

STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE OF INFORMATION SERVICES DEPARTMENT IN GHANA

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ABSTRACT

Employee's performance is crucial to optimum productivity especially in public institutions across the globe. For public organizations to attain their strategic goals, staff performance management, capacity upgrade and employee's motivation plays a pivotal role. Extant research studies have revealed a relationship between strategic human resource management practices and organizational performance. Moreover, several research studies have been subjective in determining effects human resource management practices has on organizational performance. This study therefore, employs desk review to determine the impact strategic human resource management practices has on organizational performance. Literature reviewed indicates that there are gaps in explaining the relationship between strategic human resource management practices and organizational performance. Several researchers including practitioners have measured performance management practices such as employee's motivation effect on organizational performance using different measurement approaches. Available literature indicates that other key

determinants such as employees training and development, culture and institutional leadership, top management commitment and some others impact on the use of strategic human resource management practices on organizational performance. Therefore, there is a real need to determine the relationship between strategic human resource management practices and organizational performance. Public institutional managers should ensure that relevant strategic human resource management practices adopted for full application are well communicated to staff and linked to individual staff and overall organizational objectives while role content and scope must also, be defined explicitly and clearly to avoid role clash and role enigma. Employee's performance should also be reviewed periodically to ensure that goals and objectives are continuously being met that would translate into the achievement of maximum organizational productivity.

Key words: Strategic Human Resource, Management Practices, Organizational Performance, and performance management

INTRODUCTION

Background of the Study

Public education on government policies, programs and activities contributes immensely to the development of every country. It was espoused however, that state media control is a challenge confronting access to information dissemination globally (United Nation Development Program, 2006; & Stephen et al., 2009). In Africa, Ghana and South African governments for example, controlled media until 1992 and 1996 constitutions were promulgated. This adverse information

diffusion environment, converge at Humphreys, (1996) and Iosifidis, (2007) findings which accounted for variations in media advocacy and regulatory systems that exist across Europe.

Humphrey, (1996) and Iosifidis, (2007) as cited in Iosifidis, (2011) Stephen *et al.*, (2009) and United UNDP, (2006) works affirmed hostile government and work instances where media is suppressed, controlled and politicized. Also, limited state and bureaucratic capacity, the lack of awareness of citizens rights both under the constitution and from new legislations in some special cases is compounded by public inhibitions against seeking information and a fear of asserting right to information at the local level and influence in media advocacy present major challenges in information dissemination on the global front.

Inadequate policy and policy guidelines for full implementation of strategic human resource management practices (SHRMP) such as fair recruitment and staff training; to stimulate performance of ISD remained a challenge in information delivery in Ghana. This adverse information dissemination environment hinders smooth implementation of government's projects.

Given this, the main sources of information in promoting government agenda in Ghana is radio, television, social media, internet and newspapers Thomas and Josephine, (2018). As a result, Amankwa, (2010) advised Government of Ghana to scrub Information Ministry and resources redirected to ISD instead.

During orientation for newly recruited Assistant Information Officers and Journalists, in Kumasi of the Republic of Ghana, David, (2004) told the officers that ISD was established by the British Colonial Government in Accra, in the latter months of 1939 as a branch of the Government Secretariate with the objective of conveying to the people of Gold Coast news and pictures of the progress of World War Two. The first cinema van was imported and three others constructed locally to take war films to towns on motorable roads in 1940. The *Empire at War* – weekly newspaper was started. The department was renamed Public Relations Department after 1945 and ISD in 1952. According to David, (2004) the first regional offices were opened in Cape Coast, Kumasi and Tamale after the 1948 disturbances. Presently, regional offices have been opened in all the sixteen regional capitals and one hundred and sixty-five metropolitan, municipal and district assemblies across the country advancing government projects through information dissemination. The present day ISD traces its mandate from Article 190 Clause (1) (a) of the 1992 Constitution, Civil Service Act 1993 and PNDC Law 327 section (1) (1).

Forthwith, Ministry of Information (2017-2019) Medium term expenditure framework, GSGAA11 tasked the ISD to sensitize the general public on government projects by way of street announcements, film shows, pictorial displays and circulation of printed materials. It is also, to ensure government is aware of public reactions to its agenda, assist other Ministries,

Departments and Agencies (MDAs) reach out to their publics, The ISD is also, to ensure good governance and poverty reduction. To achieve these objectives, the government of Ghana often seek the support of Ghanaians as the implementor of their development projects.

