

UNIVERSITY OF MINES AND TECHNOLOGY, TARKWA

FACULTY OF INTEGRATED MANAGEMENT SCIENCE

DEPARTMENT OF MANAGEMENT STUDIES

**IMPACT OF HUMAN RESOURCE AUDIT ON FACTORS THAT AFFECT
ORGANISATIONAL PERFORMANCE: A CASE OF GOLD FIELDS GHANA**

LIMITED, TARKWA



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MASTER OF BUSINESS AND TECHNOLOGY MANAGEMENT

(STRATEGIC HUMAN RESOURCE MANAGEMENT)

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A THESIS REPORT ENTITLED
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ORGANISATIONAL PERFORMANCE: A CASE OF GOLD FIELDS GHANA
LIMITED, TARKWA

BY
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SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
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DECEMBER, 2021

DECLARATION

I declare that this thesis is my own work. It is being submitted for the degree of MASTER OF BUSINESS AND TECHNOLOGY MANAGEMENT (STRATEGIC HUMAN RESOURCE MANAGEMENT) in the University of Mines and Technology (UMaT), Tarkwa. This thesis has not been submitted for any degree or examination in any other University.

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(Signature of candidate)

..... day of..... (year).....



ABSTRACT

The purpose of the study was to analyse the role HR Audit plays in Gold Fields Ghana Limited and how it affects the overall performance of the organisation. The study used descriptive research designs and employed both qualitative and quantitative research strategies to achieve the aim of the study. The main source of data was primary data which was gathered by the usage of a questionnaire as the data collection tool from forty-three (43) respondents. The data collected was analysed using STATA statistical software v13. The findings reveal HR Audit contributes immensely to the performance of the organisation both in terms of employee development, as well as organisational development. The study also found leadership competencies, training and development, employee engagement and satisfaction as the main factors that contribute to the overall organisational performance of GFGL. The study concludes that HR Audits helps in the frequent evaluation and analysis of the various policies and processes that guide the running and management of both employees and managers in any work setting which goes a long way in impacting the performance of an organisation positively and prompts management on areas that have errors to be corrected. The study recommends HR policies developed should be targeted at maximizing and increasing these practices to continually achieve optimum performance in the organisation. Frequent and relevant training and development programmes for management and staff should be instituted for employees to have a firm grasp of the concept of HR audit practices which can influence leadership competencies, as well as their work satisfaction. Further researchers can replicate the study in other mining companies as well as other organisations to assess HR audit practices and how they affect performance to increase the scope of generalization of the findings.

DEDICATION

This project is dedicated to my parents, Mr. and Mrs. Kwantwi for their unflinching support and encouragement. It is also dedicated to my friend, Mrs. Joanitta Tetteh Daitey, for all the good counsel.



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I thank God almighty whose Grace, Protection and Mercy have kept me through this academic exercise. He has made my dream of completing this project a success.

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Finally, to all the authors whose work I consulted for this research, thank you all.

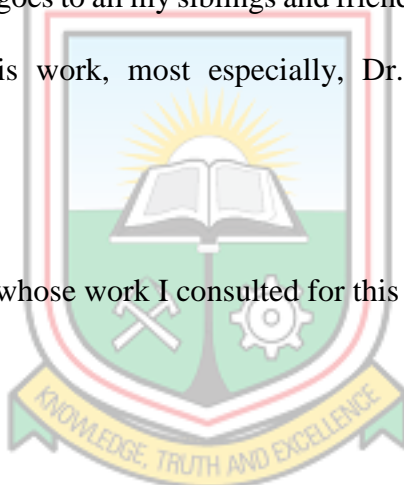


TABLE OF CONTENTS

DECLARATION	iii
ABSTRACT	iv
DEDICATION	v
ACKNOWLEDGEMENTs.....	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of Problem.....	5
1.3 Objectives of the Research	6
1.3.1 General Objective.....	6
1.3.2 Specific Objectives.....	6
1.4 Research Questions.....	7
1.5 Justification of the Research.....	7
1.6 Scope of the Research.....	7
1.7 Limitations of the Study	8
1.8 Organisation of the Study	8
CHAPTER TWO	9
LITERATURE REVIEW.....	9
2.0 Introduction.....	9
2.1 Human Resource Management (HRM)	9
2.2 Theoretical Framework.....	11
2.2.1 Human Capital Theory	11
2.2.2 Resource-Based Theory	13
2.2.3 Social Exchange Theory	14
2.3 Empirical Studies on Human Resource Management Audit	15
2.4 Empirical Studies on Organisational Performance	18
2.4.1 Employee performance	19
2.4.2 Leadership competencies	22
2.4.3 Employee Engagement.....	24

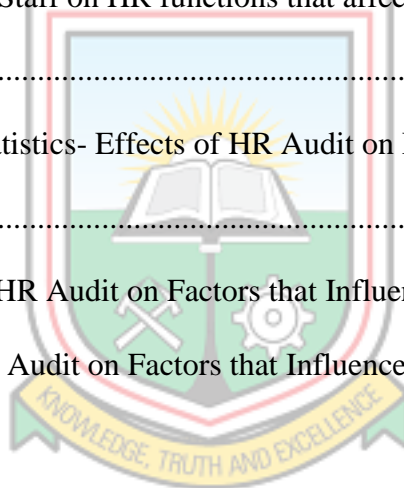
2.4.4	Training and Development.....	25
2.5	Empirical Studies on HR Audit and Organisational Performance	26
2.6	Conceptual Framework.....	29
2.6.1	Narrative Explaining Conceptual Framework	29
2.7	Chapter Summary	31
CHAPTER THREE.....		32
METHODOLOGY.....		32
3.0	Introduction.....	32
3.1	Research Design	32
3.2	Research Strategy	33
3.2.1	Qualitative Research	33
3.2.2	Quantitative Research	34
3.3	Profile of Study Area	34
3.4	Population	35
3.5	Sources of Data.....	36
3.6	Sampling Techniques.....	36
3.7	Data Collection Instrument.....	37
3.8	Reliability and Validity of Data.....	38
3.9	Data Analysis Techniques	40
3.9.1	Correlation Analysis	40
3.9.2	Multiple Linear Regression Analysis	41
3.10	Ethical Consideration.....	42
CHAPTER FOUR.....		43
RESEARCH FINDINGS AND DISCUSSIONS.....		43
4.0	Introduction.....	43
4.1	Socio-demographic characteristics of study respondents	43
4.2	The Role of HR Audit.....	45
4.2.1	Factor Analysis	47
4.2.2	KMO and Bartlett's Test of Sphericity.....	48
4.2.3	Principal Component Analysis (PCA)	48
4.2.4	Rotated Component Matrix.....	50
4.3	Perceptions of Staff on HR functions that affect the Organisational Performance.	53
4.4	Effects of HR Audit on Factors that Influences Performance.	57
4.4.1	Descriptive Statistics.....	57

4.4.2 Correlation of HR Audit on Factors that Influences Performance.	58
4.4.3 Regression Analysis of HR Audit on Factors that Influences Performance.....	59
CHAPTER FIVE.....	63
SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS	63
5.0 Introduction.....	63
5.1 Summary of Findings.....	63
5.2 Conclusions.....	64
5.2.1 Impact of HR Audit on the Mining Industry	66
5.2.2 Impact of HR Audit on Policymaking	66
5.3 Recommendations.....	67
REFERENCES.....	68
APPENDIX: QUESTIONNAIRE.....	76
INDEX	84



LIST OF TABLES

Table 3.1: Population Framework.....	35
Table 4.1: Socio-Demographics of Respondents	44
Table 4.2: Descriptive Statistics of Roles/Factors of HR Audits.....	46
Table 4.3: Correlation Matrix	47
Table 4.4: KMO and Bartlett's Test	48
Table 4.5: Principal Component Analysis	49
Table 4.6: Rotated Component Matrix ^a	51
Table 4.7: Perceptions of Staff on HR functions that affect the Organisational Performance	57
Table 4.8: Descriptive Statistics- Effects of HR Audit on Factors that Influence Performance.	58
Table 4.9: Correlation of HR Audit on Factors that Influences Performance..	58
Table 4.10: Effects of HR Audit on Factors that Influences Performance.	62



LIST OF FIGURES

Figure 3.1: Conceptual Framework.....	30
Fig 4.1: Scree Plot.....	50
Fig 4.2: Component Plot in Rotated Space	52



ABBREVIATIONS

Abbreviation	Definition
GFGL	Gold Fields Ghana Limited
HR	Human Resource
HRM	Human Resource Management
CSR	Corporate Social Responsibility
QI	Quality Improvement
PMI	Performance Management Improvement
RS	Recruitment and Selection
HIS	Health and Safety Improvement
ILC	Improved Legal Compliance
ICM	Improved Compensation Management
EOS	Employee Output and Satisfaction
EHM	Employment and HR Management
CR	Cost Reduction
IHRIS	Improvement in HRIS
HRIS	Human Resource Information System
IGBP	Identification of Good and Bad Performance
EQT	Enhance Quality Training
EH	Enhance Performance
OS	Aligns Organisational Strategy
WM	Well Managed Potential
MnE	Monitoring and Evaluation



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Anjomshoae *et al.*, (2017) defined human resource audit as a process that takes a snapshot of the Human Resource (HR) department's present performance to make improvements to its systems and procedures as a way of increasing the organisation's efficiency and effectiveness in general. Human resources auditing is a process that evaluates human resource functions such as recruiting, selection, training and development, record keeping, and compensation and benefits. Human resource value proposition refers to the fact that human resource processes, departments, and professionals result in beneficial outcomes for important stakeholders such as employees, line managers, customers, and investors (Cannings and Hills, 2012). In other words, a good human resource audit contributes to the organisation's goals and operates within the established culture.

Effective human resource auditing must fulfil two (2) fundamental objectives. First, it must be a management information system that offers feedback on situations to assist the development of human resource management procedures (HR functions). Second, it must be capable of monitoring and evaluating the policies that are implemented, as well as establishing processes (Brown, 2012). This technique is used to assess human resource outputs and effectiveness under particular conditions, as well as the extent to which human resource abilities are utilized (Moke *et al.*, 2015). This research, therefore, analyses the impact of HR audit on the organisational performance of Gold Fields Ghana Limited (GFGL), by assessing how the audit improves the HR policies, practices, and roles to have

an effect on the financial performance, employees' output and satisfaction and the overall performance of GFGL.

Historically, human resource management was primarily a clerical role; however, human resource management has evolved into a strategic partner in developing and implementing organisational policies and goals (Martocchio, 2011). In today's corporate world, the human resources department must accept the challenge of doing more with less while still delivering value to the organisation's objectives. Additionally, human resources must address fast-changing conditions affecting the types of personnel required and their changing demands, necessitating the presence of adaptable and skilled practitioners. As a result, human resource management has become a vital aspect of modern business (Rajest and Nishant, 2013). Galbraith (2014) asserts that all businesses, organisations, and institutions are composed of people and exist to provide products and/or services. Thus, humans are not only organisations' resources; they are also their primary means of advancement. Employees are a critical component of businesses, and their success or failure is directly related to their performance (Hameed and Waheed, 2011). Organisations should consequently prioritize characteristics that enhance employee performance, as employee performance is a significant component of organisational performance (Abbas and Yaqoob, 2009).

Human resource functions are frequently disregarded when it comes to audits/measurement tools to determine their effectiveness and legal regulatory compliance (Yadav and Dabhade, 2014). The HR Audit, on the other hand, is a procedure that lays the groundwork for a meaningful transformation of human resource strategy and services. It connects human resource systems and services to organisational goals while focusing on internal customers'

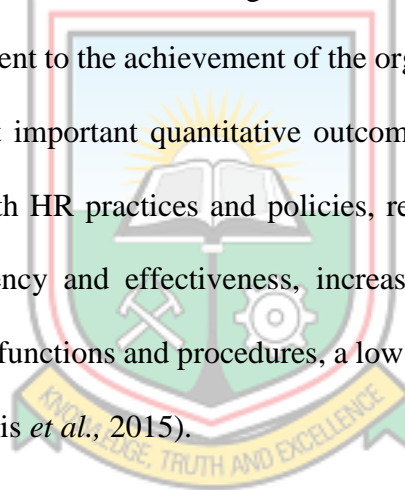
business demands. The primary function of human resource management is to maximize revenue and work quality through effective people management (Shaukat *et al.*, 2015). It is self-evident that the function of human resources is to assist in the creation of value for the organisation and to also lead its effectiveness (Bharadwaj, 2014). As with financial audits, human resource audits provide insight into the causes of present and future difficulties and help the organisation's overall business plan (Shaban, 2012). Conducting effective human resource audits is critical because they highlight both human resource triumphs and shortcomings.

Audits ensure the quality of human resources in the organisation to maintain the standard of the organisation and also predict the future labour needs of the organisation. This may be done through reorganisation, elimination of structural subdivisions, and removing employees who cannot integrate into the change strategy (Merabet and Pascual-Leone, 2010). An HR audit is a step-by-step process that begins with examining policies, procedures and practices implemented by the HR department, determining the purpose of these policies and practices, review these policies, practices, and procedures, and prepare a final report that will reveal the errors in the policies, practices, and procedures (if any), make recommendations, and follow up on a later stage to analyse if revealed problems have been solved (Masri and Jaaron, 2017). Investing in HR Audit as an organisation helps to know the exact role of the HR department and the needs of the organisation.

As an assessment tool, an HR audit helps an organisation achieve its business goals and objectives (Farah Saleem, 2015). The scope of HR audit includes the implementation of HR policies and also ensuring to apply these policies in the organisation (Amy, 2010). This usually depends on the needs or objectives of the organisation (Lamarche and Maillet,

2016). HR audits are termed diagnostic tools because the audits reveal errors that need to be addressed in the organisation. Reports from the audit thus serve as a guide or plan to make the necessary changes required in the organisation to help it in attaining success. These plans identify new goals for the HR department, which serve as standards for future audit teams (John, 2014).

It is common practice in organisations to conduct HR audits to review and evaluate the effectiveness of their human resource management systems. An audit team for human resources is made up of HR specialists and consultants who analyse the efficacy and efficiency of the department's actions. Through audit, they evaluate the contribution of the human resources department to the achievement of the organisation's plan (Arulrajah *et al.*, 2015). Some of the most important quantitative outcomes of an HR audit are increased employee satisfaction with HR practices and policies, reduced regulatory fines and legal actions, increased efficiency and effectiveness, increased clarity and understanding of employees regarding HR functions and procedures, a low turn-over rate, and high retention of the best workers (Mathis *et al.*, 2015).



Today, the Human Resource department fulfils its responsibilities both to the organisation and to the society in which it operates. It is vital to examine the performance of the Human Resource department regularly to ensure that this duty is properly performed. As a result, human resource auditing is supported as a tool for assessing the effectiveness and efficiency of human resource functions, policies, and procedures in the context of accomplishing organisational objectives. It informs organisations of the present condition and recommends appropriate ways to help in organisational performance. HRM is considered one of the

factors in building a world-class and competitive organisation. As such, organisations will have to understand how the HR department contributes to their ultimate goals.

1.2 Statement of Problem

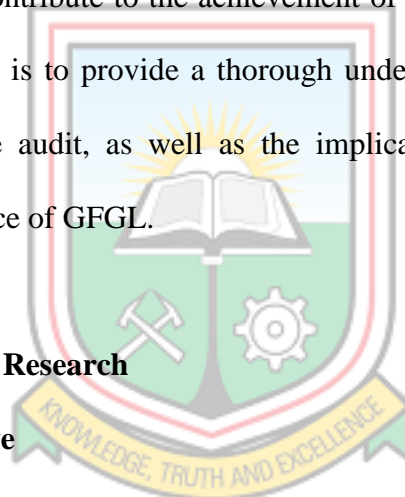
Human Resource Management (HRM) has evolved from personnel administration over the last ten to fifteen years and is now considered a strategic business partner to organisations. HRM is currently one of the major factors in building a competitive organisation in the 21st Century.

However, Human Resource Development (a wing of HRM that keeps focusing on the growth and development part of the organisation's manpower) is not considered when it comes to business priorities (Van Buren *et al.*, 2011). This is because there is no clear link between Human Resource Management policies and overall business strategy. Guest (2011) stated that there is a lack of clarity on the impact of the various HRM policies on the performance of organisations. Also, top management lack understanding about the importance of HRM and its association with businesses (Järlström *et al.*, 2018).

To develop HRM in its proper state, that is, recognizing and developing it as a strategic business partner, it is necessary and important for organisations to evaluate and examine the components of their HRM practices. When there is a deficiency of competent and professional HR staff that have an adequate understanding of the HRM frameworks, it makes it difficult for organisations to realize the full potential of HRM in the business.

Human resource auditing is a tool for evaluating the effectiveness of Human Resource Functions. As expressed by Alfes *et al.*, (2013) although human resource management

methods do not directly contribute to organisational effectiveness, they have an impact on the firm's resources and behaviours, which in turn have an impact on the effectiveness of the organisation. It is vital to review human resource functions to improve operations, identify flaws, and correct the deficiencies that are discovered for the organisation to operate better overall (Kaplan, 2009). Several pieces of research have been conducted to determine the effects of human resource auditing on the effectiveness of human resource functions (Genga, 2014; Adaikalasamy, 2017), and the results of these studies have demonstrated that HR Auditing is a very effective technique. In essence, human resource auditing is a comprehensive control check on HR activities in an organisation, as well as an evaluation of how these activities contribute to the achievement of organisational goals. As a result, the purpose of this study is to provide a thorough understanding of the principles of an efficient human resource audit, as well as the implications of such principles on the organisational performance of GFGL.



1.3 Objectives of the Research

1.3.1 General Objective

To analyse the role HR Audit plays in GFGL, and how it affects the overall performance of the organisation.

1.3.2 Specific Objectives

The specific objectives of this study are to.

1. Study the role of HR Audit at GFGL.
2. Ascertain the factors that affect organisational performance at GFGL.
3. Examine the impact of the HR audit on the factors that affect performance.

1.4 Research Questions

- i. What role does HR Audit play in an organisation?
- ii. What are the perceptions of staff of Gold Fields Ghana on HR functions and factors that affect organisational performance?
- iii. To what extent does HR Audit impact the factors that affect organisational performance?

1.5 Justification of the Research

The output of this research is intended to disclose the extent of relevance of HR Audit on some functional processes and practices of the HRM of Gold Fields Ghana Limited and indicate its impact on the overall performance of employees and the organisation. The study will also identify the strengths, weaknesses, and gaps together with possible remedies for addressing weaknesses and gaps in the current HR Audit procedure. The result of the study is thus expected to provide important information to the management of GFGL to take appropriate decisions to improve the functional processes of HRM and its alignment and contribution to the organisation's strategies and goals. The tools and approaches adopted to conduct this study can also serve for other similar academic research purposes.

