

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY  
KUMASI  
INSTITUTE OF DISTANT LEARNING**

**ASSESSING THE COMPUTERISED POSTING SYSTEM OF THE  
NATIONAL SERVICE SCHEME: A CASE OF THE BRONG AHAFO  
REGION**



**BY  
AWINBILA AHMED ALI**

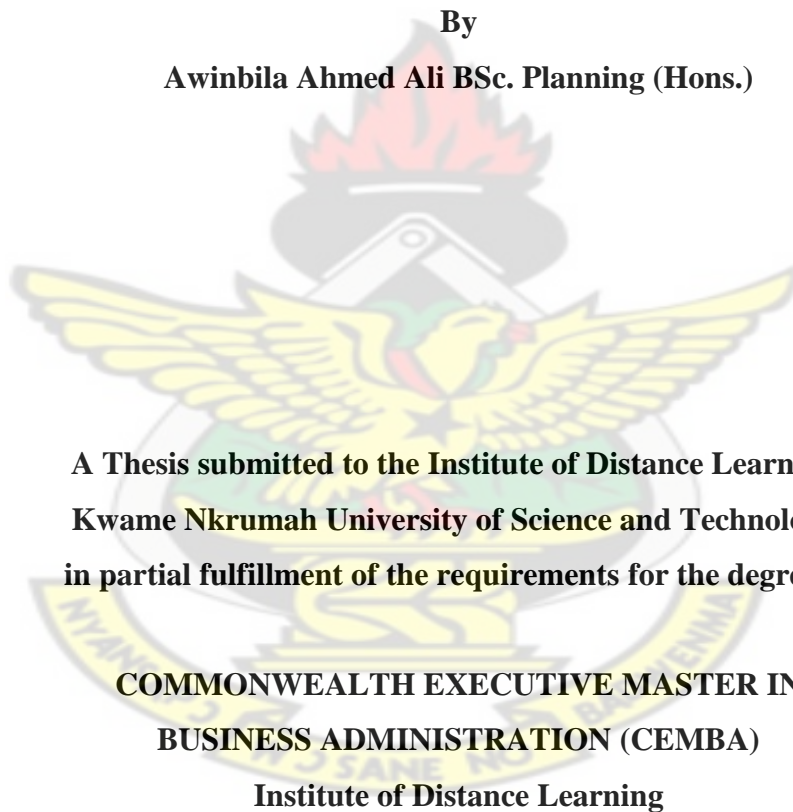
**AUGUST, 2011**

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NATIONAL SERVICE SCHEME: A CASE OF THE BRONG AHAFO  
REGION**

KNUST

**By**

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**A Thesis submitted to the Institute of Distance Learning,  
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in partial fulfillment of the requirements for the degree of**

**COMMONWEALTH EXECUTIVE MASTER IN  
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**Institute of Distance Learning**

**AUGUST, 2011**

## **CERTIFICATION**

I hereby declare that this submission is my own work towards the Commonwealth Executive Master in Business Administration (CEMBA) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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(Dean, IDL)

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## **DEDICATION**

To my beloved wife and children

# KNUST



## **ACKNOWLEDGEMENT**

I am grateful to the following persons/organizations for their roles in helping me to accomplish this study.

Firstly to my Supervisor, Mr. Cassius Amoako who took time off his tight schedules to supervise this study. May the Almighty Allah grant him all his heart desires.

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## **ABSTRACT**

The national service scheme is one strategy that actively engages the youth in national development. With the onset of the information era, manual placement of personnel under the scheme has become a major challenge. The national service scheme has adopted the computerized placement system to ensure the efficient deployment of personnel to user agencies. This study assessed the computerized posting system of the national service scheme using Brong-Ahafo region as case study. It first examined the current state of the national service scheme. Next it assessed the efficiency of the computerized posting system of the national service. It further identified the efficiency gaps in the computerized posting system. The study adopted the case study methodology in carrying out the research and used the simple random sampling and purposive sampling techniques in obtaining data for the study. The study revealed that the scheme currently posts personnel to ministries such as the Ministry of Education, Health, Agriculture; Departments and agencies such as Department of Feeder Roads, Ghana Health Service, Ghana Education Service, and National Commission for Civic Education, District Assemblies; and Private Organizations such as NGOs and banks. The study also found that the scheme is relatively efficient as all stakeholders indicated that the efficiency level of the scheme was above 60 percent. The major efficiency gaps revealed in the study were; delays in the release of postings, deployment of personnel to offices with no correlation with qualification as well as interference in the placement system by external forces. The study thus made apposite recommendations such as sensitizing prospective service personnel on enrolment procedures, requesting user agencies to submit demands in advance as well as avoidance of undue interference in computerized placement system.