ORGANIZATIONAL PERFORMANCE

Randaree and Youha, (2009) construed performance as the ability to effectively implement strategies that will help business firms to achieve their strategic goals. Organizational performance is the extent to which institutions, with some informational, financial and human resources position itself effectively on the business market. To achieve this objective, Norton and Kaplan, (1996) suggested full application of SHRMP which involves financial, business process, customer, employee learning, subjective, objective practices and innovation perspectives ISD can adopt to improve upon OP Hult *et al.*, (2008) and Zurekat, Salameh and Arawashdeh (2011).

Strategic Human Resource Management

Strategy can be trace back to the Greek word “strategos” meaning a general. It emanates from roots meaning “army” and “lead” (Legg, 1995). Miller, (1991) given this defined strategy as a market-oriented concept basically concerns with products, and services for organizational competitive advantage. Strategic human resource management (SHRM) is crucial in the management of people at work (Armstrong & Taylor). SHRM is a management approach that aims at the development and implementation of SHRM strategies to be integrated into organizations overall strategic objectives (Armstrong & Taylor, 2004). SHRM is about linking people with the firm Schuler and Jackson (1987) while Armstrong and Taylor, (2004) defined SHRM as intersection between SHRM and strategic management. Organizational objectives are achieved when SHRM systems are developed and fully implemented base on organizational needs Meshoulam, (1998). HRM field has sought to become integrated with strategic management process through the development of a new discipline referred to as SHRM Wright and McMahan (1992).

From aforementioned, SHRM is a general concept of how integration between human resource (HR) strategies are achieved. The benefit of taking a long-term view of where HR should be going and how to get there, and how coherent and mutually supporting HR strategies should be developed and implemented is crucial. Importantly, SHRM is about how members of HR function should adopt a strategic approach on daily basis as part of management team and ensure that HR activities support achievement of institutional strategies on continuous bases and added value.

In effect, SHRM is a perspective that defines achievements of organizational goals through people such that the latter contribute to the achievement of the former. SHRM main target is to

integrate HR practices into HR plans. SHRM is about HR strategies and the strategic management activities of HR professionals Armstrong and Taylor, (2004). One basic strategic aim of SHRM is to enhance organizational capability, engage committed and highly-motivated staff it needs to achieve sustained competitive advantage. SHRM is also, about how employment relationships are managed to contribute optimally to the organizational goal achievement. According to Armstrong and Taylor, (2004) SHRM main objectives are to contribute to the formulation of business strategies, provide a sense of direction in competitive business environment to achieve integration-the vertical alignment of HR strategies with business strategies and horizontal integration of HR strategies.

Strategic Human Resource Management Practices

SHRMP has been construed to mean performance management strategy since its evolution in the early 1950s. Its connection to organizational performance Huselid, (1995) said are universal and contingent in nature. ISD can adopt some SHRMP as their central features to facilitate their achievement of competitive advantage due to change in market systems and in knowledge economy as Felix and Dominic, (2015) emphasized. Institution's can achieve their strategic goals and have competitive advantage over others if they can synergize their SHRMP correctly in response to regular transformation of business environment (Huselid & Delarney, 1996). Effective use of SHRMP would give value to attainment of organizational goals (Huselid, 1995 Ditmar, 2002 & Pfiffer, 1998).

The most important organizations asset is the HR. Employees possess implicit knowledge institutions use as competitive advantage. HR satisfies valuable, rare, inimitable, and non-substitutable (VRIN) conditions and also, serves as a central feature for organizations strategy Armstrong and Taylor, (2004) and Muriithi and Beyene, (2014). SHRMP and policies should be linked to organizations strategic objectives Banley, (1993). SHRMP is a managerial concept that must ensure that employees are optimally utilized for a sustained organizational competitive advantage (Kiiri, 2015).

In practice, SHRMP supports public institutions in particular to be more competitive and facilitates workers adaptation to government changing role from the need for knowledge, experience, qualification and skills to the development and management of organization public service delivery policy and tackling economic woes of global magnitude (Kiiri & Thomplans, 2015: 2003). Competition to innovatively provide services and products, changing investors intentions and customer expectations have become the norm for institutions. To achieve these objectives most effectively, institutions must improve their capabilities, reduce cost without sacrificing quality, and differentiation in all aspects. Organizations must also, develop relevant strategies to achieve above aims and follow strategic business plan with a chosen time frame.