1.6 Scope of the Research

The scope of the study is limited to the Tarkwa Mine of Gold Fields Ghana Limited (GFGL). Incorporated in South Africa as Gold Fields Limited, the firm is the world's largest gold mining corporation and the largest gold producer in Ghana. Gold Fields Limited is a multinational precious metals producer with its headquarters in Johannesburg, South Africa. The company's two (2) primary working mines, Tarkwa and Damang, produce more than

935,000 ounces of gold per year from their respective operations. GFGL provides direct employment to approximately 5,612 Ghanaians.

The findings of this thesis will, therefore, be limited to GFGL and may not be generalized to all organisations.

1.7 Limitations of the Study

The sample size for this study is limited to Gold Fields Ghana Limited, Tarkwa, and cannot be generalized for all organisations in Ghana. This is because there may be differences in how other organisations are structured. That notwithstanding, findings from this study can be improved shortly to address how HR Audit, like Financial Audit, is necessary for the operation of any organisation.

1.8 Organisation of the Study

The study shall be organized into five main chapters; Chapter 1 shall capture the background of the study, the problem of the statement, objectives, and research questions and the significance of the study. Chapter 2, the Literature review, shall examine both the theoretical and empirical literature. Chapter 3, the Methodology, shall consider the techniques used for the research. Chapter 4 will capture the analysis and discussion of the data while Chapter 5 considers the summary of the findings, conclusions, recommendations, and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews major human resource audit issues as presented by various scholars. The first section covers various definitions of Human Resource Management (HRM) and then goes on to discuss the theoretical foundation of this study. Human Resource Management Audit is then defined, and its importance is explained in the next section, followed by empirical studies. HRM, organisational performance, and then the impact of HRM audit on organisational performance. The chapter ends with a conceptual framework for the study based on the reviewed literature, a narrative for the framework, and a summary of the chapter. The literature review resolves many of the “what” and “how” questions of human resource auditing.

2.1 Human Resource Management (HRM)

HRM is described by Armstrong (2006) as the science and practice that is involved with employment relationships. It is a strategic and coherent approach to the management of an organisation’s valuable workforce, who through their individual and collective actions contribute to the realization of the goals of the organisation. It transcends beyond the day-to-day maintenance to the creation, evaluation, and strategic alignment of the management processes.

As the business environment becomes more competitive, Human Resources (HRs) in organisations become more important. (Patrick, 2011). Human Resource Management is defined as the planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance, and separation of human resources to the end that

individual, organisational and social objectives are achieved (Okoye, 2013). Management of organisations started realizing that the most important and costly assets of an organisation are their human capital since other resources are useless without human resources (Ukil, 2015). Human resources perform a vital role in achieving the strategic objectives and goals of an organisation (Allui, 2016).

HRM directly affects the performance of employees in the workplace. It involves the various policies and plans put together to ensure maximum productivity and returns on investment, as well as low turnover (Jewel *et al.*, 2020). Going further, HRM involves all the various programs undertaken to regulate activities and ensure the growth of the organisation (Arulrajah *et al.*, 2015). These are usually initiated by management. They include all the activities undertaken to harmonize individual programs from each aspect of HR towards achieving optimum organisational and employee productivity.

Examining definitions critically presupposes that HRM entails all the programs and activities set up mainly to direct the affairs of employees. This expands across all the tenets of HRM practices in institutions. The significance of Armstrong's definition shows that the level to which employees perform is based on the nature and how effectively HRM practices are put in place. Thus, there is the need for HRM in every institution, setting up various policies and initiatives for increasing productivity and attaining the goals of the organisation (Kotey, 2019).

Contemporary human resource management (HRM) is defined as a strategic approach to managing employment relations that emphasizes that leveraging people's capabilities and commitments is critical to achieving sustainable competitive advantage or providing

superior public services, according to Bratton and Gold (2017) they believe that a particular set of integrated employment policies, programs, and practices that are ingrained in an organisation's and societal context will achieve this goal.

Human resource management (HRM) has been widely documented as having a crucial role in the design and implementation of the developments that have given rise to labour market flexibility (Bratton, 2017). Human resource management, according to the Society for Human Resource Management, is the formal structure within an organisation that is responsible for all of the decisions, strategies, factors, principles, operations, practices, functions, activities, and methods related to the management of people within the organisation (SHRM, 2007).

2.2 Theoretical Framework

The theoretical framework of this study is based on the resource-based view theory.

2.2.1 Human Capital Theory

Human Capital embodies the human workforce factor of an organisation, the collective intelligence, abilities, and expertise that gives the organisation its unique characters (Yang *et al.*, 2009). People in any organisation are its most fundamental unit, no matter the size of the company. They are the most important, notwithstanding financial, material, and other types of capital since human capital can transform any other resources into goods and services for use.

Human capital is valuable asset in any organisation due to its scarcity in terms of knowledge and skill set, social complexity in forming work cultures, and their inability to be reproduced

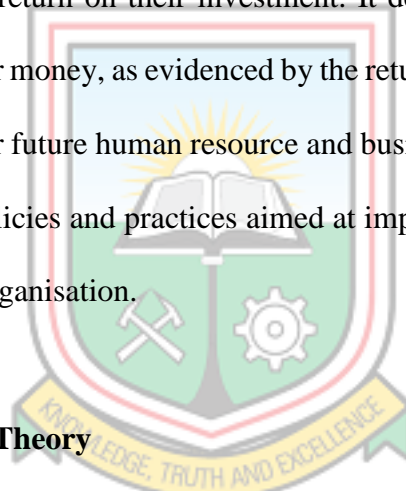
as can be done for research design, and business plans and strategies (Thomas, 2015). It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of attracting, retaining, developing, and maintaining the Human Capital they represent. Ployhart *et al.*, 2011, states that people possess inborn or inherent talents, behaviours or mannerisms and personal energy and these components constitute the Human Capital they bring to their work.

Armstrong (2009), indicated that Human Capital Theory is comprised of three notions: the first is Intellectual capital, which is defined as the stocks and stream of knowledge available to an organisation and is considered to be the immaterial assets associated with people. The second notion is social capital, which is defined as the stocks and stream of knowledge accessible to an organisation and is considered to be the immaterial assets associated with people. One of the most important concepts is social capital, which is composed of knowledge derived from networks of interactions that exist both within and outside of an organisation. Anderson *et al.*, (2003) emphasised that social capital is defined as the characteristics of social networks, conventions, and trust that enable all individuals to operate more effectively together to achieve their common goals. The third and final concept is Organisation Capital, which is the institutionalized knowledge created by an organisation and stored in a database manual (Youndt, 2000).

Human Capital Theory emphasizes the value that individuals can give to an organisation by way of their supplementary contributions. It is possible to connect Human Capital Theory with Resource-Based Theory, as developed by (Crook *et al.*, 2011). As stated by Armstrong (2009), Human Capital Theory entails identifying and understanding the key performance drivers that generate value, the talents that are currently available, and the skills that will be

required now and, in the future, to achieve strategic objectives. It also addresses how an organisation attracts, develops, and retains people's skills, as well as the creation of a culture and environment in which organisational and individual learning can take place that is beneficial to both the organisation and the needs of its employees, among other things. In addition, it is concerned with how to ensure that both explicit and implicit knowledge developed in an organisation is collected and recorded so that it may be used effectively in the future.

Human Capital Theory assists in determining the impact of people in a firm and their dedication to the rate of return on their investment. It demonstrates that human resource policies generate value for money, as evidenced by the return on investment. Human Capital Theory gives direction for future human resource and business strategy, as well as data that will be used to inform policies and practices aimed at improving the efficacy of the human resource function in an organisation.



2.2.2 Resource-Based Theory

Espino-Rodriguez *et al.*, (2006) resources and talents are the most important elements when developing a strategy because they are the primary sources of profitability for a company. As Barney (2011) argues, the Resource-Based Theory has a knowledge-based component that brings together theories from organisational economics and management to form a cohesive whole. Furthermore, it argues that resources enable an organisation to successfully consider and implement initiatives to meet the needs of its clients. During the formulation phase, Resource-Based Theory provides a structure or framework within which the pool of human resources can be analysed to establish their capabilities or otherwise in carrying out a specific plan. Internal strengths and weaknesses are examined in detail, as is how

organisations can produce valuable resources and remove roadblocks, as emphasized by the idea. The values and human resource policies in every organisation establish unique vital resources, which is attained by ensuring that the organisation has higher quality individuals than its competitors, that the unique intellectual assets possessed by the business are developed and sustained, that organisational learning is encouraged and, finally, that the organisation has organisational-specific qualities and a culture that exudes uniqueness and competitive advantage.

One of the most important aspects of the Resource-Based Theory is that it emphasizes the importance of Human Capital Management and provides a rationale for investing resources in people through activities such as resourcing, talent management, and learning and development to improve organisational competencies. Resources-based theory, following Human Capital theory, can develop strategic skills and produce what is known as 'Human Resource Advantage,' which refers to a tactical fit between resources and opportunities, gaining added value from the effective organisation of resources, developing individuals who can think and plan purposefully, and supporting the accomplishment of the business strategic goals (Barney 1991; Boxall and Purcell 2003).

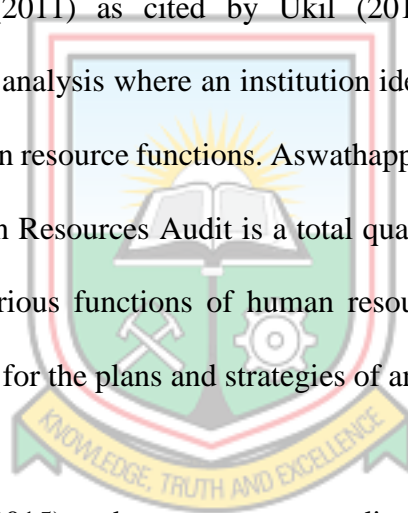
2.2.3 Social Exchange Theory

Saks (2006) developed the Social Exchange Theory, which claims that the parties in an organisation, who are the employer (management) and the employee, are in a condition of interdependence, and as a result, their interactions tend to establish several duties. Their relationships evolve through time as they learn to trust one another more, to be loyal to one another, and to swap promises with one another, all while adhering to particular principles of exchange. Among the rules of exchange is reciprocity, which means that the activities of

one group must be met with a reaction from and by the other group. Management act, and employees respond in kind, and vice versa. For example, when an organisation provides an employee with a wage and other fringe benefits, the individual owes the organisation a debt of gratitude through their hard work, and vice versa for the organisation.

2.3 Empirical Studies on Human Resource Management Audit

In the field of management, much attention has not been received in the area of human resource audit, but all the findings of the studies found to agree to the fact that human resource management audit is a very key factor in employee and institutional development. Dessler and Varkkey, (2011) as cited by Ukil (2015) explains Human Resources Management Audit as an analysis where an institution identifies its present state and finds ways to develop its Human resource functions. Aswathappa, (2005) as cited by Ukil, (2015) also indicated that Human Resources Audit is a total quality control check which helps to give feedback on the various functions of human resource management and how their activities provide support for the plans and strategies of an institution.



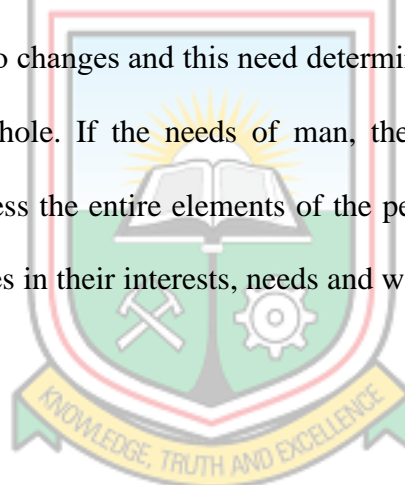
In a study by Chaubey, (2015) on human resource audit systems for evaluating employees performance, they concluded by saying Human resource audit serves as an important tool for determining organisational performance and also overseeing institutional change. They further stated that since employees serve as an asset for every organisation, and also plays a key role in the achievement of the targets of the said institution, they must be audited to know which areas they are performing well, and which areas need to be developed. In this same study, these researchers also mentioned that for an institution to be able to increase the effectiveness of its human-resource base, there should be an effective human resource audit system.

Ukil (2015) in his research also made it known that Human Resource Management Audit is a multifaceted factor that involves HR planning, selection, training, development, recruitment, career development and promotions, records keeping, organisational control, human relations, performance appraisal system, management of labour, staffing and developing organisational control and compensation management. These determinants of proper Human Resource Management Audit were also stated in the works of (Olalla & Castillo, 2002; Aquinas, 2006; Deb, 2009; Saiyadain, 2009 and Chanda, et. al., 2007) as cited by Ukil,(2015). Chanda, et. al., 2007 as cited by Ukil,(2015) further stated that audit of Human Resource management when applied in all forms of human resources makes these above-listed functions business-driven and also helps promote professionalism between employees in an institution.

Moke, Lydia Oeri; Muturi,(2015) performed a study that sought to find the effects of HRM audit on an employee of secondary schools in Kenya. When the respondents were asked what the HRM audit has helped them to do, 90% of the respondents showed that the use of HRM audit has helped them to acquire operational skills and 40% mentioned that they have acquired technical skills. This same study identified that the use of HRM audit makes employees comply with institutional policies and procedures. This, therefore, shows that the use of HRM audit does not just help to identify the gaps among employees but also helps to improve employee training and as a whole, enhances organisational productivity.

In Saiyadain, (2009) study, as cited by Ukil (2015) the researcher explained that HRM audit carefully scrutinizes the processes and policies of human resources which includes employees' compliance with the rules, regulations, and laws of an institution. Richman (2013) also added that HRM audit does not look at compliance on the side of the employees

only, but it also helps to know whether human resources regulations and policies of institutions comply with the laws and rules of the land and exposes managers or supervisors' negligence or compliance to the policies or laws of the land. Rudhani (2013) shows that human problem is associated to every problem and if any institution can identify and solve the human problems, all other problems will be solved. Just as HRM audit has been identified as a necessity, Nwinyokpugi (2013) also added his voice in his studies where he mentioned that no institution, be it a non-profit or profit institution can excel without putting in place reasonable standard of operation and supervised actions towards its achievement. He further stated that the human aspect is not a machine with a motionless component that lacks rationality and self-centeredness. This shows that, as times change, the needs and wants of man at work also changes and this need determines man's attitudes towards work and performance as a whole. If the needs of man, therefore, affect performance, then personnel audit must assess the entire elements of the personnel regularly to identify and make sure that the changes in their interests, needs and wants do not have a negative effect on their performance.



In Delhi, according to a study by Jha (2013), the state has been able to roll out interventions to control the management with a vision to protect the interests of workers and provide them with favourable working conditions, compensation, environment, and benefits through human resource management audit. Personnel audit, as demonstrated by Aswathappa (2005), is a valuable and necessary tool for management to obtain valuable and necessary information about the current state of an organisation's human resources and to achieve organisational goals. It is also a dynamic tool that assists in evaluating the effectiveness of various human resource functions within an organisation (Aswathappa, 2005).

2.4 Empirical Studies on Organisational Performance

Any organisation's goal is performance because it is the only way for the organisation to grow and progress. Gavrea *et al.*, (2011). The term "performance" is frequently used to refer to output, quality, accomplished goals, efficiency, or effectiveness (Maria, 2016). Attaining workplace objectives equates to improving an organisation's performance (Maria, 2016). Thus, organisational performance refers to the effectiveness with which an organized group of people working toward common goal functions. It entails comparing a business's actual output to its aims or expected results (Tomal and Jones, 2015).

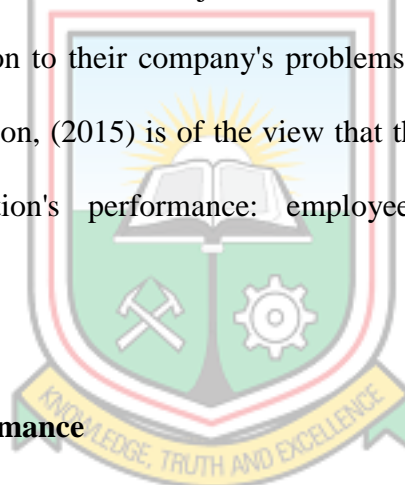
Other research has defined organisational performance as a collection of financial and non-financial metrics that indicate the extent to which an organisation's goals and objectives have been met (Singh *et al.*, 2016).

The concept of organisational performance varies based on the intended outcome. For instance, organisational performance may be characterized in terms of work satisfaction and commitment for a human resource-related result. Financial ratios can be used to define organisational performance for applied research goals. Additionally, to defining an organisational outcome in terms of productivity, new product creation, or service quality, organisational performance can be described in terms of service quality (Singh *et al.*, 2016).

Research of the relationship between learning entities and organisational performance discovered that there is a stronger correlation between individual and organisational learning and organisational performance than there is between the group and organisational learning and organisational performance (Jyothibabu, 2011). Organisational learning, whether formal or informal, is crucial for performance enhancement. Thus, every organisation must have rules, policies, technology, procedures, values, and culture that lead and shape

employees toward accomplishing work goals and improving job performance (Jyothibabu,2011).

Organisational performance is critical to a business's existence and the primary objective of any organisation. The performance of an organisation can be quantified objectively or subjectively. Objective measures of organisational performance place a greater emphasis on financial metrics that can be calculated using publicly available firm data from stock exchanges. Whereas subjective measures entail getting data from managers or key informants and asking them to appraise an organisation's performance. Objective metrics, it has been said, are more resilient than subjective measures, as managers may be biased and hesitant to attract attention to their company's problems (Bjorkman and Budhwar, 2007; Razouk, 2011). Nimtrakoon, (2015) is of the view that there are two primary aspects that determine an organisation's performance: employee performance and leadership performance.



2.4.1 Employee performance

Employee performance, in part, can be described as a function of leadership in any organisation (Mastrangelo *et al.*, 2014; Nimtrakoon, 2015). Increased employee performance has a positive effect on an organisation's culture and results in increased organisational performance. Employee performance, in particular, is dependent on a number of variables and can thus be managed by modifying these variables (Nimtrakoon,2015). The factors encompass a broad variety of characteristics that can be altered or not. For instance, it is frequently impossible to alter an employee's age, seniority, or personal aspirations (Cho and Dansereau, 2010).

According to an empirical study conducted in Nigeria on training and development as a tool for organisational performance, only three variables are significant: organisational commitment to training and development, training and development frequency, and training and development components (Gunu *et al.*, 2013). Training and development, the authors assert, have a major impact on organisational performance, particularly when employees are motivated during training programs (Gunu *et al.*, 2013). Training also affects the return on investment, either favourably or negatively, because human resource capital is critical to an organisation's growth and development (Kenny, 2019). Training improves and expands employees' existing skills and knowledge, enabling them to do their jobs competently and confidently (Kenny, 2019).

