543	12.672	.000
a. Dependent Variable: employee performance						

Regression analysis results in the model Summary table indicated that the performance appraisals significantly affects employee performance in Montserrado County in Monrovia, Liberia at a rate of 29.5% and this was indicated by r-squared of 0.295, hence implying that performance appraisals has a significance effect on employee performance in Montserrado County in Monrovia, Liberia.

The ANOVA table indicated a positive significant effect performance appraisals has on employee performance and this was indicated by the positive F-value=160.590 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that performance appraisals highly influences employee performance in Montserrado County in Monrovia, Liberia. Still this implied that high levels of performance appraisals improves the level of employee performance and poor performance appraisals measures reduce it.

The coefficients table indicated that considering the standard error, performance appraisals significantly affects the employee performance in Montserrado County in Monrovia, Liberia ($\beta=0.494$, Sig=0.000).

Responses from the interview guide indicated that;

"we are dissatisfied with the current positions because this organisation had to cut benefits due to the economy. Without incentives, we are worried about our financial future, and rightly so, this is one of the leading issues facing employees in this organisation".

In relation to what can be done by the management of Montserrado County Monrovia-Liberia in order to ensure strong employee performance, the respondents had this to say;

"managers should also open the floor to the underperforming employee to articulate what barriers are standing in their way so that the manager can improve their circumstances. Employee performance can be improved when both the manager and the employee understand where they are, where they need to be, and how they are going to get there. In addition to the manager and employee having open communication, the entire team should be encouraged to communicate everything from progress, deadlines, expectations, and resources".

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presented the findings, conclusions, recommendations and suggested areas that need further research following the study objectives and study hypothesis.

5.1 Discussions

This study was set to examine the effect of human resource practices on employee performance in Montserrado County in Monrovia, Liberia, three specific objectives guided this study and these were i) determining the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia; ii) establishing the effect of training opportunities on employee performance in Montserrado County in Monrovia, Liberia, and (iii) investigating the effect of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia.

5.1.1 Objective one; the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia

The findings indicated that promotional opportunities significantly affects employee performance in Montserrado County in Monrovia, Liberia, this effect therefore implies that promotional opportunities contribute to employee performance in Montserrado County in Monrovia, Liberia. This finding is in line with Claydon (2013) who argued that employees will only work hard to get promoted if they perceive that positions are available and awarded on the basis of work performance. Gruber (2012) found that managers with moderate mobility were less committed to the organization than managers who were most mobile during their careers. Perceptions of few or unfair promotional opportunities have been found to result in negative attitudes towards work or the organization (Robbins, 2014). Perceptions of the fairness of promotion procedures can alienate employees who were passed over especially if they perceive the procedures to have been unfair (Lazear, 2011). Therefore, employees who received

a promotion are not only likely to experience equity regarding their treatment in the organization but also reported higher levels of organizational commitment.

In a study of 313 Eritrean civil servants, McGregor (2014) found a negative correlation between promotions and employee work attitudes. McGregor noted that respondents with better performance records perceived that promotional practices were not based on written, formal policies but on seniority which could be influenced by non-merit considerations such as favoritisms, nepotism and political loyalty. Madrian (2012) found that continuance commitment was higher among employees who were rated as less promotable by their superiors. Organizations that have firm internal labor markets (FILMs), characterized by availability of promotional opportunities and mobility up the organizational ladder, enhanced employee loyalty and attachment while absence or blockage of opportunities for advancement led to lower organizational commitment and was associated with other negative work attitudes and behaviors (McCullers, 2013).

5.1.2 Objective two; the impact of training opportunities on employee performance in Montserrado County in Monrovia, Liberia

The findings revealed that there is a significant effect training opportunities has on employee performance in Montserrado County in Monrovia, Liberia, this also implied that high levels of training opportunities improve the level of employee performance in Montserrado County in Monrovia, Liberia and poor training opportunities system reduces it. This is in line with Ryan (2010) who noted that organizations that extensively train their employees create a reputation for valuing and developing employees and are able to attract a cadre of highly skilled employees. Such organizations send a clear message to their employees that they are committed to the development of their people leading to high affective and normative commitment. Such skills constitute sunk costs in terms of time and effort that an employee stands to lose if he/she leaves the organization. Such employees are 'betting' that the time and energy invested will pay off with continued employment in that organization (Gruber, 2012). However, organizations that provide company specific training are likely to induce

continuance commitment because the training makes employees more valuable to their existing employers than to potential employers (McElroy, 2015).