Organizations must link their human resource strategies to organizational strategy to overcome the threat posed by competitors (Gamage, 2021).

Problem Statement

Despite mass use of technology in recent times which includes internet, electronic, print media and some others in accessing and disseminating government information, a recent development indicates that people are denied access to especially restricted government information Iosifidis, (2011) and UNDP, (2006) concluded that media policy and regulations among European countries have typically been influenced by internal state media policies by member States. The challenges confronting public access to government information is more pronounced in Africa especially, East and South Africa due to interference and media manipulation by governments. Parliament of Ghana for example, passed the right to information Act, 2019 (Act 989). This law is however, yet to be fully implemented to enable citizenry to access especially restricted government information due to lack of political will and also, small budget earmarked by government annually for the ISD to undertake government information dissemination exercise across the country.

Amankwa and Callitus, (2014) study on *Disseminating Government Policies to Local Communities: A Communication Audit of Metropolitan, Municipal and District Assemblies (MMDAs) in the Southern Sector of Ghana*, using only forty Coordinating Directors (DCDs) out of 169 DCDs nationwide as respondents in addition to researchers' failure to include Information Officers across the country constitutes communication gap to be filled. Similarly, Winefred, (2020) study on social media Technologies in Policy Communication carried out in Ghana concluded that there is real challenge evaluating the relationship between social media usage and public policy communication as there is limited research on the use of social media in public policy diffusion and policy feedback. It can be emphasized that there is no significant relationship between these two study results since the previous study focused on disseminating government information through Metropolitan, Municipal and District Assemblies (MMDAs) while the later focused on examining the interrelatedness between social media in public policy diffusion and policy feedback in contrast to the focus of the present study to use Information Officers. Furthermore, a study conducted on SHRM and OP: Mediating Role of Employees Well-Being in the India Information Technology (IT) sector concluded that there is a significant relationship between SHRMP and OP Showkat *et al.*, (2019). This study outcome serves as a key foundation which the current study wishes to achieve. The work of Showkat, *et al.*, (2019) has no significant interrelatedness with Amankwa and Callitus, (2014) and Winefred, (2020) constituting another study gap in literature.

Muriithi and Beyene, (2014) on *SHMP and OP: A Case of NICE* conceptual framework indicators of motivation has incentive base pay on performance, promotion on individual

performance and promotion on academic merits. The purpose is to stimulate employee's motivation to increased productivity. On the flipside, the current study is directed at activation, persistence, and intensity as key determinants does not show any significant relationship between the two studies but rather constitute a gap in literature. A study on Business Process Outsourcing and OP of commercial banks in Kenya by Githuma Murithi Isaiah in the year 2019 focused on information technology with indicators of software development, information technology management and marketing. This study is entirely different from the current study which is focused on employee's performance as the independent variable and staff training acting as mediating factor for performance. The two studies however are in harmony with each other on organizational performance management. This includes individual, departmental targets, recognition and employee's involvement as intervening variables directed at improving overall organizational performance. However, the three studies converged at the dependent variable which include customer and employee's satisfaction

A critical assessment of empirical and theoretical literature connecting SHRMP and OP in communication industry point to contradictory outcomes. Lack of policy guidelines for full implementation of SHRMP remained a challenge to most organizations while some key SHRMP were found to improve OP with high performance work systems (HPWS) in place. Few researches have been conducted in this area despite the researcher's emphasis on importance to incorporate SHRMP into strategic organization planning process. Studies conducted were mostly in ICT and some other sub- sectors. None of the studies conducted in SHRMP and OP in public sub-sector investigated and advanced reasons for the communication gap between the government of Ghana and the citizenry especially in the rural communities. Furthermore, empirical literature scrutinized was focused mainly on the direct relationship between SHRMP and the OP. A gap is identified to indicate whether SHRMPs has any influence on OP. Also, if organizational leadership has any moderating influence on the relationship between SHRMPs and OP. Owing to the above research gaps identified, the present desk review sought to provide empirical evidence on the influence of SHRMP on OP of ISD in Ghana. This therefore, formed the study gap in knowledge that the current study sort to fill.