Training and development are critical components of human resource management and acquiring trained and capable personnel is critical for an organisation to achieve its goal or objectives (Kenny, 2019). Employees who are trained and skilled perform better than those who are not trained and talented (Kenny, 2019). Thus, training and development enable people to advance to higher levels within an organisation while also enhancing their career prospects (Kenny, 2019).

Job satisfaction is another critical aspect of employee performance (Thomas, 2015). Job satisfaction refers to employees' positive attitudes and emotions about their jobs. A high level of job satisfaction suggests that a person feels extremely happy about his or her employment. Employers who do not provide job satisfaction are prone to lose their most productive employees. Management must create platforms for employees to maximize their talents, potential, and other qualities to raise the likelihood of job satisfaction and organisational effectiveness.

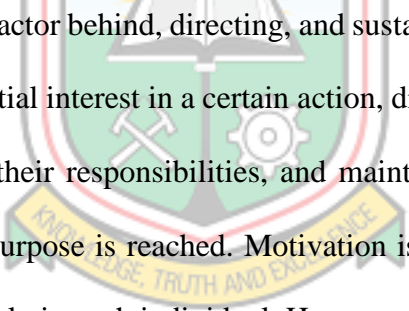
If an employee is satisfied and gains a sense of security from their work and work experiences, as measured by their perceptions of how well their jobs provide the things they value, that employee is said to have job satisfaction, which results in high employee performance and thus high organisational performance. If employees believe management does not appreciate their efforts, they may develop a bad attitude toward their work, management, and co-workers. On the other side, a positive attitude is more likely to develop if they are treated honestly and given the attention and incentives they expect.

Kabir and Mahamuda, (2011), indicated that a variety of organisational elements can affect employee job satisfaction and hence employee performance, including leadership and social relationships, organisational structures, working conditions, and the variety of activities required. Sageer *et al.*, (2012) define organisational factors as organisational development, remuneration and development policies, promotion and career development, job security, working conditions, supervisor/manager connection, work group relationship, and leadership styles. Personal characteristics such as attitude, expectations, age, education, and gender all have a role. Additionally, job satisfaction is influenced by the nature of the task, the compensation, the level of stress, the working environment, co-workers, superiors, and working hours.

Sageer *et al.*, (2012), expressed that job satisfaction is determined by job design, task identity, recognition, responsibility, empowerment, task quantity, and task difficulty. Thus, employee work satisfaction is critical for management and staff alike, since it influences organisational behaviours, performance, and success. Employee happiness is vital, as, without it, employees are sluggish and demonstrate a diminished level of dedication to the

organisation. Job satisfaction has been connected to effective and efficient performance (Thomas, 2015).

Employee motivation is also a critical component in determining employee performance. According to a Society for Human Resource Management article on motivation, senior leadership, direct management, and employees themselves are all responsible for motivating employees because motivation is required for both independent work and collaborative teamwork necessary for organisational performance. Staff motivation enables them to accomplish goals, retain talent, and succeed. Karim, (2012) pointed out management must understand the variables that motivate employees to foster an environment conducive to high production.

The logo of the University of Al-Qadisiyah is a shield-shaped emblem. It features a blue upper section with a yellow sunburst, a green lower section with a white open book, and a central grey section with a white gear and a hammer. A yellow banner at the bottom contains the text 'KNOWLEDGE, TRUTH AND EXCELLENCE'.

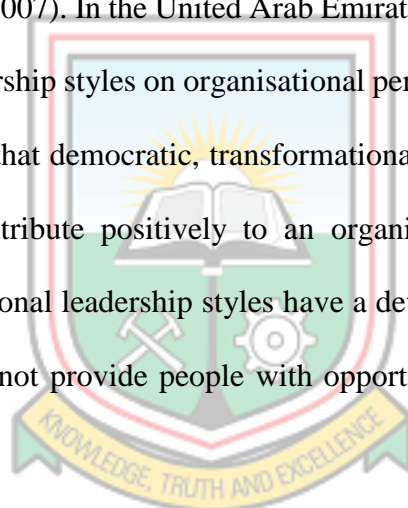
Motivation is the driving factor behind, directing, and sustaining human behaviour. Ignition refers to an employee's initial interest in a certain action, directing to the various stages that workers take to perform their responsibilities, and maintenance to the continuing of the actions until the goal or purpose is reached. Motivation is an individualized phenomenon that manifests itself uniquely in each individual. However, certain elements, like pay, seem to be more influential motivators than others. Others, on the other hand, may see personal fulfilment and the challenges of their career as primary motivators. Management must measure and understand these aspects to provide incentives for employee performance and, by extension, organisational performance (Thomas, 2015).

2.4.2 Leadership competencies

Leadership is a critical factor in determining an organisation's success or failure (Al Khajeh, 2018). When leaders connect with their subordinates, they employ a variety of leadership

styles. These various leadership styles have a significant effect on an organisation's performance (Al Khajeh,2018). Leadership style affects an organisation's culture, which in turn affects the organisation's performance (Al-Khajeh, 2018). Harris *et al.*, (2007), leadership style is the type of interaction that a leader uses to motivate individuals to work together toward a common purpose or target.

It has been determined that leadership styles can be classified into six distinct categories. There are several types of leadership styles. They include transformational leadership, transactional leadership, charismatic leadership, autocratic leadership, and visionary leadership (Harris *et al.*, 2007). In the United Arab Emirates, a study was done to determine the effect of certain leadership styles on organisational performance (Al-Khajeh,2018). The study's findings indicate that democratic, transformational, bureaucratic, and authoritarian leadership styles all contribute positively to an organisation's performance. However, charismatic, and transactional leadership styles have a detrimental effect on organisational performance, as they do not provide people with opportunity and flexibility (Al Khajeh, 2018).



Thus, an organisation's success is contingent upon the competence of its leaders, their leadership style, and the organisational culture they foster (Nimtrakoon, 2015). Mastrangelo *et al.*, (2014) assert that good leaders impact their followers in a variety of ways. Leadership competencies are the leadership abilities and behaviours that contribute to an organisation's success and attainment of its goals by fostering an atmosphere conducive to employee productivity (Nimtrakoon, 2015). As Babcock-Roberson and Strickland, (2010) point out, strong leadership enables workers to participate in their work and improve their performance outcomes.

2.4.3 Employee Engagement

A positive relationship has been identified between employee engagement and organisational performance (Thomas,2015). Employees who are actively and consistently engaged have shown an increase in the finances of the organisation, as well as in other tenets of organisational performance. Employees who are not engaged have far less commitment to the organisation, are wasteful, and would leave.

Employee engagement refers to the staff of a company being psychologically present when occupying and carrying out an assigned task. This mainly means that the staff are paying attention to the task and are fully absorbed in what is going on. Attention involves logically thinking about the task, while absorption deals with the intensity with which an individual is focused and gets completely taken up by the activity. An employee being actively engaged involves being emotionally and intellectually committed to the organisation and showing a high number of discretionary efforts being committed to the job. Engaged employees show a high sense of productivity, focus on customers more, and generate more profit/service. Being emotionally attached to the organisation means that employees are likely to expend extra efforts for the success of the company work with passion in their jobs and even perform beyond the requirements of their roles.

Engaged employees generally demonstrate work ethics and behaviours that improve the performance of their organisation. They exert extra effort to stay and work for the growth of the company and are less likely to leave. They result in higher productivity, lower instances of absenteeism and turnovers, and higher customer satisfaction. A major factor in employee engagement is the relationship with management in seeking the well-being of employees, providing work that challenges them, and the decision-making authority

assigned to them. This is also influenced by organisational practices including human resource management practices, goals of the organisation, leadership and physical and social environments provided in the workplace. Employees are more likely to become engaged and involved in their work when the work environment is conducive. Thus, employee engagement refers to an employee's positive attitude toward an organisation, which is critical for both individual and organisational performance and success, since engaged people can assist the organisation in accomplishing its goals.

2.4.4 Training and Development

Training is the systematic process by which individuals gain knowledge or skills for a particular purpose (Jones and George, 2005). The purpose of training is to modify the behaviour of people who have been prepared. This means that trainees must acquire new manipulative abilities on the job to assist the organisation in accomplishing its objectives (Archive, 2008). Grobeler *et al.*, (2006) expressed training is the process of instilling specific knowledge through the use of identifiable and definable methodologies. These tactics and procedures should be continuously enhanced. Preparing in this manner is a deliberate effort to demonstrate specified abilities, facts, and viewpoints to meet a specific need (Archive, 2008). Not only does training aim to improve representatives' knowledge and abilities regarding their practical and regulatory responsibilities, but it also includes the acquisition of specific attitudes and mentalities such as determination, uprightness, dedication, and responsibility.

At any level of an association, training is critical to enhancing the organisation's execution. Lane and Robinson, (2009) were of the view that training imparts favourably and efficiently for optimum performance to fulfil the organisation's corporate goals. To evaluate and

identify flaws in the training program, a review is conducted to determine the progressions and enhancements that need to be made to the program. This, it is hoped, will improve the quality of training, resulting in a greater grasp of the occupation and higher-quality work (Jones and George, 2005). This is performed through the leadership of an HR evaluation of the total capacity or by preparing a specific section. By and large, the nature, substance, and degree of preparation obtained by employees should be compatible with the organisation's criteria for staff prepared in specific fields. Training should be conducted under the supervision of a qualified teacher. The individual responsible for preparing a particular employee or group of representatives must have the necessary information, skills, and viewpoints to make a meaningful showing (Stahl, 2009). Preparation begins at the hour of business and is considered a critical and constant staff activity.

2.5 Empirical Studies on HR Audit and Organisational Performance

Empirical studies on HR resource policies in organisations have shown that human resource policies are essentials to managing the affairs of employees since they are a significant contributing factor to the performance of staff and the growth of the company. As a result, there is a positive correlation between HR policies and employee performance (Nimtrakoon, 2015). Authors posit that HR provides the necessary opportunity for increasing performance due to its ability to offer motivation and direct the affairs of the staff while improving upon their knowledge and skills (Kotey, 2019). As cited in Kotey, (2019); Wall and Wood, (2005) state that, the performance of employees in organisations rests solely on the kind and the level to which HR policies are put in place by the organisations. This is especially the case since HR practices specify the capabilities of the human capital, as well as their limitations, and the provision of their needs and other resources available for work. Thus, they concluded that for any organisation to achieve optimum productivity

and the best performance from its staff, certain key HR policies and practices need to be instituted to manage staff. Again, since there is a positive relationship between HR policies and the growth of any organisation, the reverse would be true. The lack of sound HR practices would inevitably slow growth and lead to low employee performance as well. Ultimately, this would have a negative impact on the organisation in its goals.

HRM Audit has been proven to be a very essential tool in helping organisations to identify the strength and weaknesses of their employees and find means to develop them to improve upon the performances of the employees and the organisation as a whole. This is well explained in the study by Rudhani, (2013) in which the researcher stated that all problems are related to human issues and if the issues of the humans in an institution are identified and attended to, the institutional problems can be resolved. When performance gaps exist in the work process, a personnel audit is considered a powerful tool to identify this gap, and thus recommend corrective actions.

Ukil, (2015) revealed that employees' satisfaction is largely associated with productivity or the performance of an organisation. This means the management of every institution must pay much attention to the satisfaction of its employees. This study further explained that the satisfaction of employees means the complete approach of an employee communicated concerning his or her job (this includes basic interests and requirements of workers) and it helps to identify the level of his or her satisfaction with the job. With the help of the HR audit, Human resource managers will know how to meet the needs, wants, and interests of their employees so as not to affect their productivity (Colter and O'Connor,2012).

Colter and O'Connor (2012) continues to show that HRM audit has a great impact on the performance of an organisation. Their study stated that a human resource audit determines the necessary information regarding remunerations, benefits, administrative assistance, and other job-related matters which assists to take actions required for making the employees happy. But in a situation where these requirements of employees are met, institutions are more likely to experience an increase in absenteeism and turnover which in end tempers with the organisational performance. In a study by Kareem, (2015) to find the impact of human resource development on employee performance and organisational effectiveness, the researchers concluded that organisational effectiveness is highly dependent on the quality levels of its human resources which is a very key component of organisations. The question of human-resource effectiveness cannot be satisfactorily analysed in the absence of a proper audit.

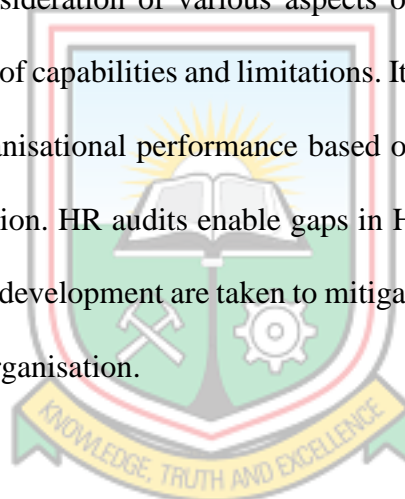
An organisation exists to accomplish goals through efficient employee performance. Thus, there ought to be some form of audit system. HR audits allow for worker training and improvement, setting goals, and accomplishing them. Audits allow for a framework to obtain the necessary information to set targets and equip decision makers to enable better performance, recognize shortfalls and oversee jobs as well as set remuneration packages. The advantages of a check system allow for tangible reasons for maintaining employees, needs and training assessment, and other strategic choices while discovering and discouraging poor work ethics, recognizing potential challenges, and identifying efficient employees for future management positions. HR audit systems guarantee the advancement of the organisations. It serves as an effective monitoring tool since it provides information that can effectively feed other HR practices promoting organisational growth and performance (Prah,2019).

2.6 Conceptual Framework

2.6.1 Narrative Explaining Conceptual Framework

Effective Organisational Performance is the goal of any organisation in its functions and processes. The capabilities of the Human Resource in the achievement of the objectives of any organisation, and thus its objectives cannot be overemphasized. The goal of HR audits when performed is to ensure the performance of the organisation at all times based on resources available, and HRM practices that maximize the potential of the human resource of the organisation.

HRM audits involve consideration of various aspects of the functions and processes of human resources in terms of capabilities and limitations. It serves as an invaluable analytical tool and indicator of organisational performance based on the management of the Human resources in the organisation. HR audits enable gaps in HR functions to be identified, and steps such as training and development are taken to mitigate limitations while increasing the strengths of staff of the organisation.



It is necessary for performing an HR audit to consider the understanding of employees and management of the HR policies and processes in service delivery and goal achievement. Adequate understanding ensures that effective teamwork is ongoing, and limited resources are not wasted in meeting organisational targets. This also has a direct effect on the efficiency and effectiveness of employees of the organisation in terms of work input and output. Employee satisfaction in the organisation plays a key role in the performance of tasks, as well as employee performance, both direct variables of HR audits and organisational performance. Employee performance directly measured in HR audits

determines which variables and targets are being met by employees, and which ones need to be modified, again a key factor in the overall performance of the organisation.

HR audits would determine leadership competencies among employees, a factor of organisational performance, while leadership competencies would also ensure HR audits are undertaken to investigate shortfalls of the HRM processes in an organisation.

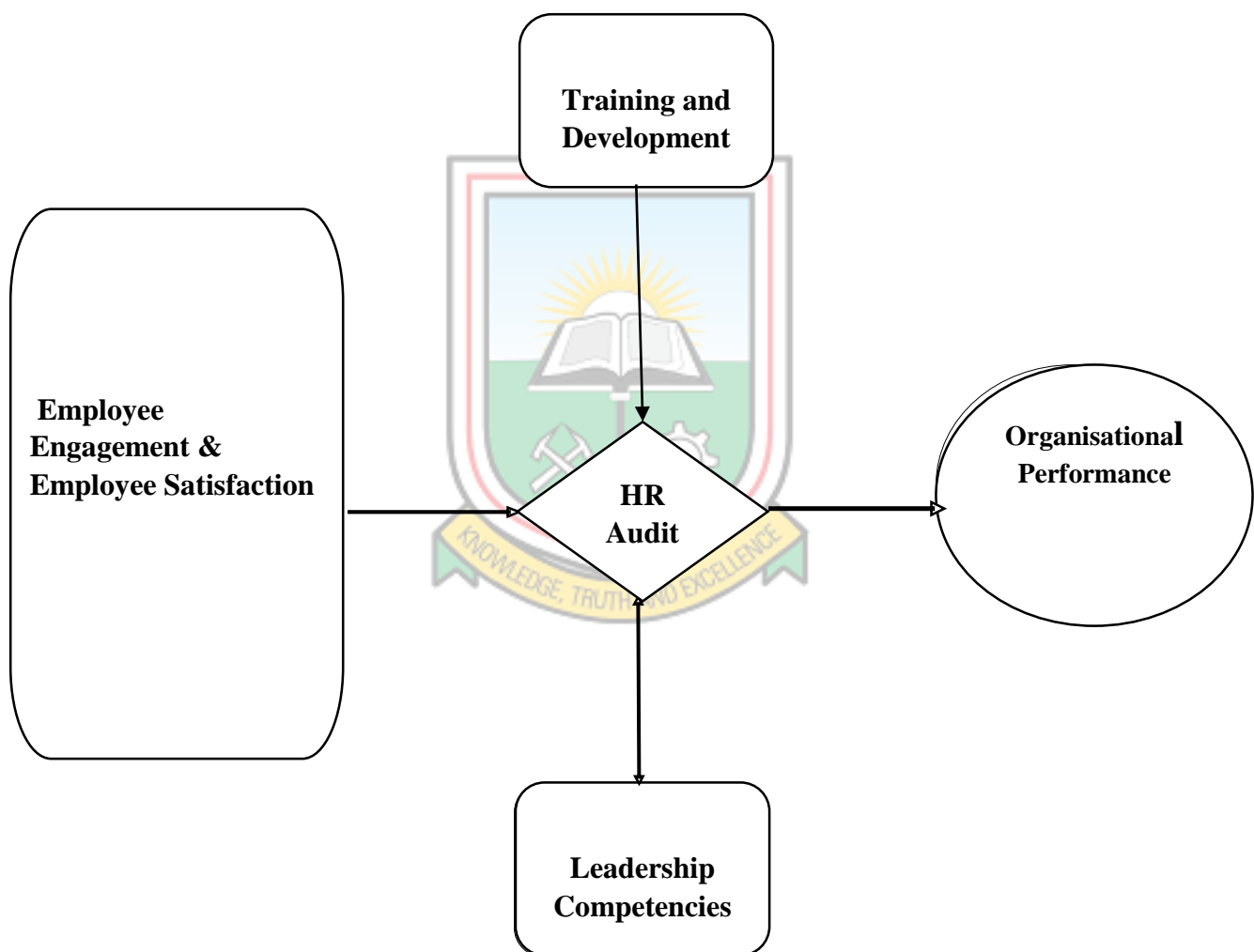


Figure 3.1: Conceptual Framework,

Author's Construct

2.7 Chapter Summary

This chapter has reviewed the extensive literature on the research area, discussing several topics of interest. Human Resource Management was initially defined as planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organisational and social objectives are achieved. The theoretical foundations of this study was discussed using the Resource-Based Theory. The Resource-Based Theory states that the human capital of any organisation needs to be reinforced with resources to enable them to perform at their optimum. This therefore allows organisations to understand the need to prioritise the intellectual development of employees, as well as their skills in order to gain competitive advantage.