Kessler (2010) found that one of the problems arising from organizational training is identifying the quality and relevance of the training being provided. Beardwell (2013, p.16) report that even where training opportunities are provided by the organization, there is often “no explicit aim within the training of increasing the individual’s skill base or broadening their experience. According to Kamoche *et al.* (2013), training in organizations in Liberia is mainly treated as a cost and with the volatile economic situation in Liberia, managers are finding it difficult to view training as an investment because of its uncertain value. Where training exists, it is usually limited to equipping the employees with narrowly-defined, firm-specific skills that facilitate the attainment of short-term objectives. This is consistent with ‘traditional’ HRM whereby training is viewed as a ‘burden’ while training policies are unclear and vague (Kamoche, 2013). Claydon (2013) found that most organizations were only concerned with the quantitative aspects of training, (i.e. the cost and time invested) resulting in workers who were overqualified for their jobs leading to poor motivation and low morale.

Ajai (2010) also report that public sector employees in most developing countries who have received training paid for by their governments have been unable to utilize their expertise due to unattractive compensation and therefore opt to move to the private sector or overseas. Therefore, in order for organizations to develop and raise the level of productivity, there is a need to transform the way they develop people by nurturing cultures that value contribution from their employees, undertake cost-effective training activities that are geared to enhancing labor productivity and product quality.

5.1.3 Objective three; the influence of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia

The findings of this study proved a positive significant effect performance appraisal has on employee performance in Montserrado County in Monrovia, Liberia, this therefore

implies that good performance appraisal increases the level of employee performance in Montserrado County in Monrovia, Liberia and poor performance appraisal system reduces it. This finding is in line with Kamoche *et al.* (2013) who reported that performance appraisals in organizations in Liberia have been complicated by cultural and social issues. For instance, employees who know influential people in the organization who can protect them, tend to be spared when performance appraisals are used to select workers for redundancy, thus placing politics and good interpersonal relationships above organizational goal-oriented performance. Arthur (2010) found that there were no set performance goals and that the performance criteria were often vaguely defined. This vagueness in performance criteria encourages subjectivity in the performance appraisal process. In addition, African cultural norms have been found to have a negative impact on the appraisal process (Aryee, 2013). Similarly, Watson (2012) observed that ethnicity and kinship affiliation play a significant role in performance appraisal in Liberia as they have been used by some bosses to settle personal scores against the appraises.

5.2 Conclusions

5.2.1 Objective one; the effect of promotional opportunities on employee performance in Montserrado County in Monrovia, Liberia

According to the findings promotional opportunities has a positive significant effect on employee performance in Montserrado County in Monrovia, Liberia, hence concluding that promotional opportunities contribute to employee performance in Montserrado County in Monrovia, Liberia.

5.2.2 Objective two; the impact of training opportunities on employee performance in Montserrado County in Monrovia, Liberia

According to the findings, training opportunities has a significant impact on employee performance in Montserrado County in Monrovia, Liberia, hence concluding that high levels of training opportunities improve the level of employee performance in

Montserrado County in Monrovia, Liberia and poor training opportunities system reduces it.

5.2.3 Objective three; the effect of performance appraisals on employee performance in Montserrado County in Monrovia, Liberia

According to the findings performance appraisal has a positive significant effect on employee performance in Montserrado County in Monrovia, Liberia, hence concluding that good performance appraisal increases the level of employee performance in Montserrado County in Monrovia, Liberia and poor performance appraisal system reduces it.

5.3 Recommendations

From the findings, the researcher recommends the following:

5.3.1 Objective one;

The management of Montserrado County should make sure that promotions are based on how well an employee does the work but not basing on tribe and religion, and employees must understand what's expected of them and agree on what they need to do to improve.

5.3.2 Objective two;

The employees in Montserrado County should have the opportunity to have 'a say' in organizational policies and decisions that affect them, this can be done by allowing employees to attend meetings and let them contribute during decision making. Hence increasing output or the quality of output and if at a faster rate than competition, benefits will be achieved through the value-added through the service.

5.3.3 Objective three;

Dimensions of access to services should always be a pre-condition for quality in Montserrado County in Monrovia, Liberia. This comes with the solutions for improving employee efficiency and productivity within the organization by focus on clarifying

employee roles, offer training opportunities, encourage teamwork, utilize technology and being flexible.

5.4 Contribution to knowledge

The study contributed to new knowledge by identifying different human resource practices used in Montserrado County in Monrovia, Liberia which included promotional opportunities, training opportunities and performance appraisals. The following are the measurements of employee performance in Montserrado County in Monrovia, Liberia; work efficiency, service delivery and goal accomplishment. It will be part of the reference by other scholars, still Montserrado Local Government will use the study to improve on the human resource practices within the local government. One of the most crucial response systems is the institution's reward structure. While salary adjustment may be fixed, alternative reward structures may be initiated by departments to recognize productive staff. Concerns with under-productive staff may be addressed through targeted staff development activities or through other means as appropriate.