Objectives of the Study

General Objective

The general objective of the study was to determine effects of strategic human resource management practices on organizational performance of ISD in Ghana.

Specific Objective

The specific objectives of the study are to:

- i) explore strategic human resource management practices in the Information Services Department to enhance performance
- ii) establish perceived effects of human resource management practices on performance in ISD

Research Questions

Drawing from the proposed conceptual model, the study seeks to address the following research questions:

Ho1: what is the effect of strategic human resource management practices on ISD performance

Ho2: what is the effect of perceived strategic human resource management practices on ISD performance

Strategic Human Resource Management Practices Sustainability

Sustainability is a process that relates economic and social aspects taking into account ecological balance and environmental protection. Continuous rise in the concept of sustainable development amounts to the rising interest in practices encompassing the sustainable SHRM activities undertaken by human resource department to implement the principle of sustainable development in the organization. Basically, it refers to the notion of sustainable HRM recognized by scholars as a new paradigm in the study area of HRM. There is a clear gap in research regarding sustainable HRM in Polish companies and lack of research contributions on Podlasie region Marzur *et al.*, (2020).

Strategic sustainability is made of useful organizational benefits and environmental effect. Some organizations neglect the potential and indicators necessary for its full implementation. Some employers fail to incorporate sustainability into their business strategic plans. The art and science of sustainability methods are important to institutionalized sustainability initiatives to deliver business and environmental benefits with key role of HRM managers strategically placed to make major contributions due to people related dimensions of this type of initiative as well as the range of art and science skills typically associated with human resource function itself Schroeder, (2012).

THEORETICAL AND EMPIRICAL REVIEW

Resource-Based View Theory

Resource-Based View theory (RBV) proposed by Barney, (1993) and Winerfelt, (1984) assumed that employees are rare, unchallengeable, valuable, tacit, and can serve as organizations competitive advantage. Theories serve as the benchmark on which HR mechanism are evaluated for organizational competitive advantage Lado and Wilson, (1994). Practitioners have applied RBV to HRM. Several researchers have also, dived from RBV to elucidate significant relationship between HR mechanisms and RBV for institutional effectiveness. RBV framework takes into account models base on contributions of human resource to overall organizational performance through monetary value generation Wright, *et al.*, (2011). Employees have human capital which is the most important organizational asset. However, if employees are not properly managed and they exit organization, their human capital is transferred to other institutions. It has become necessary for institutions to apply relevant HR mechanisms with relevant theories for a sustained competitive advantage.

Application of HR theories in staff management is clear evidence in recent past. Interrelationship between HR systems and research studies has influence on effectiveness of organizational performance Lepak and Snell, (2002). Few studies in recent past have focused on HR mechanisms which help institutions to make human capital of each employee strategically valuable Wright, *et al.*, (2011).

Universalistic theory was proposed by Deward and Werbel, (1979) who emphasized that some SHRMP are better than some others. SHRM best practices would lead to higher organizational performance (Osterman, 1994). Greater use of high-performance practices such as incentive pay increase productivity and return on investment across organizations would lead to higher productivity Pfiffer, (1995). What contribute to good results in one organization may not necessarily contribute equally good results in other organizations because it may not fit its strategy. Hence, the need to examine the influence of SHRMP as a performance in a specific contest, (Wilkison & Machington, 2008).

Summary of Theoretical Gaps

From the theoretical literature discussed, the table below gives a brief summary of the models and theories of SHRMP and OP reviewed which established the relationships and gaps of each one of them.

Table 3.1 Summary of Theoretical Gaps

Theory	Author	Construct	Gap
Resource Base View	Wernerfelt (1984)	Based on human, physical, financial, commercial, organizational and technological asset	This theory emphasized on management view on organizations resources.
Universalistic	Deward and Werbel (1979)	Application of superior managerial practices: general norms, concepts, values, and cultures to all people irrespective of their location	The theory was directed at managerial attention to organizations management

Source: Researcher (2021)

Empirical Review of Literature

Previous empirical studies reviewed revealed contextual, practical knowledge communication, geographic, and conceptual gaps in knowledge.