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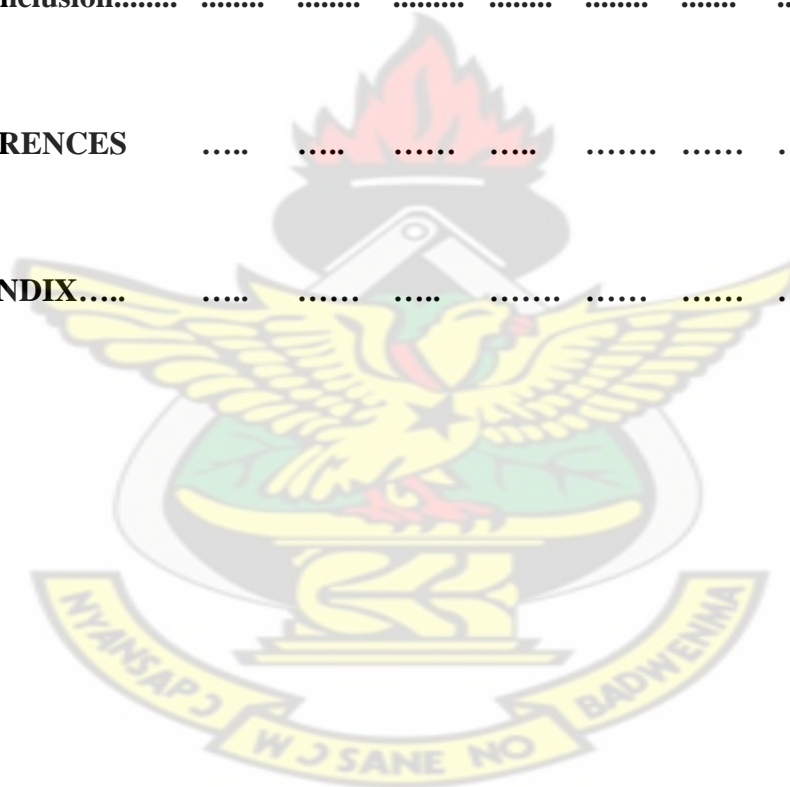
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## **ABBREVIATIONS**

NSS	National Service Scheme
NCCE	National Commission for Civic Education
NGGL	Newmont Ghana Gold Limited
MOFA	Ministry of Food and Agriculture
GES	Ghana Education Service
HRM	Human Resource Management
MDA's	Ministries, Departments and Agencies
NGO's	Non- Governmental Organizations
BECE	Basic Education Certificate Examination
WASSCE	West African Senior Secondary Certificate Examination
NHIS	National Health Insurance Scheme





# CHAPTER ONE

## GENERAL INTRODUCTION

### 1.1 Introduction

According to Shaun (2006), human means human being and resources means something which is useful. Human are considered as resource because without them no work can be done that is why they are termed as resource. Shaun (2006) still defines human resource as one of the cardinal concerns for the effective functioning of an organization. It therefore implies that a nation's development is dependent mostly on having the right human resource at the right place and at the right time. It is against this background that in the early 1970's when Ghana experienced the mass exodus of its citizens to other countries for greener pastures a human resource gap was created which brought about policy on areas that needed greater attention.

The establishment of the National Service Scheme (NSS) in 1973 (NRCD, 208) which was later amended by an act of Parliament (Act 426) in 1982 was in response to the earlier mentioned situation. The Act mandates that all able bodied Ghanaians between the ages of 18 to 40 years should perform national service.

The Act 426 of the NSS therefore demands qualified graduate students from recognized tertiary institutions all over the country are captured by the scheme as personnel to undertake mandatory national service in places where their services will be needed. These personnel on many occasions have served as role models as some are sent to remote areas to perform this national assignment. Because of the legal backing the scheme enjoys, every graduate in the country does well to undertake this

exercise to avoid facing any drawbacks in the future. To serve as a source of motivation, the personnel are given some form of allowance to motivate them to perform.