Several empirical studies on HRM audit were also discussed citing the importance of HRM audit as an evaluating system for assessing individual performance and informing institutional change. Empirical studies on Organisational Performance were also discussed with a key focus on employee performance, leadership competencies, and employee engagement as influencing factors. Research that has identified the link between HRM audit and organisational performance was reviewed, and then a conceptual framework that will guide the research based on the literature that had been reviewed was provided.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the approach utilized to research this study. This comprises the research design, study population and sample size, data collection instrument, data collection technique, data collection validity and reliability, and data analysis. The approach used in this study was designed to assist the researcher in obtaining the necessary data to fulfil the study's purpose and objectives.

3.1 Research Design

Seidu, (2007), explained that research design refers to the conceptual framework within which research is conducted; it serves as the blueprint for data collection, measurement, and analysis. It demonstrates the data collecting and analysis procedures in a manner that is relevant to the research purpose. It is a strategy that aides the researcher in answering the research questions and logically resolving the research problem.

There are three types of design. They are exploratory design, descriptive design, and experimental design. The goal of this study was to investigate the effect of human resource audit on organisational performance using a descriptive research approach. When the purpose of the research is to identify traits, frequencies, trends, and classifications, descriptive research is an appropriate method (Vaismoradi *et al.*, 2013).

Furthermore, Saunders *et al.*, (2007) the purpose of descriptive research is to provide an accurate profile of individuals, events, or circumstances. Thus, the descriptive research

design is optimal for achieving the research's purpose and nature. This is because the study focuses on the aspects that contribute to increased productivity and achievement of organisational goals through human resource audits. This research examines the extent to which human resource auditing influences GFGL's human resource operations and, consequently, the organisation's overall performance. This design eliminates ambiguity throughout the study and allows for the collecting of vast amounts of data using a simple and practical technique for resolving the research topic.

3.2 Research Strategy

Weduawatta *et al.*, (2016) describe research strategy as a plan that establishes the overall direction of the research, as well as the methodology used to conduct the research. A researcher's research strategy directs the planning, execution, and monitoring of the study (Bickman *et al.*, 2009). There are two (2) primary research strategies: qualitative and quantitative. The current study employs both research methodologies since doing so enriches the study by utilizing the strengths of both strategies. As indicated by Kumar, (2007) both tactics complement one another's strengths and flaws.

3.2.1 Qualitative Research

Qualitative research, according to Prosser, (2005) analyses data gathered through direct fieldwork observations, in-depth, open-ended interviews, and written documentation. Qualitative researchers conduct naturalistic research, inductively examining real-world contexts to provide rich narrative descriptions and case studies. Denzin and Lincoln (2005) indicated that qualitative research takes a more interpretative and realistic view of the world. It is concerned with the interpretation of human experiences via a humanistic, interpretive lens. Although qualitative research boosts a researcher's capacity to deal with difficult or

sensitive phenomena due to its adaptability, it is an extremely expensive and time-consuming technique to implement.

3.2.2 Quantitative Research

The process of quantitative research entails the collection and analysis of numerical data. It is used to quantify the issue by generating numerical data or data that may be converted to useable statistics. Quantitative research is used to quantify attitudes, beliefs, behaviours, and other measurable characteristics. Surveys, in-person interviews, internet polls, and systematic observations were used to obtain data for this study. While quantitative research findings may be statistically significant, they are frequently insignificant on a human level due to quantitative research's tendency to overlook social and cultural views embedded in the variables under examination (Shaw, 2014).

3.3 Profile of Study Area

Gold Fields Ghana Limited (GFGL) was created in Ghana in 1993 as the legal company responsible for mining rights in the Tarkwa concession. Gold Fields Ghana Limited currently owns 71.1% of GFGL's issued shares. IAMGold, through its affiliates, owns 18.9%, while the Ghanaian government owns a 10% free carried interest, as mandated by Ghana's Mining Law.

Tarkwa is located on the southern end of the Tarkwa Basin, around 300 kilometres west of Accra, Ghana's capital. The Tarkwa mine is operated on mining leases spanning an approximate area of 20,800 hectares. Tarkwa produced 0.612 million ounces of gold in F2009 at a cash cost of US\$521/oz using heap leach and milling operations. Tarkwa employed 3,982 people, including contractors, as of 30 June 2009. The geology and

evaluation models have been updated to incorporate the most recent data sets available. These models are used in conjunction with a comprehensive and integrated mine design and schedule plan that is based on current performance levels and considers the inherent risks involved with mining operations at Tarkwa Gold Mine.

3.4 Population

Castillo, (2009) describes a population as a precise group of people or objects that possess the characteristics that are questioned in the study. Population refers to the entire universe of units or entities from which a sample will be chosen. The reachable population for the study covered all HR workers at Gold Fields Ghana Limited, Tarkwa, Ghana. At GFGL, the HR team comprises four (4) individual departments. These include the Human Resource department, the Employee Relations Department, the Learning, and Development department, and the Health and Safety department. For this study, the members of the entire team will be considered to gain a broader understanding of how all these departments come together to attain organisational goals.

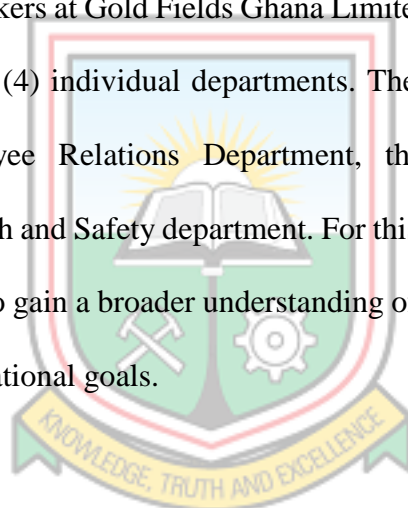


Table 3.1: Population Framework

Department	Number
Human Resources	20
Employee Relations	10
Learning and Development	15
Health and Safety	10
Total	55

Source: Field Data, 2021.

3.5 Sources of Data

Primary data was used to generate relevant information for this study. Data was gathered from employees from the HR department using questionnaires designed to provide the required answers. Due to the nature of work at the mining company, it will be difficult to conduct interviews for this study, hence the use of the questionnaire to achieve the desired data.

3.6 Sampling Techniques

Due to the nature of the mining work and the schedule of employees, it would be impossible to have the entire population participate in this study. A subset of the population was chosen to represent the entire population for this study. As explained by Castillo, (2009) sampling is a process of taking a subset of subjects that is representative of the entire population. Sampling is therefore considered a means of saving time and money by studying a sample instead of the whole population. For this study, the simple random sampling technique was adopted to obtain data from the respondents. The choice of this technique is due to its ease of use and accuracy of representation. It is also because each member of the larger population has an equal probability of selection.

Sample Size

This study used the Yamane formula to determine the sample size, and it is shown below.

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

Where n= sample size;

N= target population;

e = Margin of error (0.05) or 5%

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

The study estimates a population of 55. Factoring this in the equation,

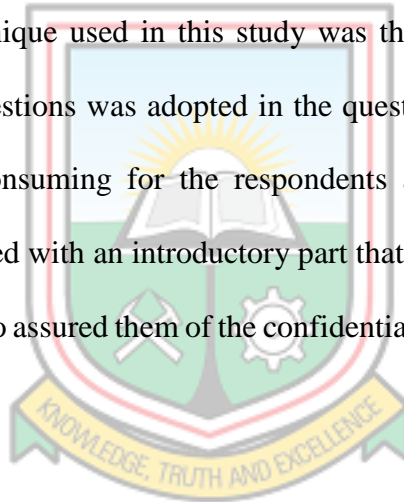
$$n = \frac{55}{1 + 55(0.05)^2} = \frac{55}{1.14}$$

$$n = 48.35 \approx 48$$

In view of the above equation, the study gathered data from 48 respondents.

3.7 Data Collection Instrument

The data collection technique used in this study was the electronic-based questionnaire. Closed-ended type of questions was adopted in the questionnaire development to make it simpler and less time-consuming for the respondents and also for easy analysis. The questionnaire was designed with an introductory part that explained the nature of the study to the respondents and also assured them of the confidentiality of any information that would be provided.



The respondents were implored to independently answer the questionnaire to prevent biases in the responses provided. The nature of the questionnaire was such that, respondents provided answers to questions instantly for immediate submission. The rationale behind providing clear instructions and ensuring the confidentiality of information is based on the fact that this significantly reduces the likelihood of obtaining biased responses (Sekaran, 2003).

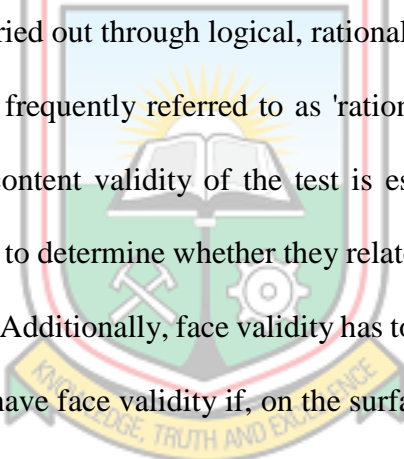
The questionnaire had questions designed using scaling questions which are in a five (5) point Likert scale to determine employees' perception of HR Audit and ascertaining the

factors that affect organisational performance at GFGL. It presents the respondents an option to rank the answers on a scale in a range of ascending values with options such as 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, and 5 = Always. The questionnaire has some questions on the effects of Human Resource Audit on the Human Resource Functions, the perceptions employees have on HR audit, and factors that affect organisational performance. Based on the distribution of the questionnaire, the most important factors would be identified and the association between variables would be determined. There are thirty-eight (38) items on the questionnaire with Six (6) demographic questions, Sixteen (16) on the role of HR Audit in the organisation, Seven (7) on leadership competencies, Seven (7) on Training and development, and Seven (7) on Employee engagement and satisfaction.

3.8 Reliability and Validity of Data

Reliability is the extent to which results are consistent over time and become an accurate representation of the total population under study (Huang and Watson, 2015). According to them, the research instrument can be considered reliable if the results of the study can be reproduced under similar situations. The reliability of quantitative data depends on instrument construction. One means to test reliability generally is the use of the Cronbach alpha coefficient, which was used in this study. As noted by Creswell, (2014) the Cronbach alpha coefficient is generally used to reliably indicate how well various items are positively correlated to one another. When the alpha of the scale for measuring a variable is 0.7 and above, then it is more reliable, however, a lesser alpha below 0.7 has reliability in doubt (Santana *et al.*, 2009). The reliability of the questionnaire as computed for the study was 0.873.

Alhassan, (2006) explained that validity refers to the extent to which an instrument measures what it is supposed to measure and functions as intended. According to him, the validity of a research instrument is concerned with the instrument's ability to accurately measure the concept(s) being measured. The content validity of a test instrument is determined by determining how well the test's content represents the class of situations or subject matter about which conclusions are to be drawn. It is based on a comparison of test content analysis to course content analysis and instructional objectives analysis. It is determined how accurately the former reflects the latter (Anastasi and Urbina, 2002; Guilford, 1956; Lindquist, 1971).



The analysis is mostly carried out through logical, rational, and judgmental processes. That is why content validity is frequently referred to as 'rational' or 'logical' validity (Anastasi and Urbina, 2002). The content validity of the test is established by examining the test questions (questionnaires) to determine whether they relate to the topics covered by the test as determined by the user. Additionally, face validity has to do with the physical appearance of a test. A test is said to have face validity if, on the surface, it appears to measure what it is intended to measure. 'Face validity refers to the appearance of rationality (Anastasi and Urbina, 2002; Guilford, 1956; Lindquist, 1971; Jackson, 1960).

The test items were given to two experienced senior lecturers in the Department of Management Studies at the University of Mines and Technology to determine the questionnaires' content validity and face validity, i.e., to determine whether the questions correspond to the areas covered by the questionnaire as intended by the researcher and to identify any ambiguities in the test items. Suggestions and constructive comments were used to enhance the instruments' validity.

3.9 Data Analysis Techniques

To ensure that accurate data was collected, editing was keenly done to do away with omissions and errors. The data collected has to be processed through editing, coding, classification, and tabulation before analyzing it using the appropriate statistical tool (Kothari 2004). Classification and tabulation were done to summarize the raw data for statistical analysis. Furthermore, the data was carefully entered into STATA software version 13.0. In the STATA, information on HR Audit was coded using a Likert-Scale of 1 to 5 where the level of agreement with the questions increases in ascending order of the Likert-Scale. Questions on the various factors that affect organisational performance were also coded using a Likert-Scale of 1 to 5 where the level of agreement with the questions also increases in ascending order of the Likert-Scale.

Factor analysis was conducted to determine the role HR audit plays at GFGL. Descriptive statistical measures, such as mean, standard deviation, minimum and maximum of the study was calculated using STATA software version 13.0, to examine employee perceptions of the HR factors and functions that affect organisational performance. Correlation analysis was used to determine the level of association between variables. Regression analysis was also used to determine the impact of the independent variables (Leadership competencies, Employee engagement and satisfaction, and Training and Development) on organisational performance. Other relevant information would be obtained in a standard form using tables, frequencies, graphs, and percentages to analyze and interpret the information.

3.9.1 Correlation Analysis

Pearson's r coefficient is frequently used to refer to the correlation coefficient. Correlation values must have a magnitude and a direction, which might be positive or negative. It can

take on a value between -1 and +1. The closer the coefficient approaches -1, or +1, in any direction, the higher the correlation between the variables under examination. The correlation coefficient (r) is defined as follows: if r equals one (1), there is a perfect positive correlation between two variables; if r equals one (-1), there is a perfect negative correlation between two variables; and if r equals zero (0), there is no correlation between the two variables under consideration. However, the closer r is to 1, the greater the beneficial effect. If less than 0 and closer to -1, the negative impact is larger. Where x and y are values of variables, and n is the sample size.

3.9.2 Multiple Linear Regression Analysis

This is a statistical technique for establishing a link between two or more independent variables and a response or dependent variable. It enables researchers and analysts to determine the model's variance and the relative contributions of each independent variable to the dependent variable. The goal of this study is to determine the association between organisational performance (dependent variable) and the independent variables using a multiple linear regression model (Leadership competencies, training and development, and employee engagement and satisfaction).

The model used is;

$$Y = \alpha_0 + \beta HRA + \gamma DEM + \epsilon$$

Y = Dependent variables (factors that influence organisational performance)

HRA= independent variable (HR Audit)

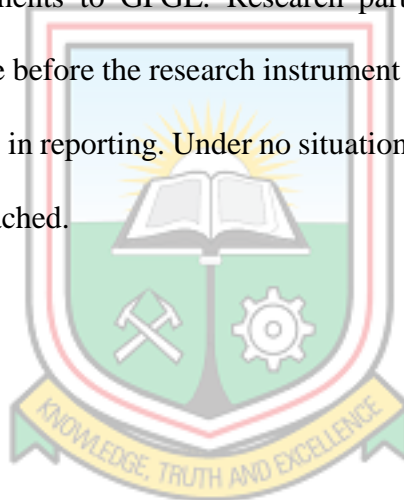
α_0 = constant variable

DEM= Demographic Statistics (Age, Gender, Educational and Management level)

ϵ = Error

3.10 Ethical Consideration

Ethical consideration in research is very relevant and necessary for both the researcher and the sample in the study. According to Neuman (2014), ethical research is done by balancing the value of advancing knowledge against the value of non-interference in the respected privacy of others. This is done by seeking consent, ensuring anonymity and confidentiality. Confidentiality and informed consent are key important ethical issues to consider when conducting a survey. In constructing the research instrument, the confidentiality right and anonymity of the study were highlighted. As a demonstration of the researcher's commitment to observing the required ethical standards, the researcher submitted the required clearance documents to GFGL. Research participants were accordingly given consent forms to complete before the research instrument was administered. The study also regarded the ethical issues in reporting. Under no situation did the researcher formulate data to support conclusions reached.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the research findings and their interpretations. The chapter is organized under subheadings based on the objectives of the study. The study begins with the demographic characteristics and the descriptive statistics of the study respectively. Results of the association between variables are presented using correlation analysis and finally a focus on the empirical analysis of the study through Regression.

4.1 Socio-demographic characteristics of study respondents

Out of the 43 respondents, more than half of them (53%) were males. This implies that the male respondents dominated the female respondents in the study. This is as a result of GFGL having more male employees than female employees.

Most of the respondents (56%) were between 31-40 years old, with a frequency of 24. The age group 20-30 years followed with a frequency of 15 and a percentage of 35, while the age groups 41 to 50 and 50+ years scored the least with a frequency of 2 each and a percentage of 4.5.

Concerning the educational background of respondents at the time the study was conducted, the majority (44.2%) of them had a bachelor's degree, while 4.7% had obtained a PhD. Most of the respondents (49.0%) had one to five years of work experience. Nearly half (39.5%) of the respondents stated that they were HR Professionals at the management level and less

than a seventh (13.8%) were at the lower level, Relations Officers, Subordinates, CSR, Health & Safety, and Engineering personnel.

Table 4.1: Socio-Demographics of Respondents

Variable	Option	Freq.	%
Gender	Male	23	53.5
	Female	20	46.5
	Total	43	100
Age	20 years- 30 years	15	34.8
	31 years- 40 years	24	55.8
	41 years- 50 years	2	4.7
	51 years and above	2	4.7
	Total	43	100
Marital Status	Single	145	72.14
	Married	55	27.36
	Other	1	0.50
	Total	43	100
Level of Education	Certificate	3	6.9
	Diploma	2	4.7
	Bachelors	19	44.2
	Masters	17	39.5
	PhD	2	4.7
	Total	43	100
Working Experience (Years)	Less than 6 years	21	49.0
	6 to 10 years	13	30.2
	11 years to 15 years	6	14.0
	16 years and above	3	6.8
	Total	43	100
Management of Level of Respondent	Lower Level	1	2.3
	Middle Level	12	28.0
	Top Level	6	14.0
	Relations Officer	1	2.3
	Subordinate	1	2.3
	HR Professional	17	39.5
	CSR	1	2.3
	Health & Safety	1	2.3
	Engineering	1	2.3
	None	2	4.7
	Total	43	100

Source: Author's Construct, June 2021.