Chiyere, (2021) understudied 82 respondents and explored influence SHRMP has on employees and OP. Quantitative, descriptive and Pearson’s correlation methods were applied to determine the relationships that influence institutional management decision making process on adoption and full implementation of SHRMP on the impact of SHRMP on performance management within the IT industries in Nigeria. The study shows that there was a strong association between SHRMP and performance management.

Sheikh, *et al.*, (2022) investigated performance measurement and management in the British higher education sector. The concentration of the study was to resolve performance management practices in the British higher education to strategically link these practices to HELs in the UK. A qualitative study technique was employed in the examination of the views of HR practitioners on the performance measurement systems in the UK universities. The study revealed an association between performance measurement and performance management in the respondent’s institutions.

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

Thang, and Nghi, (2022) investigated the effect of employee motivation on employee performance: the case at Otuksa Japan company. The study explored the influence of motivation on work output. A survey of 200 respondents were interviewed. Structural equation modeling was applied (SEM). The study showed that factors affecting staff motivation include working conditions, income-benefits, career development, and workplace relationship. In which according to this researcher's career development puts the most impact on employee motivation. The study outcome indicated a positive relationship between work motivation and Otuksas company employee's performance.

Ampadu and Vargas, (2022) empirical work was on effects of training on employee's performance in the Parliament of Ghana. The focus of the study was to examine the impact of training on employee's performance, motivation, and job satisfaction. The study employed quota sampling technique and draw a sample of 133 out of 200 staff population. The study findings revealed that training does not only increase employee's performance, but also, positively affects staff motivation, and job satisfaction among parliamentary staff in Ghana.

Ismail *et al.*, (2010). Understudied the relationship between organizational competitive advantage and performance moderated by the age and size of a firm. The study was carried out among 127 manufacturers listed in the 2008 Federation of Malaysian Manufactures Directory. A cross sectional study was conducted using structured questionnaire to obtain responses from respondents. Using two-way ANOVA, the study showed that age of an organization is a significant moderator in the relationship between competitive advantage and organizational performance and that this association is stronger for older institutions.

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

The research methodologies are surveys. None of these research studies considered SHRMP and its influence on organizational performance level in the communication industry in Ghana. Additionally, while research studies recognize the influential role of SHRMP in improving organizational performance, a major focus has been on countries such as Nigeria, Brazil, Iraq, Japan and some others. Extant researches on the relationship between SHRMP and OP in Ghana are lacking. These research gaps therefore, formed the bases for the need to establish the influence SHRMP has on organizational performance in communication industry in Ghana.

Summary of Empirical gaps

From empirical literature discussed, the table attached below gives a brief summary which sought to established the relationships, and gaps in the study.

Table 3.2: Summary of Empirical Literature and Research Gaps

Author/ Year	Countr y	Philosoph ical foundatio n	Purpose of the study	Study purpose/t itle	Methodol ogy	Findings	Research gap
Chiyere (2021)	Nigeria	Positivism	Impact SHRMP has on performa nce managem ent within IT sector.	The impact of SHRMP on performa nce managem ent within the IT industry	Questionn aire and survey approach was used	The study showed strong relationsh ip between SHRMP and OP	The study was limited to only IT industry in Nigeria. The present study utilized all ISD Region al and District officers.
Sheik et al (2022)	UK	Positivism	The study focusses on performa nce managem ent practices in the higher education	Performa nce measur ment and managem ent in the British higher education sector.	Qualitativ e and questionn aire approach was used	The study confirmed performan ce managem ent is a key issue in the responde nt's institution s.	The study focus on performan ce managem ent practices the present study will focus on use of

			in UK.				local language.
Boubakar y, et al 2021	Cameroon	Positivism	Explain performance factors in Cameroonian context.	Organizational capacity and performance of small and medium size enterprises: An explanation in Cameroonian context	Convenient sample and questionnaire were used.	Acquisition of external knowledge and innovation significantly influence performance of small and medium size enterprises	The study was on capacity and performance of small and medium size enterprises while the present study is on SHRMP and OP.
Thang, and Nghi (2022)	Japan	Positivism	The study explored the influence of motivation on work output.	The effect of employee motivation on employee performance: The case at Otuksa, Japan company	Questionnaire was used while the model was tested with the help of structural equation modeling	The study indicated a positive relationship between motivation and employee's performance.	This study was on effect of employee motivation on performance. The current study will focus on communication sector.
Ampadu and Vargas (2022)	Pakistan	Positivism	The study examined impact of training on employees performance, motivation, and job satisfaction.	Effects of training on employees performance in the Parliament of Ghana	Quota sampling and questionnaire was utilized	Training positively affects staff motivation, and job satisfaction.	This study focused on skills development; the present study will focus on performance management
Ismail et al	Malaysia	Positivism	Focus on	The	Sampling	the study	The study