In 1997, a Cabinet decision reduced the duration of the service to one year following a recommendation from the Ministry of Education which has oversight responsibility over the Scheme. The Scheme has since been operating on the provisions of Act 426 of 1980 which provides the legal framework and direction for programme design and implementation.

According to the National Service scheme a press released by Executive Director, 2009 states that the National Service takes several shapes and forms across the globe. In some countries, it takes the form of military service, in some other places it takes the form of community service, civic service, service learning and in some other countries it takes multiple forms comprising all the aspects mentioned. Whatever the character of service, the underlying principle in all their varying forms, is service to society and humanity by a particular critical segment of society and humanity.

According to the NSS Country report (2007), the Scheme, since its inception has become the institutional option for the Ghanaian youth especially tertiary education graduates to exercise their civic responsibility towards the state through service. The scheme as currently constituted provides newly qualified graduates the opportunity to have practical exposure on the job, both in the public and private sectors, as part of their civic responsibility to the State. It also provides user agencies the opportunity to satisfy their manpower needs and affords communities that would otherwise have

difficulty in accessing mainstream development initiatives, access to improved social services through community.

The core objectives of the Scheme as sourced from [www.nssghana.org](http://www.nssghana.org) are enumerated as follows:

- Encourage the spirit of national service among all segments of the Ghanaian society in the effort of nation-building through active participation.
- Undertake projects designed to combat hunger, illiteracy, disease and unemployment in Ghana,
- Help provide essential services and amenities particularly in towns and villages of the rural areas of Ghana,
- Develop skilled manpower through practical training,
- Promote national unity and strengthening the bonds of common citizenship among Ghanaians.

The emphasis here is that the scheme operates on a core function of deployment of service personnel. The efficient implementation of this function gives meaning to the existence of the scheme.

The National Service Scheme currently deploys between 40,000 and 50,000 mandatory service personnel and 20,000 volunteers annually. The deployment strategy is influenced by the government's socio-economic development agenda for the country. With the available skill mix, the service personnel are deployed to a variety of occupational fields. Priority areas of deployment include the following,

agriculture, education, ministries, departments and agencies as well as the health sector (NSS Country Report, 2007).

Usually, user agencies make their request to the scheme by indicating the category and number of personnel required by their establishments. For the user agencies they rely mostly on the gap analysis to know the number of personnel needed for a particular year. They then submit their request to the secretariat to guide them in the posting

### **1.2 Problem Statement**

The deployment of National Service Personnel (NSP) was done manually based on vacancies declared by user agencies. Until 2007, this manual system had a lot of shortcomings which together with other factors marred the efficiency of the scheme. Unfortunately, the manual system caused delays resulting in untimely postings of personnel to the user agencies. In 2006 for instance, the NSS annual report of the Brong Ahafo Region indicated that 30 percent of the total rejected personnel was due to untimely posting.

Also, the use of more stationery during postings in the manual system was a huge cost to the scheme. The cost of stationery alone accounted for 40 percent of total cost incurred during posting in 2006 (NSS Brong-Ahafo Region Annual Report, 2006). Again, personnel had to travel long distances to the regional capital to check their postings. This was because personnel placements were only displayed on notice boards at the regional secretariat of the NSS and that could only be accessible to those who get there.

Furthermore, the manual system involved the use of more hands to process the appointment letters of service personnel during postings. This increased the cost of labour and the overall total cost of operation of the scheme compounded by its associated problem of high incidence of rejection of personnel by user agencies.

In order to overcome these shortcomings and improve efficiency in the system during postings, the computerised system was introduced in the 2007/2008 service year. This new system was considered a panacea to the problems aforesaid and to bring efficiency. However, the new system is characterised by some problems such as alteration of postings, lack of access to the internet especially at the rural areas by service personnel. And ever since the inception of this new system, to overcome the aforementioned problems associated with the manual system, there has not been any evaluation to ascertain the success hence the need for this research.