The findings of this study regarding the gender of employees in the organisation showed that there are more males than females in the organisation and this supports that of (Abukari *et al.* 2018) which stated that the concept of sex segregation in the labour market continues to exist in developing economies such as Ghana because the old economic sector's sex-based occupational system is deeply ingrained in the people's belief systems. The gender division must continue to encourage the labour market to give equal employment opportunities to both genders most importantly in the mining sector.

Most of the respondents were found to be in the age category of 31-40 years and this is in line with a survey in Australia by (Australian government) which stated that there is a difference in the age profile of workers in the mining sector and that of employment as a whole. The study further stated that the mining industry employs a higher number of workers aged 25 to 44 years. This could be linked to the level of experience that is needed to work in the mining sector as the majority of the respondents were found to have worked in the sector for six years and above. Just like a study in the OECD countries (Organisation for Economic Co-operation and Development), it can be seen that education has a significant effect on employment status as the majority of the employers in this organisation were found to have a bachelor's or a master's degree.

4.2 The Role of HR Audit

The first objective was to study the role of HR audit at Gold Fields Ghana Limited. As a way of assessing the role human resource audit plays in the organisation, the study adopted the Varimax Method of Rotation and the Principal Component Analysis method of extraction. The Varimax Method of Rotation is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. The objective is

to help in simplifying the interpretation of the various factors identified by the study. The various factors used in assessing the roles played by Human Resource Audit were coded as follows.

Table 4.2: Descriptive Statistics of Roles/Factors of HR Audits

Role/Factor	Min	Max	Mean	SD
Quality Improvement (QI)	1	5	4.33	.808
Performance Management Improvement (PMI)	1	5	4.12	.823
Recruitment and Selection (RS)	1	5	4.00	.964
Health and Safety Improvement (HSI)	1	5	3.88	.879
Improved Legal Compliance (ILC)	1	5	4.02	1.012
Improved Compensation Management (ICM)	1	5	3.95	1.022
Employee Output and Satisfaction (EOS)	1	5	4.09	.947
Employment and HR Management (EHM)	1	5	4.09	.811
Cost Reduction (CR)	1	5	3.58	1.074
Improvement in HRIS (IHRIS)	1	5	4.26	.759
Identification of good and bad performance (IGBP)	1	5	4.05	.899
Enhance Quality Training (EQT)	1	5	3.93	.961
Enhance Performance (EH)	1	5	4.21	.675
Aligns Organisational Strategy (OS)	1	5	4.37	.787
Well managed potential (WM)	1	5	4.12	.879
Monitoring and Evaluation (MnE)	1	5	4.12	.731

Source: Author's Construct, 2021.

4.2.1 Factor Analysis

The first analysis that was run showed that factor 11 (IGBP), factor 12 (EQT), and factor 15 (WM) had low communalities values, therefore they were taken out and the analysis was re-run to obtain factors that contain significant communality values that can help in explaining the Varimax method of Extraction.

Table 4.3 shows the correlation matrix which establishes the relationship between the various roles played by HR Audit at Gold fields Ghana Limited. It can be seen from the correlation matrix that all the values are within the acceptable limit of $\geq -0.80 \leq \pm 0.80$. The analysis also shows an average significance level of 0.000 indicating that the relationship between the various constructs is significant.

Table 4.3: Correlation Matrix

	QI	PMI	RS	HSI	ILC	ICM	EOS	EHM	CR	IHRIS	EH	OS	MnE
QI	1.00												
PMI	0.51	1.00											
RS	0.48	0.356	1.00										
HIS	0.55	0.447	0.639	1.00									
ILC	0.54	0.483	0.603	0.593	1.00								
ICM	0.36	0.460	0.453	0.338	0.485	1.00							
EOS	0.64	0.567	0.464	0.471	0.396	0.324	1.00						
EHM	0.49	0.376	0.812	0.717	0.462	0.264	0.485	1.00					
CR	0.49	0.541	0.613	0.553	0.557	0.242	0.508	0.620	1.00				
IHRIS	0.21	0.180	0.675	0.546	0.302	0.353	0.364	0.657	0.427	1.00			
EH	0.57	0.213	0.325	0.444	0.307	0.222	0.640	0.442	0.288	0.358	1.00		
OS	0.36	0.079	0.000	0.064	-0.011	0.140	0.272	-0.018	-0.065	-0.083	0.612	1.00	
M/E	0.1	0.13	0.13	-0.01	0.02	0.35	0.15	0.06	-0.02	0.07	0.38	0.58	1.0

a. Determinant = .000

Source: Author's Construct, 2021

4.2.2 KMO and Bartlett's Test of Sphericity

The KMO and Bartlett's Test of Sphericity indicates the suitability of the constructs for structure detection. It also helps in understanding the relationship and the level of significance among the various variables.

Table 4.4: KMO and Bartlett's Test

<i>KMO and Bartlett's Test</i>		
<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.767
Bartlett's Test of Sphericity	Approx. Chi-Square	327.061
	Df	78
	Sig.	.000

Source: Author's Construct, 2021.

The findings show a KMO sampling adequacy value of 0.767. This indicates that there is a strong positive relationship between the various construct ($R=76.7\%$) and that 76.7% proportion of variance in the variables can be caused by underlying factors. It also shows that the analysis results are useful for decision-making since $R>0.5$. The Bartlett's Test of Sphericity on the other hand has a degree of freedom of 78 and is significant at 0.000 significance level (Chi-square=327.06). As indicated by the determinant earlier, the relationship between the various constructs is significant ($p<0.05$).

4.2.3 Principal Component Analysis (PCA)

Using an Eigen Values of ≥ 1 on the Principal Component Analysis (PCA), the study extracted 13 components where only higher values were used to indicate the quality score to represent a real underlying factor.

The PCA approach enables us to understand the variety of possible explanations for the reaction.

Table 4.5: Principal Component Analysis

Constructs	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	5.776	44.427	44.427	5.776	44.427	44.427	3.311	25.469	25.469
2	2.074	15.952	60.379	2.074	15.952	60.379	3.188	24.527	49.996
3	1.168	8.986	69.366	1.168	8.986	69.366	2.268	17.447	67.442
4	1.071	8.241	77.607	1.071	8.241	77.607	1.321	10.164	77.607
5	.635	4.881	82.487						
6	.538	4.135	86.622						
7	.407	3.133	89.756						
8	.358	2.756	92.511						
9	.289	2.221	94.732						
10	.221	1.698	96.430						
11	.200	1.540	97.970						
12	.185	1.421	99.391						
13	.079	.609	100.000						

Extraction Method: Principal Component Analysis.

Source: Author's Construct, 2021.

The findings show that four (4) have been saved and can explain 77.61% of the variation in the thirteen (13) constructs. This means that the analysis assumes all the thirteen roles played by HR Audit in Gold Fields Ghana (as identified by the study) can be reduced into 4

underlying roles. This can be seen in the table as the Extraction Sums of Squared Loading stopped loading on component 4 with an Initial Eigen Value of 1.071, (Variance (%) =8.241, Cumulative %=77.607). Moreover, the first component explains over 50% of the total 77.61%. This is further seen in the scree plot which shows 4 distinct plots showing Eigenvalues ≥ 1 .

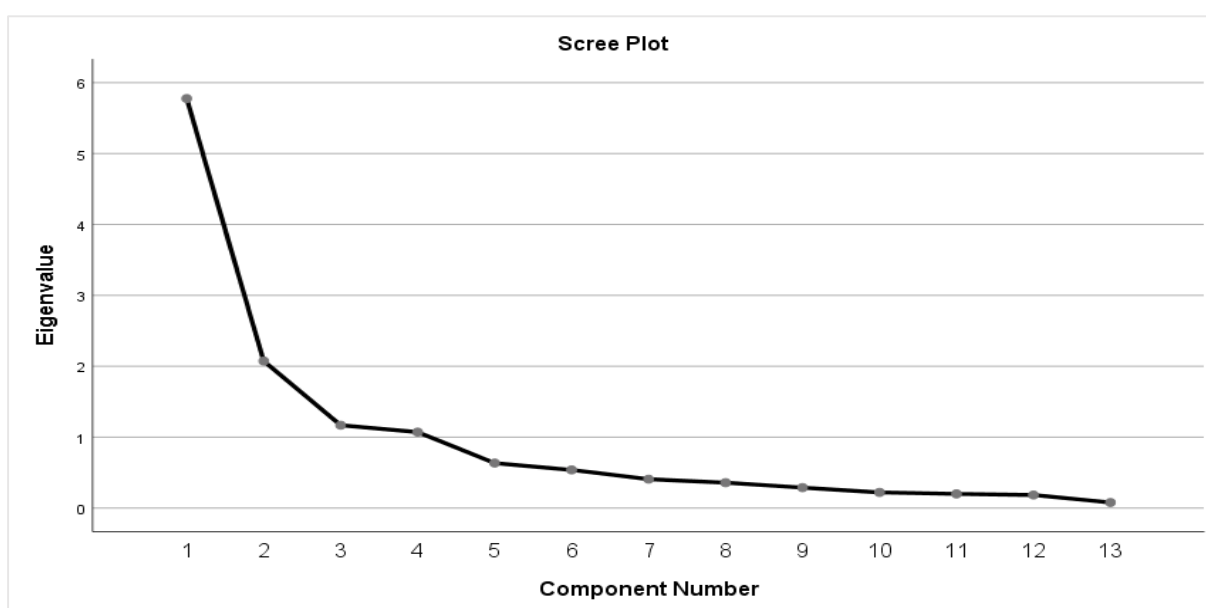


Fig 4.1: Scree Plot

Source: Author's Construct, 2021.

It can also be seen from the scree plot that the distance between component 1 and component 2 is huge explaining the vast percentage difference between the first component and the other three components. The scree plot visualizes the Quality Scores (Eigen Values) among the constructs (Variables).

4.2.4 Rotated Component Matrix

The rotated component matrix sometimes referred to as the loadings, is the key output of principal components analysis. It contains estimates of the correlations between each of the

variables and the estimated components. It shows the strength of the correlation between the roles and the 4 components as seen in Table 4.6 The results show that the relationship between “*Improvement in HRIS*” (IHRIS), and component 1 is loaded very well with a 0.890 correlation coefficient value. This reveals that there is a strong relationship between the variables.

Table 4.6: Rotated Component Matrix^a

Construct	Component			
	1	2	3	4
IHRIS	.890			
EHM	.841			
RS	.811			
HIS	.657			
PMI		.822		
QI		.724		
ILC		.682		
CR		.644		
EOS		.632		
OS			.892	
EH			.817	
ICM				.803
MnE				.651

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Source: Author's Construct, 2021.

In component 2, the study reveals a strong positive relationship between “*Performance Management Improvement*” (PMI) with a correlation coefficient of 0.822. The Rotated Component Matrix further reveals that “*Aligns Organisational Strategy*” (OS), and “*Improved Compensation Management*” (ICM) are loaded very well on component 3 and component 4 with correlation coefficient values of 0.892 and 0.803 respectively. Additionally, it shows that there exists a strong relationship between the variables.

The study further shows that IHRIS, EHM, RS, and HSI are loaded on component 1. PMI, QI, ILC, CR, and EOS are loaded on component 2 while OS and EH are loaded on component 3 and ICM, and MnE on the other hand are loaded on component 4. This is depicted pictorially by the Component Plot in Rotated Space below.

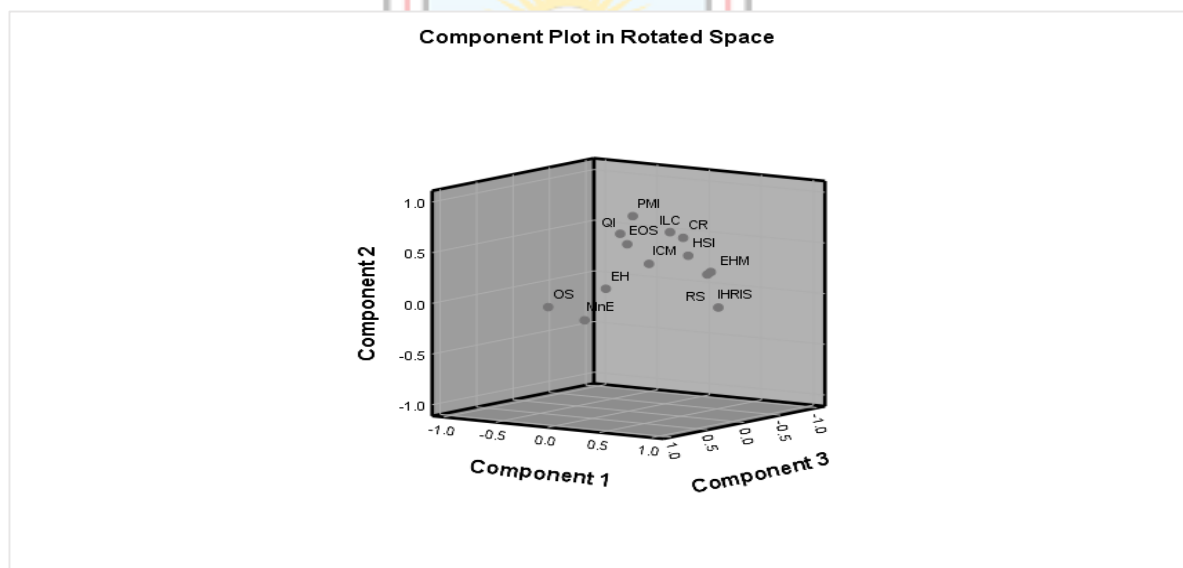
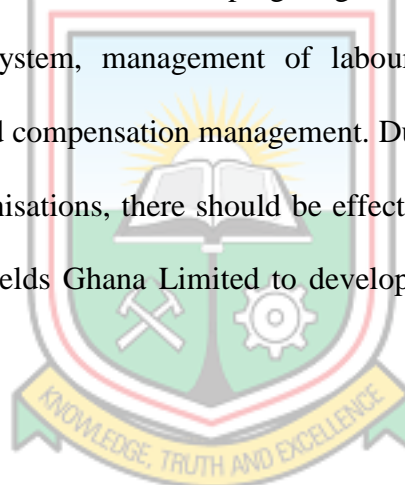


Fig 4.2: Component Plot in Rotated Space

Source: Author’s Construct, 2021.

The finding of the factor analysis suggests that respondents are of the view that the various roles played by HR audits in the organisation can be fused into four main roles. Thus, respondents strongly agree that HR Audit has contributed to improvement in the performance management system and has also improved compensation Management.

Furthermore, Human Resource Audit contributes immensely toward the improvement of Human Resource Information System as well as allows HR practices to be aligned with organisational strategy. The findings above are in tandem with other studies which show that HR Audit plays a major role in an organisation (Dessler and Varkkey, 2011) as cited by Ukil (2015). Human resource audit being able to make a positive effect on compensation Management, and helps to align HR practices with organisational strategy, facilitate and improve employee output and satisfaction at this organisation, confirms the findings of Ukil, (2015) which showed that Human Resource Management Audit is a multifaceted factor which involves HR planning, selection, training, development, recruitment, career development and promotions, records keeping, organisational control, human relations, performance appraisal system, management of labour, staffing and development of organisational control and compensation management. Due to how essential HR audit is in the development of organisations, there should be effective and efficient human resource audit systems in Gold Fields Ghana Limited to develop its employees and also achieve organisational goals.



4.3 Perceptions of Staff on HR functions that affect the Organisational Performance.

One cardinal objective of the study was to ascertain the HR functions that affect organisational performance at GFGL. This was done by examining the perceptions of staff in the study area. Training and Development were perceived to be seen by the respondents more often as it scored a mean of 27.32 (SD= 4.744) which shows a frequent practice at the organisation. Similarly, Leadership Competencies was also found to have a mean score of 26.42 (SD=4.914), indicating a frequent practice as well. Furthermore, Employees Engagement and Satisfaction as shown below was also perceived to be of frequent practice

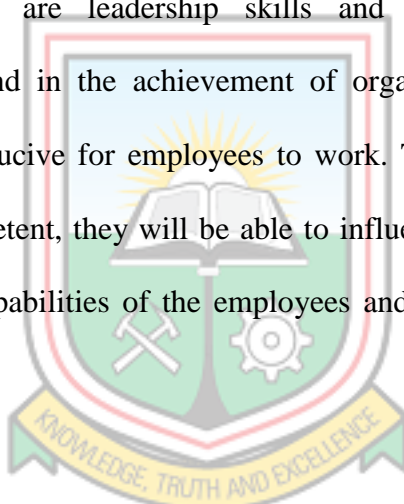
by the respondents as it gained a total score of 25.97 (SD=4.744), all out of a total mean of 35.00.

Even though all the factors recorded high scores, not all the individuals under each practice also scored a higher mean. In Leadership Competence, practices like “My manager knows his/her limitations and strength” and “My manager shows a sense of humour and perspective” showed a moderate usage as they scored a mean of 3.65 (SD=1.131) and 3.76 (SD=1.109) respectively. The variable “My manager is a model of respect, helpfulness, and cooperation” was found to have had the highest mean score 3.93(SD=0.961) and this shows that it was the most frequently demonstrated variable under the Leadership Competency Practice.

Under Training and Development, the facets, “organisation offers training based on long-term needs of its employees” and “There is a professional development programme in the organisation” were found to have moderate scores as they had means of 3.37(SD=.951) and 3.48 (SD=1.162) respectively. This means these facets were the least experienced by the respondents. On the other hand, the variable “Training programmes are geared towards improving employee capacity” scored the highest mean 4.60 (SD=.659) under this practice. Lastly, Employees Engagement and Satisfaction also had some variables that had moderate scores. Variables such as “There is a fair and equitable reward and compensation system for all employees”, “I am adequately recognized for my good work”, and “I am satisfied with the information I receive from management on what's going on in the Company” were found not to be of much usage at the organisation at they scored a mean of 3.32 (SD=1.149), 3.51 (SD=.984), and 3.44 (SD=1.259) respectively. The variable “I know how my job impacts

the mission of the Company” was found as the factor that the respondents perceived the most with a mean score of 4.20 (SD=.887).

Details of the analysis are shown in table 4.7. Generally, this study found that the organisation makes good use of these HR Practices, and this can be linked to the overall performance of the organisation. Regarding the respondent’s perception of the Leadership Competencies, the results of the study showed that staff in management positions are very competitive, and this is very essential as leadership is found to be a key determinant of the success or failure of any organisation (Al Khajeh, 2018). As Nimtrakoon (2015) stated, leadership competencies are leadership skills and behaviours that contribute to organisational success and in the achievement of organisational goals by creating an environment that is conducive for employees to work. Therefore, since the respondents found their leaders competent, they will be able to influence their followers in ways that will develop both the capabilities of the employees and also aid in the achievement of organisational goals.