al., (2010). ia relationship between organizational competitive advantage and performance relationship between organizational competitive advantage and performance moderated by the age and size of a firm. and questionnaire were utilized showed that age of an organization is a significant moderator in the relationship between competitive advantage and organizational performance. was conducted in Malaysia while the current study in Ghana

Source: Researcher (2022)

CONCEPTUAL FRAMEWORK

Conceptual framework presented in figure 1.1 explains the relationship between study variables: SHRMP (independent variable); organizational competitive advantage is mediating variable OP (dependent variable); Leadership (moderating variable). The conceptual model is based on the interface of two theories namely, Universalistic and Resource-Based View that explained the relationship among SHRMP and the OP. These models were used to generate the variables for the conceptual framework.

The independent variable comprised of performance management and motivation operationalized as follows: performance management include individual target (objective) departmental target (objective) recognition (appreciation) and appraisal review. (assessment). Motivation on the other hand include, direction (exact thing a person wants to do) effort (how hard a person is trying) and persistence. (How long a person keeps on trying). The interrelationships between SHRMP and the organizational performance was mediated by intervening variable operationalized as competitive advantage. Moderating variable moderate the relationship between independent and dependent variables. The dependent variable was operationalized as customer and employee’s satisfaction.

Given this, performance management is construed as a continuous process of identifying, measuring, and developing the performance of individuals and teams as depicted in the conceptual framework. When staff fail in their job, institution also fail. Performance management aims to eliminate this possibility Capelli, (2008). Linking individual, and

departmental targets, recognition and appraisal review to dialogue, positive reinforcement, measurements, agreements, and feedback show an association which can lead to increase organizational productivity as Arguinis, (2005) put it in addition to how organizations communicate expectations and drive behaviors through staff training to achieve customer and employee satisfaction is most critical for organizational competitive advantage.

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

Jackson *et al.*, (2014) explained that the relationship between SHRMP and OP as in the present study is linked to AMO theory proposed by Banley, (1993). Key components required to ensure discretionary efforts of employees are ability, motivation and opportunity for participation and has been used in SHRM to explain the role of mediators (Berker & Huselid, 1998, Delery and Shaw, 2001, & Gerhart, 2007). AMO theory aligned these performance indicators to depict the entire organizational performance elements as shown in Figure 1.1 below.