### **1.3 Objectives of the Study**

The main objectives of the study are;

1. To assess the current state of the National Service posting system.
2. To examine the efficiency of the computerised posting system of the national service
3. To identify the challenges and constraints in the computerised posting system
4. To explore other laudable improvement strategies for improved deployment of service personnel.

#### **1.4 Research Questions**

In order to address the challenges faced during postings as the basis for this research, the following questions were posed.

- What is the present state of the National Service posting system?
- What are the efficiency gaps in the computerised posting system of NSS?
- What challenges and constraints exist in the computerised posting system of NSS?
- What are other laudable and workable strategies that can be applied to improve the NSS posting system?

#### **1.5 Scope of the Study**

The study relates to assessing the computerised postings system of the National Service Scheme (NSS) with regards to how the National Service Secretariat has been able to satisfy the request of the various user agencies such as Ghana Education Service (GES), Ministry of Health (MOH), Ministry of Food and Agriculture (MOFA), District/Municipal Assemblies and some private organisations.

Specifically, the study will cover five user agencies in the following selected districts; Asunafo North Municipal, Jaman North District and Kintampo North Municipal in the Brong Ahafo Region of Ghana. It is thus limited to accessing how responsive the NSS is, regarding timing and the posting of the right personnel to the right place. The study further identifies the views and concerns of the user agencies and how the computer use service (software) operates.



As stated earlier, the main purpose of this study is to assess the Computerised Posting System of the National Service Scheme. In this regard, the Ghana National Service Scheme and The Brong Ahafo Region were used as a case study.

### **1.6 Relevance of the Study**

The findings gathered from the study shall serve as source of information for future researchers in the related field. The National Service Scheme would also need the findings and recommendations to serve as a guide for improved service delivery in their operations. Other institutions wanting to go the computerised way may also want to implement the recommendations to facilitate their operations.

### **1.7 Organisation of the Report**

The report is organized into five chapters. The first chapter dealt with the introduction; background of the study, the problem statement, the objectives, the scope, the relevance of the study and the organization of the report.

Chapter two delved into the literature review; here concepts and theories relating to the research are reviewed whiles empirical evidence is given on operations of the National Service Scheme in Ghana and other countries. It also looked at how the computerized system has been used in other organizations to facilitate their operation.

The third chapter considered the methodology of the research and the profile of study area specifically Brong Ahafo Region whiles chapter four focused on analysing the data gathered from the field as well as discussions.

The final chapter of this research then came out with policy recommendations to improve the efficiency of the computerized posting system as well as conclusion.

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## **CHAPTER TWO**

### **REVIEW OF CONCEPTS AND THEORETICAL FRAMEWORK**

#### **2.1 Introduction**

This chapter reviews relevant literature in relation to the study area. It contains the definition and explanations of relevant issues related to the study. This aims at presenting the theoretical underpinnings of the study and put the issue of assessing the efficiency of the computerised postings system of National Service Scheme (NSS) with regards to how the National Service Secretariat into proper context.

#### **2.2 Patriotism as a Basis of National Service**

Several definitions of patriotism have been proposed in different social sciences. Across the literature on patriotism, the notions of love and devotion towards one's own country seem to represent the consensual aspects of the concept. As such, a core definition of patriotism could be attachment of group members to their group and the country in which they reside and has its basic elements to include the desire to belong to a group which is positively evaluated (Bar-Tal, 1993). Accordingly, patriotism is supposed to be a fundamental element of individual and group life, and it is believed to fulfil such basic needs as the needs for security, for a positive identity, for effectiveness and control, for a positive connection to other people, and for comprehension of reality (Staub, 1997).

More specifically, several authors described patriotism as comprising two main dimensions namely attachment and love on the one hand whiles commitment and

citizen involvement on the other. In other words, patriotism comprises different kinds of concerns (Primoratz, 2002).

On one hand, patriotism is constituted by affective concerns. Tamir (1997) pointed out that patriotism not only refers to a loyalty towards the country, but also to a complex form of devotion.

In this sense, patriotism expresses that attachment to the nation is a particular value that an individual may rank as a priority. On the other hand, patriotism also refers to involvement. This could be a motivation to defend ideals, values or policies that are viewed as contributing to the country, even when the country does not support them. Patriotism is thus a cherished value in most societies, especially societies having a democratic form of government.