Training and Development, just as Leadership Competencies, were also found to be well experienced by the respondents. Training as defined by Grobeler *et al.*, (2006) is the use of specific means to inculcate specific learning, using techniques that can be identified and described. Since the findings of this study showed that the organisation has in place programs to train and develop the capabilities of its workers, it can be said the organisation is on track of achieving its goals as training and development of employees does not just develop the capabilities of the employees but goes a long way to acquire positive working habits that leads to high productivity levels.

Table 4.7: Perceptions of Staff on HR functions that affect the Organisational Performance.

Variable	Min.	Max.	Mean	SD
Leadership Competence (Total Score)	7	35	26.42	4.914
My manager knows his/her limitations and strengths.	1	5	3.65	1.131
My manager seeks and welcomes feedback.	1	5	3.86	.965
My manager sees the big picture.	1	5	3.79	.832
My manager reviews and improves financial performance.	1	5	3.72	1.031
My manager knows when to ask for help.	1	5	3.69	.964
My manager is a model of respect, helpfulness, and cooperation.	1	5	3.93	.961
My manager shows a sense of humour and perspective.	1	5	3.76	1.109
Training And Development (Total Score)	7	35	27.33	4.744
Test and assessments conducted are job-related and validated based on actual job performance.	1	5	3.90	1.019
Training programmes are geared towards improving employee capacity	1	5	4.60	.659
Training programmes have greatly improved my knowledge and skills.	1	5	4.41	.905
Organisation continually reviews its training programme to meet the needs of the market.	1	5	3.83	1.044
Organisation offers training based on the long-term needs of its employees.	1	5	3.37	.951
The organisation conducts an HR audit to understand the relevance of the training programs.	1	5	3.69	.887
There is a professional development programme in the organisation.	1	5	3.48	1.162
Employee Engagement and Satisfaction (Total Score)	7	35	25.98	4.744
There is a fair compensation system for all employees	1	5	3.32	1.149
I am adequately recognized for my good work	1	5	3.51	.984
The Company communicates about decisions that affect employees	1	5	3.83	1.067
I am satisfied with the information I receive from management on what's going on in the Company	1	5	3.44	1.259
I know how my job impacts the mission of the Company.	1	5	4.20	.887
I feel encouraged to come up with new ways of working	1	5	3.86	1.166
My skills and abilities are utilized effectively.	1	5	3.79	1.145

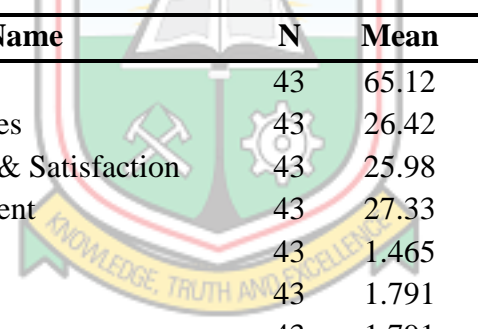
Lastly, findings on Employees Engagement and Satisfaction as an HR Practice showed that employees were frequently engaged in the activities of the organisation, and they are satisfied as well. The organisation engaging the workers in its activities is a sign towards the achievement of company goals as studies like that of Thomas, (2015) have found a positive relationship between employee engagement and organisational performance. As employees are engaged, it helps them to show an increase in the tenets of organisational performance (Thomas, 2015).

4.4 Effects of HR Audit on Factors that Influences Performance.

4.4.1 Descriptive Statistics

The summary of statistics of the variables for the study is shown in Table 4.8.

Table 4.8: Descriptive Statistics - Effects of HR Audit on Factors that Influences Performance



Variable Name	N	Mean	SD	Min	Max
HR Audit	43	65.12	8.926	16	80
Leadership Competencies	43	26.42	4.914	7	35
Employee Engagement & Satisfaction	43	25.98	4.744	7	35
Training and Development	43	27.33	4.744	7	35
Gender	43	1.465	0.505	1	5
Age	43	1.791	0.742	1	5
Educational Level	43	1.791	0.94	1	5
Management Level	43	3.395	1.137	1	5

Source: Author's Construct, June 2021.

The mean values represent the level of adherence to the corresponding variables, and the standard deviation represents how these variables deviate from their respective means.

The mean leadership competency is 26.42, that of Employee engagement and satisfaction is 25.98 and also, the mean of Training and development is 27.33, all on a scale of 7 to 35. This represents a high level of all three variables.

4.4.2 Correlation of HR Audit on Factors that Influences Performance.

Regarding the objective which looked at the effects of HR Audit on factors that affects performance, a Pearson correlation was done to ascertain the relationship between HR Audit and these factors. The results of the findings showed that HR Audit positively correlates with all the factors that affect the performance of the institution. Even though all the factors have a positive correlation with HR Audit, the correlation between Leadership competencies and HR Audit was not a strong one as it scored a p-value of 0.604. However, both Training and Development and Employee Engagement showed a positive and a significant correlation with HR Audit. Table 4.9 below, provides details of the linear correlation between HR Audit Practices and factors that affect the performance of the organisation.

Table 4.9: Correlation of HR Audit on Factors that Influences Performance.

Variables	Leadership Competency		Training And Development		Employee Engagement & Satisfaction	
	r	p-value	R	p-value	R	p-value
Hr Audit	.081	0.604	.438	0.003	.319	0.037

Source: Author's Construct, June 2021.

The study found a positive correlation with all the three factors that influences performance but only two had a significant correlation with HR Audit (Training and Development and Employee Engagement and Satisfaction). This means that a unit increase in the use of HR Audit culminates in a corresponding increase in these factors that affects performance and in the long run, an increase in overall performance. This finding affirms the assertion of (Nimtrakoon,2015) that there is a positive correlation between HR policies and employee performance. The existence of good leadership, positive employee engagement, and training and development in any institution have always been seen to be a critical component of

organisational performance. Therefore, it is not surprising that this current study exhibited a significant relationship between HR Audit Practices and these factors.

4.4.3 Regression Analysis of HR Audit on Factors that Influences Performance.

A multiple linear regression analysis was used to determine if demographic characteristics (Model 1) and HR Audit (Model 2) significantly affected the factors that influence performance. In the first model, the respondents' demographic characteristics (gender, age, educational background, work experience, and management level) jointly explained 36.6% of the variance in the factors that influence the performance of the organisation. When the predictors were evaluated for their contributions to the model, gender $p<0.01$ was found to be a significant predictor for training and development. In Employee Engagement and Satisfaction, gender $p<0.01$ and management level $p<0.01$ was a significant predictor in the model. None of the predictors was significant with Leadership Competence.

In model 2, the predictors (both the respondent's demographics and the HR Audit) together significantly predicted the overall performance of the organisation which explained 48.7% of the variance in the factors that influence the performance of the organisation. HR Audit ($p<0.00$), gender $p<0.01$, and educational level $p<0.05$ were found to significantly predict Training and Development as a factor that influences the performance of the organisation. Employees Engagement and satisfaction were also found to be predicted by gender $p<0.01$, management level $p<0.00$, and HR Audit $p<0.01$. On the other hand, leadership competency, employee engagement and satisfaction, and the respondent's demographics did not significantly contribute to the overall performance in this model. Details of the analysis are indicated in table 4.9.

The study revealed that respondent's demographic characteristics (gender, age, educational background, and work experience, and management level) jointly explained 36.6% of the variance in the factors that affect the performance of the organisation. However, only gender and management level significantly contributed to the regression model. This confirms and supports the studies of (Thakur (2015); Griffin and Moore (2011); Andoh, Biako, and Afranie (2011) which stated that there is a significant relationship between socio-demographic factors and performance of which leadership competence, Employee Engagement, and training and development are a determinant. The management level in this study as stated earlier was one of the demographic factors that had a significant relationship with the factors that influences performance and this shows that the more staff in management positions used their positions well, the more the organisation will have a positive increase in performance. This means that leaders in GFGL must have the capacity to influence their subordinates in achieving the goals of the organisation.

In the second model of this study, both the sociodemographic factors and HR Audit explained 48.7% of the variance in the performance of the organisation. On this side, gender, level of education, management level, and HR audit were the only predictors that were found to influence this model. These predictors were found to only predict the use of Training and Development and Employees Engagement and Satisfaction as factors that influences the performance of the organisation.

These factors showing significant predictions in Training and Development means that when the organisation makes available training and development sessions for its staff, it will go a long way to increase their performance and this justifies the findings of Kotey (2019) which stated that HR practices specify the capabilities of the human capital, as well as their

limitations, and the provision of their needs and other resources available for work. Thus, through an effective HR practice, an organisation will be able to know what to do or provide for its employees to achieve optimum productivity and the best performance. It is also said that Training and development enable organisations to cope with technological changes and challenges and effectively adopting new rulers in the business context (Adam *et al.*, 2016).

This finding is also in line with the work of Salah, (2016) who indicated that training and development have a significant impact on employee performance and productivity in Jordanian private sector transportation companies located in the country's southern region. The majority of respondents, in their responses to the survey, agreed that training and development have a significant impact on both employees' performances and productivity. According to the responses, training and development methods and activities opened up new possibilities for employees when they were executing tasks, which resulted in improved performance and greater productivity overall. Employees will learn new information as well as re-learn and reinforce current knowledge and abilities, which will assist them to perform better at work as a result of the establishment of training and development programs through HR audit (Long *et al.*, 2016). It is not a surprise that HR audit was found to have a significant relationship with employee engagement which is also a determinant of organisational performance as studies like that of Thomas (2015) found a positive relationship between employee engagement and organisational performance. This means that the more employees are engaged, the more they show interest in things that pertain to their work, and therefore increasing their performance and that of the organisation. Although HR audit had no significant relationship with leadership competence in this study, there is still a need for the organisation to pay attention to it as other studies have found it to significantly influence the performance of organisations.

Table 4.10: Effects of HR Audit on Factors that Influences Performance.

Factors	Leadership Competency					Training And Development					Employee Engagement/Satisfaction							
Model 1	Coef	S. E	[95% C.I]	<i>p-value</i>	<i>r</i>	Coef	S. E	[95% C.I]	<i>p-value</i>	<i>r</i>	Coef.	S. E	[95% C I]	<i>p-value</i>	<i>r</i>			
Gender	-	1.62	-	.720	0.12	-	-	1.51	-	-	0.01	-	-4.52	1.70	-	-	0.01	-
	2.56		5.85			0.43	4.12		7.18	1.06		0.34		7.97	1.07		0.29	
Age	.65	1.83	-	4.37	0.724	-	-.95	1.71	-	2.51	0.58	-	.05	1.93	-	3.96	0.98	0.09
			3.06			0.04			4.41			0.11		3.85				
Education	-.33	.85	-	1.39	0.69	0.03	-	.79	-	.09	0.06	-	-.96	.90	-	.85	0.29	0.05
			2.06				1.52		3.13			0.16		2.78				
Experience (Years)	-.86	1.37	-	1.92	0.53	-	.29	1.27	-	2.87	0.82	-	.27	1.44	-	3.19	0.85	-
			3.64			0.07			2.30			0.10		2.65				0.16
Management Level	1.31	.74	-	2.81	0.08	0.47	.79	.69	-.59	2.18	0.25	0.26	2.24	.77	.68	3.81	0.01	0.37
			1.79															
MODEL 2																		
Gender	-	1.63	-	.842	0.14	-	-	1.26	-	-	0.01	-	-4.20	1.56	-	-	0.01	-
	2.46		5.77			0.43	3.75		6.31	1.10		0.34		7.36	1.03		0.30	
Age	.48	1.85	-	4.24	0.80	-	-	1.43	-	1.33	0.28	-	-.48	1.77	-	3.11	0.79	0.09
			3.27			0.04	1.57		4.48			0.11		4.08				
Education	-.29	.86	-	1.44	0.73	0.03	-	.66	-	-	0.05	-	-.84	.82	-	.82	0.31	0.05
			2.04				1.37		2.71	.027		0.16		2.50				
Experience (Years)	-	1.39	-	1.79	0.47	-	-	1.07	-	1.87	0.77	-	-2.47	1.33	2.94	2.45	0.85	-
	1.02		3.84			0.07	.313		2.49			0.10						0.16
Management Level	1.32	.74	-.18	2.82	0.08	0.47	.80	.57	-.36	1.96	0.17	0.26	2.25	.71	.82	3.69	0.00	0.37
HR Audit	.08	.08	-.10	.25	0.39	0.08	.28	.07	.15	.42	0.00	0.43	.24	.08	.07	.42	0.01	0.32

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter summarises the findings of this study guided by the objectives that were set out to be achieved. This would be followed by a discussion of the conclusions and then recommendations to the study.

5.1 Summary of Findings

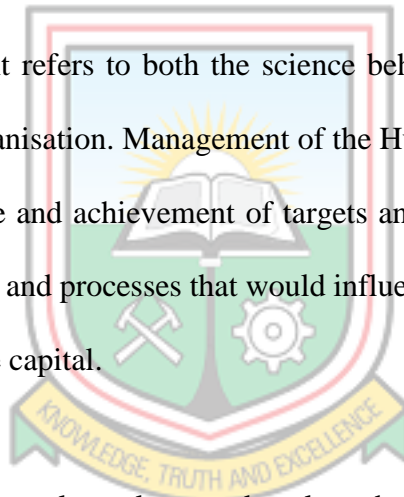
Some key findings were obtained from the research conducted in this study. HR Audit was determined from this research to be of immense benefit to Gold Fields Ghana Limited both in terms of employee development, as well as organisational development. The various processes and plans that are factored into HR audit in the organisation, as well as its practices, are key to the functions and optimum performance of both employees and the company as a whole.

Perceptions of staff of Gold Fields Ghana Limited in terms of factors or practices that affect organisational performance were centred mainly on three main key themes. These are leadership competencies, training and development, and employee engagement and satisfaction. In evaluating human resource practices and policies, this study found that all three factors contribute to the overall organisational performance of GFGL.

Organisational performance was found to be significantly impacted and associated with HR audit practices in the company. Good managerial skills, frequent training and development, and employee engagement and satisfaction are key components to the full functioning and optimum performance of the organisation to adequately achieve the goals and objectives of the company. Increasing any of these practices would also cause an increase in overall performance. Also, the study found that there is a significant relationship between socio-demographic factors and the factors that affect the performance of GFGL.

5.2 Conclusions

Human Resource Management refers to both the science behind and the practice that involves relationships of staff in an organisation. Management of the Human Resource of any organisation is essential to the performance and achievement of targets and objectives of the company. This also involves the various plans and processes that would influence the strategies of the group with regards to its Human Resource capital.



It is necessary therefore to frequently evaluate and analyze the various policies and processes that guide the running and management of both employees and managers in any work setting, by establishing various HR audit plans.

This study sought to assess the role of HR audit at Gold Fields Ghana Limited. This objective was attained through the factor analysis to determine which roles are more important at GFGL, based on the data retrieved from respondents. The finding of the factor analysis suggests that respondents are of the view that the various roles played by HR audits in the organisation can be fused into

four main roles. Respondents strongly agree that HR Audit has contributed to improvement in the performance management system, improved compensation Management, improvement of Human Resource Information System as well as allow HR practices to be aligned with organisational strategy.

The second objective was to examine the impact of HR audits on organisational performance. Pearson's correlation test was performed on the variables under study to ascertain the direction and strength of the relationship between the independent and dependent variables. Again, a multiple linear regression analysis was performed to establish how a change in the independent variables (Leadership competencies, Training and development, and employee satisfaction and engagement) will affect the dependent variable (Organisational Performance).

The third objective was to ascertain the HR factors and functions that affect organisational performance at GFGL. Based on the perceptions of staff at both employee and managerial level, through responses from the Likert scale questions under Leadership competencies, employee engagement and satisfaction, and training and development, the means and standard deviations of these questions allowed the researcher to conclude that all three factors are perceived to have a great impact on the organisational performance of GFGL.

Forty-three (43) staff in various positions in the company and varying socio-demographic characteristics were involved in this quantitative study to meet the objectives of the research. The regression analysis performed indicated that these socio-demographic factors have an impact on the variables in this study. Gender, for instance, has a great impact on the training and development, and therefore, the performance of the organisation. It is interesting to note that

gender disparities in training and development reduce the performance of GFGL, based on results from this study.

5.2.1 Impact of HR Audit on the Mining Industry

As already established at the onset of this study, GFGL is a gold mining company. The study brings us to the realization that the outcomes of HR audits in the mining company will result in improved performance and stakeholder (employees, customers, and suppliers) capacity. HR audit prompts management on areas that have errors and hence, the need to correct such and put in place appropriate measures.

5.2.2 Impact of HR Audit on Policymaking

The study pointed that the three (3) factors under study (Leadership competencies, Training and Development, and Employee Engagement and Satisfaction) have an impact on organisational performance. The results from the regression analysis predicted that HR audit in GFGL has a significant impact on Training and Development and Employee engagement and satisfaction. This means that when the organisation makes available the necessary training and development sessions for staff, it will go a long way to increase their performance. Effective HR audit will enable the organisation to come up with relevant and impactful training programmes that will go a long way to make the necessary difference in the organisation.

Also, HR audit allows management to plan programmes and policies that will make employees satisfied with their job, as well as ensuring employees are always engaged. When employees are

engaged and satisfied, they show great interest in their job, and this has a great impact on performance.

It was found that HR audits are significantly practised at GFGL, mainly in terms of leadership competencies, training and development programs, and employee engagement and satisfaction, and these practices are directly proportional to the overall performance of the organisation.

5.3 Recommendations

Based on the findings of this study, it is recommended that the factors and practices which are directly linked with the overall performance of the organisation should be greatly encouraged.

The staff of GFGL have a firm grasp of the concept of HR audit practices and are influenced greatly by increasing leadership competencies, frequent and relevant training and development programs, and engagement of employees, as well as their work satisfaction.

HR policies developed should be targeted at maximizing and increasing these practices to continually achieve optimum performance of the organisation.

Again, this study was conducted solely in GFGL. It is recommended that the study is replicated in other mining companies as well as other organisations to assess HR audit practices and how they affect performance to increase the scope of generalization of the findings.