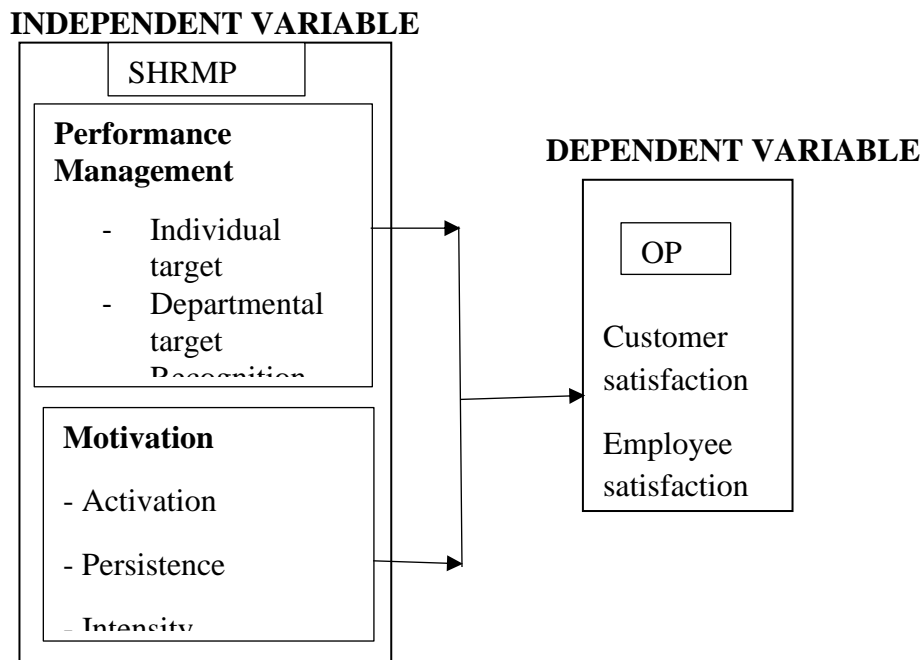


Figure1.1 Conceptual Framework
 Source: Researcher 2021

From the foregoing, organizational leadership must make available opportunity and required resources to staff as espoused by AMO and RBV frameworks. Given the interrelationships presented in the conceptual model, there is no great strategy, only execution Graton, (2003) HR strategies which describe HR activities and how those activities should be integrated in organizations strategic objectives must be put into effect to improve organizational performance (Armstrong and Taylor, 2004).

Base on the discussions, the present study revealed a positive relationship between study variables: SHRMP, and OP as depicted in the conceptual framework. Managers are able to influence staff competence through training for customer and employee satisfaction. Leadership therefore, entails unequal distribution of power base on members commitment to group norms and practices. Some institutions have failed due to ineffective leadership style. Workers in such kind situations are not well organized. The effect of poor work attitude results in low productivity. Some organizations are faced with problems of sourcing for competent leaders. However, transformational, transactional, and laissez-faire leadership styles are useful. The transformational leadership style for instance, is more effective when linked to shared vision, values, mutual trust and respect.

Study findings

The study shows that ISD has adopted internal training for employee's capability upgrade and a given opportunity to practice skills acquired.

Second, ISD in the present technological era still depend on traditional approach: information vans in public communication diffusion in rural communities in Ghana while employee's performance management in general and leadership style is based on statusquo associated with the civil service.

CONCLUSIONS AND RECOMMENDATIONS

From the study, SHRMP is a strategic management tool design to improve organizational performance and sustainability. When SHRMP is properly integrated into organization strategy, it will enhance continuous and superior performance for competitive advantage. For the survival of organizations including public institutions in the media industry, managers must go all out to avoid relegation from the market because clients will always associate with organizations with quality goods and services rendered. Therefore, SHRMP should not only be viewed as the routine traditional human resource management practice, but it's consistent, periodic review and evaluation to assess its impact on the overall organizational performance must be seen as an indicator of the survival of the organization in the market competition. Sustenance and full implementation of SHRMP should become the main focus of organizations only if the intention

is to survive the competition by not only to stimulate performance, but to sustain performance for its impact.

Proposed Research Methods

The study employed descriptive study design to examine whether, ISD has adopted SHRMPs in its information dissemination exercise. On the contrary, Saunders, Lewis and Thornhil, (2007) disclosed that no single study design exists in isolation. The combination of different research designs in a study therefore, provides a more effective triangulation and increases findings validity and reliability. This study therefore, used a combination of descriptive, explanatory and mixed approach. This chapter presents conclusions drawn from the study and recommendations for improvement

Conclusion

The study employed the preliminary review of empirical and theoretical literature which serves as a key function of assessment and provided foundation useful information that have not been addressed through previous research studies and help to save time and resources directed towards primary data collection. This approach helped in identifying important study indicators of SHRMP influencing employee's performance in the ISD.

Recommendations

The following recommendations are presented for the consideration of the management of ISD and the Central Government of the Republic of Ghana.

As a consequent management of ISD should consider to come up with relevant SHRMP that should be linked to the strategic vision and mission of ISD.

In addition, the management of ISD is encouraged to develop policies and policies implementation guidelines for smooth implementation of SHRMPs to enhance employee's performance to command public confidence and satisfaction. In this way the public will be more desirous to know more about government activities to close the age long two-way communication gap between Ghanaians on one hand and the government on the other hand.

The ISD is further encouraged to consider employees external training and scholarship packages as an employee's retention strategy that would translate into optimum productivity.

Again, management of ISD should work more closely with the government of Ghana to help develop long term work plans which should include indicators of employee's well-being such as employee's safety.

It is recommended that adequate government annual budget be earmarked for ISD for them to be able to do their work more effectively.

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