5.5 Areas for further research

Prospective researchers are encouraged to research on the following areas:

1. Performance appraisal and Accessibility of public services in Montserrado County in Monrovia, Liberia.
2. Promotional opportunities and availability of public services in Montserrado County in Monrovia, Liberia.
- 3 Human resource practices and availability of public services in Montserrado County in Monrovia, Liberia.

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APPENDIX I

RESEARCH INSTRUMENT

SECTION A: Social Demographic Characteristics of respondents

Tick (✓) where necessary and (×) cross where it is not applicable.

a) What is your marital Status?

Single () Married () Divorced () Widowed ()

b) Single Male () Female ()

Age Range

Below 19 years ()

Between 20-30 years, ()

Between 31-40 years, ()

Between 41-50 years ()

More than 51 years ()

Educational qualification

1) Certificate ()

2) Diploma ()

3) Bachelors degree ()

4) Master's degree ()

5) PhD ()

4. Working Experience

a) Below 1 year

b) 2-5 years

c) 6-9 years

d) 10 years and above

SECTION B: SECTION B: Questionnaire to determine Human resource practices

Direction: Please respond to the options and kindly be guided with the rating system below. Please write your rating in the space provided.

Response Model	Rating	Description	Interpretation
Strongly Agree	(5)	You agree without doubt at all	Very Good
Agree	(4)	You agree with some doubt	Good
Not sure	(3)	You know nothing	Neutral
Disagree	(2)	You disagree with some doubt	Fair
Strongly disagree	(1)	You disagree without doubt at All	Poor

NO	Promotional opportunities	SA	A	NS	D	SD
1	You have a chance to get ahead in this organization					
2	Promotions are based on how well you do your work in this organization					
3	You have the opportunity for further advancement in this organization					
4	Being employed in this organization for a long time will get you promoted					
	Training opportunities					
5	I have been well-trained by the organisation for my present job					
6	Your organization is supportive in developing the careers of its employees					
7	You always have the opportunity to improve on your skills in this organization					
8	There are many training opportunities offered by this organization with the purpose of helping its employees perform better on their jobs					
9	The organization provides support when employees decide to and obtain ongoing training					
	Performance appraisal					
10	The feedback that you receive agrees with what you have actually achieved in your job					
11	Employees in this organization have the opportunity to have 'a say' in organization policies and decisions that affect them.					
12	This organization always conducts performance appraisals in the fairest way possible					
13	The feedback that you receive agrees with what you have actually achieved in your job					

Direction: Please respond to the options and kindly be guided with the rating system below. Please write your rating in the space provided.

Response Model	Rating	Description	Interpretation
Strongly Agree	(5)	You agree without doubt at all	Very Good
Agree	(4)	You agree with some doubt	Good
Not sure	(3)	You know nothing	Neutral
Disagree	(2)	You disagree with some doubt	Fair
Strongly disagree	(1)	You disagree without doubt at All	Poor

Section C: Questionnaire to measure employee performance

NO	Work efficiency	SA	A	DA	SD
1	You always keep a clean and orderly workspace in order to achieve expected productivity from you				
2	You always make sure that you have the supplies and all the tools needed to do your job.				
3	You always set a timeframe and deadline for your most important projects.				
4	You always eliminate your personal distractions by staying focused on your work.				
5	You always create a "to do" list by beginning with the highest priorities of the day.				
	Goal accomplishment				
1	You always explore the strengths and resources required for success and compare them to the current weaknesses.				
2	You always write down and share with your friends the organizational goals to be accomplished.				
3	You always vet the organizational goals thoroughly through spending much of your time internalizing such goals.				
4	You always do some of the work from home as a way of accomplishing certain organizational goals.				
5	You always let your inner circle / fellow employees know what you're trying to accomplish and they correct you to the right track.				
	Service delivery				
1	Ensuring availability and access to government services is one of the main functions in your administration.				
2	Increasing of inputs has lead to improved service delivery and enhanced access to services				
3	Dimensions of access to services are always a pre-condition for quality in your organization.				
4	Service affordability in your department always depend on the clients' ability				

Interview guide

1----Explain the problems faced by employees in Montserrado local government-Liberia

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2a----Explain the human resource practices being put in place by the management of
Montserrado County Monrovia-Liberia

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2b----Are the HRM practices identified in (2a) above conducive to employee
well-being?

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3----Explain what can be done by the management of Montserrado County
Monrovia-Liberia in order to ensure strong employee performance

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