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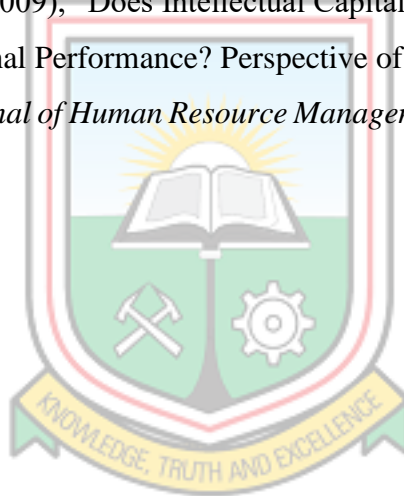
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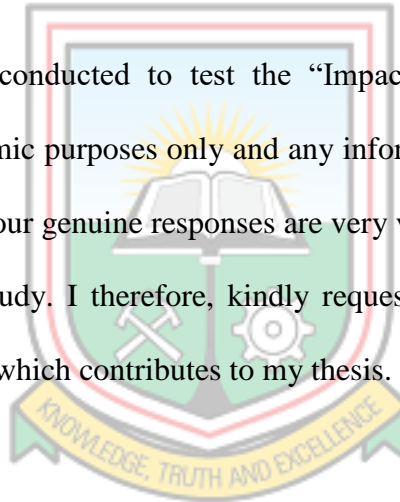
APPENDIX: QUESTIONNAIRE

UNIVERSITY OF MINES AND TECHNOLOGY
FACULTY OF INTEGRATED MANAGEMENT SCIENCE
DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE FOR EXAMINING HOW HR AUDIT IS PERFORMED AT YOUR ORGANISATION AND EMPLOYEE'S PERCEPTION ABOUT HR AUDIT

Dear respondent,

This questionnaire is being conducted to test the “Impact of HR audit on Organisational Performance”. It is for academic purposes only and any information provided by the respondent will be treated confidential. Your genuine responses are very valuable for the quality and validity of data to be used for this study. I therefore, kindly request you to voluntarily participate in completing this questionnaire which contributes to my thesis.



Part I: - General Information

Instruction: - Please put a thick (√) mark on the answer of your choice and write your idea on the space provided

1. Gender

Male

☐

Female

☐

2. Age

20-30yrs ☐ 31-40yrs ☐ 41-50yrs ☐ Over 51yrs ☐

3. Educational Background

Certificate ☐ Diploma ☐ Bachelors ☐ Masters ☐ Doctorate ☐

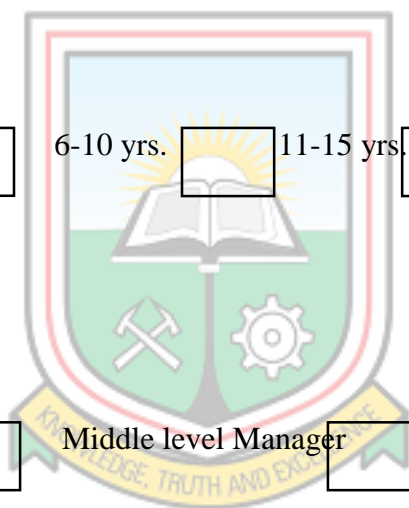
3. Level of Experience

Less than 5 years ☐ 6-10 yrs. ☐ 11-15 yrs. ☐ 16yrs and above ☐

4. Management Level

Top management ☐ Middle level Manager ☐ HR Professional ☐

5. Position



PART II QUESTIONS RELATED TO HUMAN RESOURCE AUDIT

Guidelines - Below are list of statements used to get relevant information for the accomplishment of the research objectives. Please indicate your level of agreement with each statement by ticking (✓) on the spaces provided under each option.

1- THE ROLE OF HR AUDIT (TOP MANAGEMENT, MIDDLE LEVEL MANAGERS AND HR PROFESSIONALS)

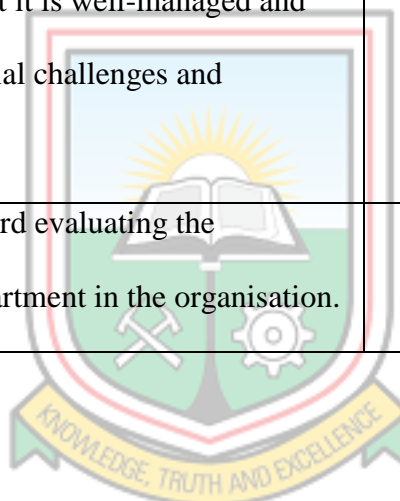
Please use the Likert-Scale of 1 to 5 for the items listed below:

1= Never; 2= Rarely; 3=Sometimes; 4=Often; 5=Always;

Effects of the Human Resource Audit on the Human Resource Functions		1	2	3	4	5
1.	Human resource audit has contributed to improvement in quality of work.					
2.	Human resource audit has contributed to improvement in performance management system.					
3.	Human resource audit had made a positive effect on the recruitment and selection process.					

4.	Human resource audit has contributed significantly to improvement in health and safety of workers.					
5.	Human resource audit has contributed to improved legal compliance.					
6.	Human resource audit has improved compensation Management.					
7.	Human resource audit has facilitated and improved employee output and satisfaction.					
8.	Human resource audit has positively and significantly contributed to employment and human resource management service.					
9.	Human resource audit has contributed to decrease in HR cost					
10.	Human resource audit has contributed to improvement in HRIS (Human Resource Information System).					
11.	Human resource audit identifies good and bad performance within HR functional areas.					

12.	Human resource audit has enhanced quality of training and development programs.					
13.	HR audit allows for HR practices to be aligned with organisational strategy.					
14.	HR audit is intended to enhance performance.					
15.	HR audit gives a sense of confidence to the human resource department that it is well-managed and prepared to meet potential challenges and opportunities					
16.	HR audit is geared toward evaluating the contribution of HR department in the organisation.					



PART 2- PERCEPTIONS OF STAFF OF ON HR AUDIT PRACTICES IN THE ORGANISATION.

Please use the Likert-Scale of 1 to 5 for the items listed below:

1= Never; 2= Rarely; 3=Sometimes; 4=Often; 5=Always;

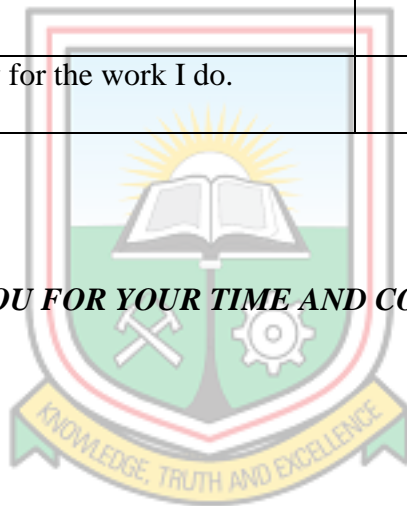
Leadership Competency		1	2	3	4	5
1.	My manager knows his/her limitations and strengths.					

2.	My manager seeks and welcomes feedback.					
3.	My manager sees the big picture.					
4.	My manager sets financial targets					
5.	My manager reviews and improves financial performance.					
6.	My manager knows when to ask for help.					
7.	My manager admits mistakes or faults.					
8.	My manager provides people with assignments to develop their skills.					
9.	My manager understands and is sensitive to diverse culture difference.					
11.	My manager gives timely coaching.					
12.	My manager finds practical ways to overcome barriers to change					
13.	My manager is a model of respect, helpfulness and cooperation.					
14.	My manager sets personal development goals					
15.	My manager shows a sense of humour and perspective.					
Training and Development		1	2	3	4	5

1.	Test and assessments conducted are job related and validated based on actual job performance.					
2.	Training Programmes are geared towards improving employee capacity					
3.	Training programmes have greatly improved my knowledge and skills.					
4.	Organisation continually reviews its training programmes to meet the needs of the market.					
5.	Organisation offers training based on long-term needs of its employees.					
6.	The organisation conducts HR audit to understand the relevance of the training programmes.					
7.	There is a professional development programme in the organisation.					
Employee engagement and Satisfaction		1	2	3	4	5
1.	There is a fair and equitable reward and compensation system of all employees					
2.	I am adequately recognized for my good work					
3.	The Company does a good job communicating about changes or decisions that affect employees					

4.	I am satisfied with the information I receive from Management on what's going on in the Company					
5.	I am involved in decisions that affect my work					
6.	I know how my job impacts the mission of the Company.					
7.	I feel encouraged to come up with new and better ways of doing things					
8.	My skills and abilities are utilized effectively by the company.					
9.	I am compensated fairly for the work I do.					

THANK YOU FOR YOUR TIME AND COOPERATION.



INDEX

A

- Abbas, 2
absenteeism, 24, 28
Abukari, 45, 68
achieving optimum organisational and employee productivity, 10
acquired technical skills, 16
actions
 collective, 9
 corrective, 27
 department's, 4
 legal, 4
 supervised, 17
Adaikalasamy, 6, 68
Adam, 61
adaptability, 34
administrative assistance, 28
Afranie, 60
Ajayi, 71
Alfes, 5, 68
Alhassan, 39
Allui, 10, 68
alpha, 38
 lesser, 38
Amy, 3
Anastasi, 39
Anderson, 12, 68
Andoh, 60
Anjomshoae, 1, 68
approaches, 7, 32, 69, 72
 coherent, 9
 complete, 27
 strategic, 10
Aquinas, 16
Armstrong, 9, 12, 68–69
Armstrong's definition, 10
Arulrajah, 4, 10, 69
Ashraf, 73
assessments, 56, 81
asset, 15
 valuable, 11
assets, costly, 10
Aswathappa, 15, 17
attitudes, bad, 21

audit, 1–4, 6–8, 26–30, 37–38, 40–41, 45–47, 49, 52–53, 56–66, 74, 76, 78–80, 82
 personnel, 17, 27



- audit impact, 7
- Auditing Effectiveness, 71
- audit in GFGL, 66
- Auditing Human Resources, 73
- audit practices, 59, 63, 67–68, 80
- Audit Practices and factors, 58
- audit procedure, 7
- audit systems, 28
 - effective human resource, 15
 - efficient human resource, 53
- audit teams, 4
- autocratic leadership, 23

B

- Babcock-Roberson, 23, 69
- Barney, 13–14, 69
- Bharadwaj, 3, 69
- Biako, 60
- Bickman, 33, 69
- Bjorkman, 19, 69
- Bondas, 74
- Boxall, 14, 69
- Bratton, 11, 69
- Budhwar, 19, 69
- business environment, 9
- businesses, 2, 5, 14, 18, 26, 71
 - modern, 2
- Business Ethics, 71
- business plans, 3, 12
- business priorities, 5
- business strategy, 5, 13



C

- Cannings, 1, 70
- capabilities, 13, 26, 29, 55, 60
 - leveraging people's, 10
- capacity to influence, 60
- career development, 16, 21, 53
- Castillo, 35–36
- Chanda, 16
- change, 17, 65, 72–73, 81
- change strategy, 3
- charismatic leadership, 23, 69
- Chaubey, 15, 70
- Chi-square, 48
- Cho, 19, 70
- Class Matters, 68
- clerical role, 2
- Coef, 62
- collaborative teamwork, 22

Colter, 27–28
 Combs, 70
 Commercial Training, 70
 Comparison of Core Competencies of Women, 74
 compensation, 1, 9, 17, 21, 31
 improved, 79
 compensation system, 54, 82
 fair, 56
 Competencies, 30, 58
 competitive organisation, 5
 competitors, 14
 compliance, 16–17
 improved legal, 46, 78
 legal regulatory, 2
 constructs, 47–50
 constructs for structure detection, 48
 consultants, 4
 Contemporary human resource management, 10
 contractors, 34
 contribution, 4, 7, 59, 80
 relative, 41
 supplementary, 12
 control, 17
 comprehensive, 6
 total quality, 15
 Control Quality Check, 73
 cooperation, 54, 56, 81, 83
 Core Competencies, 74
 corporate goals, 25
 Cost Reduction. *See* CR
 CR (Cost Reduction), 46–47, 51–52
 creation, 3, 9, 13
 product, 18
 creation of value, 3
 Creswell, 38
 Crook, 12, 70
 culture, 1, 13–14, 18
 organisation's, 19, 23
 culture difference, 81



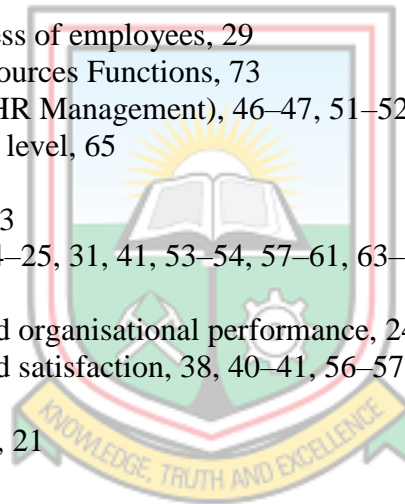
D

Dabhade, 2, 74
 Dansereau, 19, 70
 Darwish, 74
 Deb, 16
 Denzin, 33, 70
 Designing Organisations, 70
 Dessler, 15, 53
 Development and Employee engagement and satisfaction, 58, 66
 development components, 20

development of human resource management procedures, 1
development policies, 21
development programs, 61, 66–67, 79
discretionary efforts, 24

E

economies, developing, 45
Eddy, 73
Effective human resource auditing, 1
Effective Human Resource Practices, 72
effectiveness, 1–4, 6, 15, 17–18, 29, 68, 71
 human-resource, 28
effectiveness of human resource functions, 5–6
Effective Organisational Performance, 29
effect of human resource audit on organisational performance, 32
effects of human resource audit, 32, 38
efficiency, 4, 18, 29
 increased, 4
 organisation's, 1
efficiency and effectiveness of employees, 29
Efficiency of Human Resources Functions, 73
EHM (Employment and HR Management), 46–47, 51–52
employee and managerial level, 65
Employee Behaviour, 68
employee development, 63
employee engagement, 24–25, 31, 41, 53–54, 57–61, 63–66
 positive, 58
employee engagement and organisational performance, 24, 57, 61
employee engagement and satisfaction, 38, 40–41, 56–57, 59, 63–66, 82
Employee Focus, 74
employee job satisfaction, 21
employee motivation, 22
employee output, 46, 53
 improved, 79
Employee Output and Satisfaction. *See* EOS
employee perceptions, 40
employee performance, 2, 19–22, 26, 28–29, 31, 58, 61, 73–74
 efficient, 28
 high, 21
 low, 27
employee performance and leadership performance, 19
employee productivity, 10, 23, 72
Employee Relations, 35, 69
employees and managers, 64
employee satisfaction, 29–30, 65
 increased, 4
employees performance, evaluating, 15
employee training, 16
employee work satisfaction, 21
Employment and HR Management. *See* EHM



employment relationships, 9
 employment status, 45
 empowerment, 21
 Enduring Leadership and Organisational Performance, 73
 engagement, 30, 65, 67
 Engagement and Employee Behaviour, 68
 Enhance Quality Training (EQT), 46–47
 Entrepreneurial Process, 68
 environment, 13, 17, 22, 55
 working, 21
 EOS (Employee Output and Satisfaction), 46–47, 51–53, 79
 equitable reward, 54, 82
 Espino-Rodriguez, 13
 Espino-Rodríguez, 70
 Essence of Human Resource Audit, 74
 Evaluating Employees, 70
 evaluation, 6, 9, 26, 70
 execution, 33
 organisation's, 25
 extraction, 45, 47

F

Farooq, 72
 Financial Audit, 3, 8
 financial metrics, 19
 financial performance, 2, 56, 80
 financial targets, 80
 Firm Performance, 70
 flaws, 6, 26, 33
 Foreign Firms Operating, 69
 formal structure, 11
 formulation phase, 13
 Framing Parameters for Auditing Effectiveness, 71
 fringe benefits, 15
 functional processes of HRM, 7
 functions, 1, 4, 7, 11, 15, 19, 29, 39–40, 53, 56, 63, 65
 above-listed, 16
 primary, 3
 functions and processes of human resources in terms, 29



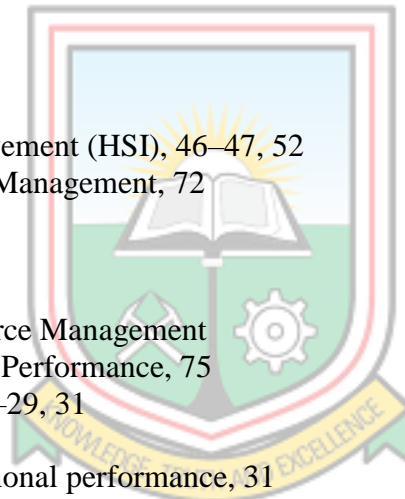
G

Galbraith, 2, 70
 Gavrea, 18, 71
 Genga, 6, 71
 George, 25–26
 GFGL (Gold Fields Ghana Limited), 1–2, 6–8, 34–35, 38, 40, 42–43, 45, 47, 53, 60, 63–67
 GFGL, human resource auditing influences, 33
 Ghafoor, 73
 Ghana's Mining Law, 34

goal achievement, 29
 gold, 8, 11, 34, 69
 Gold Fields Ghana Limited. *See* GFGL
 gold mining company, 66
 gold mining corporation, largest, 7
 gold producer, largest, 7
 Good managerial skills, 63
 Greenwood, 74
 Griffin, 60
 Grobeler, 25, 55
 growth, 5, 10, 24, 26–27
 organisation's, 20
 slow, 27
 Guilford, 39
 Gunu, 20, 71

H

Hameed, 2
 Harris, 23, 71
 Hassan, 68
 health, 35, 46, 78
 Health & Safety, 44
 Health and Safety Improvement (HSI), 46–47, 52
 Health Organisation and Management, 72
 heap leach, 34
 Hedrick, 69
 Hills, 1, 70
 HRM. *See* Human Resource Management
 HRM and Organisational Performance, 75
 HRM audit, 9, 16–17, 27–29, 31
 use of, 16
 HRM audit and organisational performance, 31
 HRM of Gold Fields Ghana Limited, 7
 HRM policies, 5
 HRM practices, 5, 10, 29
 HRM processes, 30
 HRs. *See* Human Resources
 Huang, 38
 Human and Social Capital, 68
 human behaviour, sustaining, 22
 human capital, 10–12, 26, 31, 60, 70
 Human Capital Management, 14
 Human Capital Resource, 73
 humanistic, 33
 Humanitarian Logistics, 68
 Humanitarian Relief Organisations, 68
 human relations, 16, 53
 Human Resource Advantage, 14
 Human resource audit, 3, 15, 28, 32–33, 38, 45–46, 53, 71, 74, 78–79
 defined, 1



effective, 3
 efficient, 6
 good, 1
 human resource auditing, 1, 4–6, 9
 human resource audit issues, 9
 Human Resource Audit System, 15
 Human Resource Audit System for Evaluating Employees, 70
 human-resource base, 15
 human resource capital, 20
 human resource development, 5, 28
 human resource functions, 1–6, 13, 15, 17, 38, 71, 73, 78
 Human Resource Information System, 53, 64, 79
 Human Resource Management (HRM), 1–5, 7, 9–11, 15–17, 20, 22, 25, 31, 64, 68–69, 71–74, 79
 human resource management audit, 9, 15–17, 53
 Human Resource Management Practice, 25, 68, 73
 human resource management procedures, 1
 human resource management service, 79
 human resource management systems, 4
 Human resource managers, 27
 human resource operations, 33
 Human resource planning and audit, 74
 human resource practices, evaluating, 63
 human resource processes, 1, 29
 human resources, 1–4, 9–10, 13, 16–17, 28–29, 35, 64, 68–69, 75
 human resources regulations, 17
 human resource systems, 2

I

IHRIS (Improvement in HRIS), 46–47, 51–52, 79
 ILC (Improved Legal Compliance), 46–47, 51–52, 78
 Ilies, 71
 immaterial assets, 12
 impact of HRM audit on organisational performance, 9
 impact of human resource development on employee performance, 28
 Impact of Leadership Styles, 68
 implementing high-performance work systems, 71
 implications, 6, 74
 Implications of Effective Human Resource Practices on Employee, 72
 Improved Compensation Management. *See* ICM
 improved employee output and satisfaction, 79
 Improved Legal Compliance. *See* ILC
 improvement in health and safety of workers, 78
 improvement in HRIS, 46, 51, 79
 Improvement in HRIS. *See* IHRIS
 improvement in performance management system, 78
 improvement in quality of work, 78
 improvement of Human Resource Information System, 53, 64
 incentives, 21–22
 Increased employee performance, 19

individualized phenomenon, 22
 individual performance, assessing, 31
 institutional change, 15
 informing, 31
 institutional development, 15
 institutionalized knowledge, 12
 integration, 9, 31
 intellectual assets, unique, 14
 Intellectual capital, 12
 Intellectual Capital Mediate, 75
 intellectual development, 31
 investment, 10, 13, 20

J

Jaaron, 3, 73
 Jackson, 39, 73
 Järlström, 5, 71
 Jewel, 10
 Jewell, 71
 job performance, 56, 81
 improving, 19
 jobs, 20–21, 24–25, 27, 66, 81
 good, 82
 oversee, 28
 job satisfaction, 20–22
 job security, 21
 John, 4, 71
 Jones, 18, 25–26, 74
 Jyothibabu, 18–19, 72



K

Kabir, 21
 Kaiser-Meyer-Olkin Measure, 48
 Kaiser Normalization, 51
 Kaplan, 6, 72
 Kareem, 28
 Karim, 22
 Kaufman, 71
 Kenny, 20, 72
 Ketchen Jr, 70
 key focus on employee performance, 31
 key performance drivers, 12
 Al-Khajeh, 23
 Khajeh, 22–23, 55, 68
 Kotey, 10, 26, 60, 72
 Kothari, 40, 72
 Kumar, 33, 72
 Kundu, 72
 Kunz, 68
 Kuppaswamy's Socioeconomic Status Scale, 72

L

labour, 3, 16, 53
labour market, 45, 68
labour market flexibility, 11
Lamarche, 3, 72
laws, 16–17
leadership, 19, 21–22, 25–26, 30, 55, 58, 73
 good, 58
 strong, 23
leadership abilities, 23
leadership and social relationships, 21
leadership competencies, 22–23, 30–31, 38, 40–41, 53, 55, 57–59, 62–63, 65–66, 80
 increasing, 67
Leadership Competency Practice, 54
leadership performance, 19
leadership skills, 55
leadership styles, 21, 23, 68
 authoritarian, 23
 transactional, 23
leadership styles on organisational performance, 23
Leeuw, 68
Lin, 75
Lindquist, 39
Lorenzet, 73

M

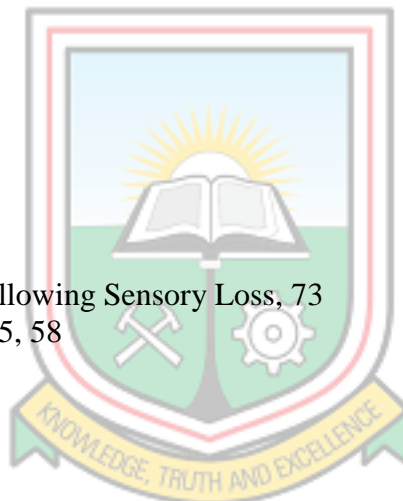
Mahamuda, 21
Maillet, 3, 72
maintenance, 9, 22, 31
management, 7, 9–11, 13–17, 20–22, 24, 27, 29, 53–54, 56, 62, 64, 66, 68–72, 74–76, 79
 compensation, 16, 53
 direct, 22
 effective people, 3
Management & Marketing Challenges, 71
management information system, 1
Management Issues, 71
management level, 41, 43, 57, 59–60, 77
management of GFGL, 7
management positions, 28, 55, 60
management processes, 9
management to plan programmes and policies, 66
managers, 1, 17, 19, 54, 56, 64, 74, 80–81
managing employment relations, 10
Manufacturing Industry, 74
Maria, 18, 72
market, 56, 68, 82
Martocchio, 2, 72
Masri, 3, 73
Mastrangelo, 19, 23, 73



Mathis, 4, 73
 measurement, 32
 Measuring Organizational Performance, 74
 Merabet, 3, 73
 Miller, 68
 Mines, 39, 76
 mining companies, 36, 66–67
 mining industry, 45, 66
 mining rights, 34
 Moke, 1, 16
 Moliterno, 73
 money, 13, 36
 Monitoring and Evaluation (MnE), 46, 51–52
 Moore, 60
 motivation, 22, 26
 multinational precious metals producer, 7
 multiple linear regression analysis, 41, 59, 65
 Muturi, 16

N

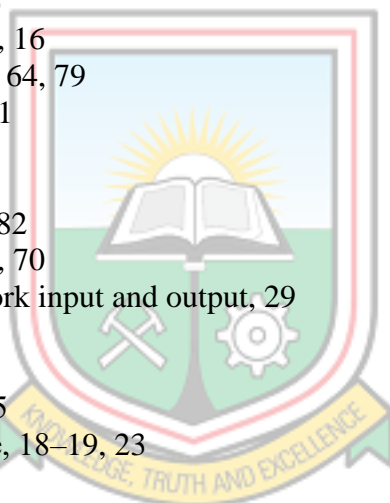
Nawaratne, 69
 negative effect, 17
 negative impact, 27, 41
 networks, 12
 social, 12
 Neuman, 42
 Neural Reorganisation Following Sensory Loss, 73
 Nimtrakoon, 19, 23, 26, 55, 58
 Nishant, 2
 nonfinancial metrics, 18
 Nursing, 74
 Nwinyokpugi, 17



O

Objective metrics, 19
 objectives, 3, 6, 8, 18, 20, 25, 29, 32, 43, 63–65
 O'Connor, 27–28
 Odai, 68
 Oeri, Lydia, 16
 Okoye, 10
 Olalla & Castillo, 16
 Oni, 71
 Opatha, 69
 optimum performance, 25, 63–64, 67
 organisational, 10, 13, 30–31
 achieving optimum, 10
 Organisational Citizenship Behaviours, 69–70
 organisational commitment to training and development, 20
 organisational competencies, 14
 organisational control, 16, 53

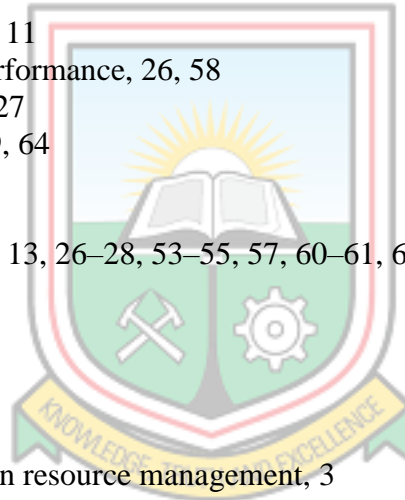
developing, 16
 organisational culture, 23
 organisational development, 21, 63
 organisational economics and management to form, 13
 organisational effectiveness, 6, 20, 28, 69
 organisational elements, 21
 organisational goals, 2, 6, 17, 33, 35, 53, 55
 organisational growth and performance, 28
 organisational learning, 14, 18, 72
 organisational objectives, 4
 organisational outcome, 18
 organisational performance, 1–2, 6–7, 9, 18–20, 22–26, 28–32, 38, 40–41, 53, 56–57, 61, 63, 65–66, 71–73, 75–76
 defined, 18
 high, 21
 increased, 19
 influence, 41
 organisational performance of GFGL, 6, 63, 65
 organisational practices, 25
 organisational productivity, 16
 organisational strategy, 53, 64, 79
 organisational structures, 21
 organisational success, 55
 Organisation Capital, 12
 organisation conducts, 56, 82
 Organisation Effectiveness, 70
 organisation in terms of work input and output, 29
 organisation's criteria, 26
 organisation's goals, 1, 18
 organisation's manpower, 5
 organisation's performance, 18–19, 23
 organisation's strategies, 7
 Outsourcing, 70



P

Padrón-Robaina, 70
 Paediatrics, 72
 Pascual-Leone, 3, 73
 Patrick, 9
 Perceived Effects of Human Resource Audit, 71
 Perceived Human Resource Management Practices, 68
 Perceptions of staff of Gold Fields Ghana Limited, 63
 performance, 1–2, 4–7, 10, 17–19, 21, 24, 26–30, 33, 55, 57–61, 64–67, 69, 71–74
 bad, 46, 79
 best, 27, 61
 efficient, 22
 improved, 61, 66
 increasing, 26
 performance appraisal system, 16, 53
 performance enhancement, 18

performance gaps, 27
 performance levels, 35
 Performance Management, 68
 Performance Management Improvement. *See* PMI
 performance management system, 52, 64, 78
 performance of GFGL, 2, 64–65
 performances and productivity, 61
 Planning Internal Communication Profile, 69
 plans, 4, 10, 13–15, 33, 63–64
 organisation's, 4
 schedule, 35
 plans and processes, 64
 plans and strategies, 15
 Ployhart, 12, 73
 PMI (Performance Management Improvement), 46–47, 51–52
 policies, 1, 3–4, 10, 16–18, 26–27, 29, 58, 63–64, 66–67
 implementing organisational, 2
 inform, 13
 institutional, 16
 integrated employment, 11
 policies and employee performance, 26, 58
 policies and practices, 3, 27
 policies and processes, 29, 64
 Policymaking, 66
 Potočník, 74
 practices, 1, 3–4, 7, 9, 11, 13, 26–28, 53–55, 57, 60–61, 63–64, 67, 69, 71
 common, 4
 frequent, 53
 Pradhan, 72
 Prah, 28
 predictors, 59–60
 primary function of human resource management, 3
 principles, 6, 11, 14
 problems, 3, 5, 8, 17, 27
 company's, 19
 human, 17
 institutional, 27
 procedures and practices, 3
 processes and policies of human resources, 16
 processes of human resources in terms of capabilities, 29
 procurement, 9, 31
 productivity, 18, 24, 27, 61, 73
 increased, 33
 increasing, 10
 maximum, 10
 optimum, 26, 61
 professional development programme, 54, 56, 82
 professionalism, 16
 programs, 10–11, 26, 55
 individual, 10



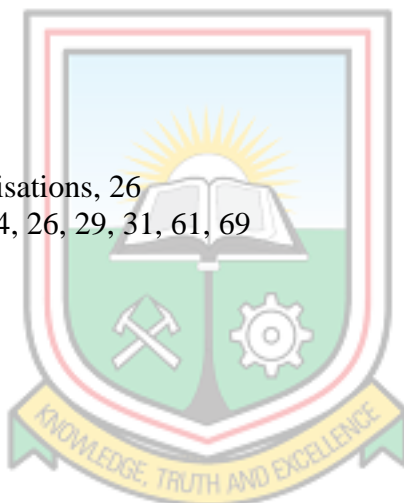
progressions, 26
promotions, 16, 21, 53
Prosser, 33, 73
Purcell, 14, 69

Q

Quality Improvement (QI), 46–47, 51–52

R

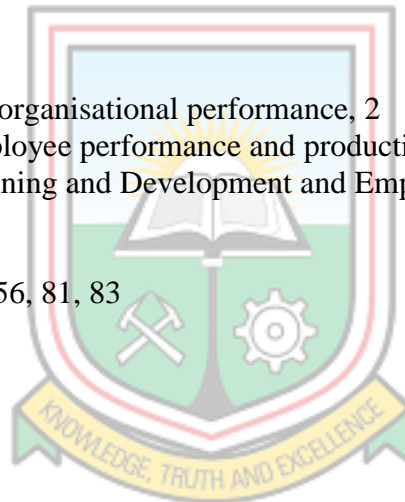
Raja, 73
Rajest, 2
Razouk, 19
reciprocity, 14
recruitment, 16, 46, 53, 78
Recruitment and Selection. *See* RS
regulations, 16
regulatory fines, reduced, 4
relationship, 14, 18, 24, 47–48, 51, 58, 64–65, 68–70, 73, 75
 significant, 59–61, 64
 strong, 51–52
Relations Officers, 44
resource policies, 26
 human, 13–14, 26
resource policies in organisations, 26
resources, 2, 10–11, 13–14, 26, 29, 31, 61, 69
 firm's, 6
 limited, 29
 unique vital, 14
 valuable, 14
Richman, 16
Robinson, 25
Rog, 69
Role/Factor, 46
roles, 1, 6–7, 11, 21, 24, 38, 40, 45–47, 49–53, 64, 70
 main, 52, 64
RS (Recruitment and Selection), 46–47, 51–52, 78
Rudhani, 17, 27
rules, 14, 16–18



S

safety, 35, 78
Sageer, 21
Sahni, 68
Saiyadain, 16
Saks, 14
Sal, 73
Salah, 61
Saleem, Farah, 3, 70
Salience, 71
Santana, 38

Saru, 71
 satisfaction, 2, 27, 38, 40–41, 53–54, 56–60, 63–67, 82
 Saunders, 32, 69
 sector, 45
 economic, 45
 mining, 45
 Seidu, 32
 Sekaran, 37
 senior leadership, 22
 service delivery, 29
 service quality, 18
 services, 2, 11
 superior public, 11
 set remuneration packages, 28
 sex-based occupational system, 45
 Shaban, 3, 73
 Shantz, 68
 Shaukat, 3, 73
 Shaw, 34, 74
 Sheehan, 74
 Shekhar, 72
 significant component of organisational performance, 2
 significant impact on employee performance and productivity, 61
 significant impact on Training and Development and Employee engagement, 66
 Singh, 18, 74
 skilled practitioners, 2
 skills, 12, 20, 25–26, 31, 56, 81, 83
 operational, 16
 strategic, 14
 Soane, 68
 social capital, 12, 68
 social complexity, 11
 social environments, 25
 social objectives, 10, 31
 social relationships, 21
 Social Security, 72
 specialists, 4
 Sphericity, 48
 Spillane, 71
 staff motivation, 22
 Stahl, 26
 Stakeholders, 66, 71
 standards, 4
 required ethical, 42
 Stegorean, 71
 stock exchanges, 19
 stocks, 12
 Strategic Compensation, 72
 Strategic Human Resource Management, 68, 74
 strategies, 11–13, 15, 32–33, 64, 70



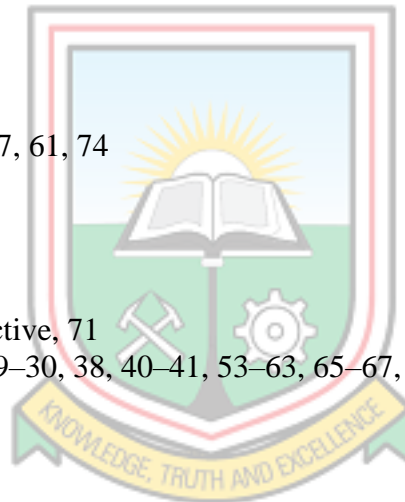
Strategy and Human Resource Management, 69
 Strickland, 23, 69
 structural subdivisions, 3
 structure, 13, 70
 structure detection, 48
 subordinates, 22, 44, 60
 success, 2, 4, 21, 24–25, 55
 organisation's, 22–23
 supervision, 26
 supervisor/manager connection, 21
 supervisors, 17
 Supply Chain, 68
 Sustainable Human Resource Management, 71
 Sustained Competitive Advantage, 69

T

teamwork, effective, 29
 techniques
 effective, 6
 time-consuming, 34
 technology, 18, 39, 76
 Thakur, 60, 74
 Thomas, 12, 20, 22, 24, 57, 61, 74
 Thousand Oaks, 70
 Todd, 70
 Tomal, 18, 74
 Top management, 77–78
 Top Management Perspective, 71
 training, 16, 20, 25–26, 29–30, 38, 40–41, 53–63, 65–67, 71, 73, 79, 81–82
 available, 60
 expressed, 25
 frequent, 63
 necessary, 66
 worker, 28
 Training and Development and Employee engagement and satisfaction, 58, 66
 training and development components, 20
 training assessment, 28
 training programmes, 54, 56, 66, 81–82
 training programs, 20, 26, 56
 transactional leadership, 23
 transformational leadership, 23, 70
 Truss, 68
 Tsado, 71
 turnovers, 24, 28
 low, 10
 Turunen, 74

U

Ukil, 10, 15–16, 27, 53, 74
 Urbina, 39

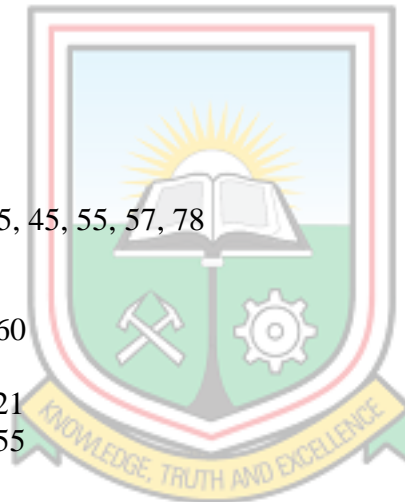


V

Vaismoradi, 32, 74
Valentine, 73
value of non-interference, 42
values and human resource policies, 14
Van Buren, 5
Van Buren III, 74
Vanhala, 71
Varkkey, 15, 53
visionary leadership, 23

W

Waheed, 2
Wall, 26
Watson, 38
Weduawatta, 33
wing of HRM, 5
Woehr, 70
Wong, 68
Wood, 26
work cultures, 11
Work Engagement, 69
work environment, 25
workers, 17, 22–23, 27, 35, 45, 55, 57, 78
 best, 4
work ethics, 24, 28
work experience, 43, 59–60
workforce, valuable, 9
work group relationship, 21
working habits, positive, 55



Y

Yadav, 2, 74
Yang, 11, 75
Yaqoob, 2
Youndt, 12