#### 2.2.1 Types of Patriotism

Some earlier research defined patriotism as a singular construct representing overall dedication to one's country (Kosterman & Feshbach, 1989). Subsequent research (e.g., Schatz, Staub, & Lavine, 1999) delineated different forms of patriotism namely, blind and constructive patriotism both of which entail dedication to one's country.

Blind patriotism has been referred to as uncritical patriotism and authoritarian patriotism, whereas constructive patriotism has also been labelled democratic patriotism (Huddy & Khatib, 2007; Westheimer, 2006). Given this fundamental distinction in types of patriotism, it is more appropriate to ask how a particular

person is patriotic than how patriotic that person is. Potentially, one could be high on one form of patriotism but low on the other.

Blind patriotism has been defined as unconditional support for the current policies of one's country (Schatz, 1999). Baker and ONeal (2001) have suggested that this form of patriotism is most strongly emphasized when a nation is at war.

On the other hand, constructive patriotism represents a willingness to question whether the policies and actions of one's nation are consistent with its highest ideals (Schatz, 1999).

Paradoxically, constructive patriotism also appears most important when one's nation is involved in war, reflecting citizens' willingness to publicly question whether the war is just and in the best interest of the country. Overall, constructive patriotism is characterized by open discussion of whether current government policy is consistent with constitutionally guaranteed human rights (e.g., freedom of speech, freedom of religion, due process, and humane treatment of all detainees).

Some international research on levels and patterns of patriotism has differentiated blind from constructive patriotism. For example, Depuiset and Butera (2003) examined French citizens' levels of blind and constructive patriotism after exposure to bogus laws favouring immigrants, nationals, or both. The researchers found that blind patriotism was relatively stable across the three conditions, whereas constructive patriotism varied across the conditions.

This pattern suggests that blind patriotism may function more as a psychological trait and constructive patriotism as a psychological state that varies with circumstances. Although Cohrs' (2004) study of German university students reported that constructive patriotism was associated with tolerance of foreign immigration and diminished hostility toward foreigners, that relationship could be muted by a high level of threat to safety and job security posed by foreign immigration.

### **2.3 The Concept of Human Resource**

According to Shaun (2006), human means human being and resources means something which is useful. Human are considered as resource because without them no work can be done that is why they are termed as resource. A resource is something you can make use of. For a country, it may be the land for farming, forests, oil and coal deposit, rivers and lakes, among others. Due to their intelligence and ability to work, humans are valuable resources that can be used to produce goods and services. In a company, the employees are looked at as resources, even more important than the other resources such as the building or the machinery or the money in the bank.

Human resources have at least two related interpretations depending on context. The original usage derives from political economy and economics, where it was traditionally called labour, which is the one factors of production (Bernardin and Russell 1998).

According to Agrawal (2002), human resource is human power and competencies. People become human resources when they acquire competencies such as knowledge, skills, attitudes, and experience and growth potentials. Human resource

takes into consideration not only the physical aspect of human being but also his/her abilities, proficiency, skills knowledge, mental capabilities, potentialities, and aptitude, as well.

- Performance Gap as Labour Appraisal Tool

Basically, a performance gap is the difference between the actual or present performance and the optimal or future performance. In analysing the performance gap of labour, there is the determination of the expected performance that is conducted to know the performance employees need to exhibit when they perform a job or the potential performance they need to exhibit when a job changes. In one way, one type of performance gap analysis is similar to training needs analysis in that it identifies a problem, sets criteria for what on-the-job performance is occurring versus what should be occurring, and determines the factors impacting performance (www.wikipedia.com-2011).

These factors can be internal or external. For example, internal factors might include current work practices, job documentation, communication, supervision, change management, and work place design. External factors would include federal, state, and local rules and regulations that require specific types of work force training, such as hazardous materials or hazardous waste.

A second type of performance gap analysis occurs when a company needs to determine the gap between the current knowledge and skill level of employees and what they will need to know and do because of a change in job responsibilities. This type of analysis is usually conducted when new technologies are incorporated into a

job. This gap analysis provides answers to the question about what type of training is going to be needed to close the gap so that productivity remains steady or increases rather than decreasing (www.wikipedia.com-2011).

## **2.4 The Concept of Efficiency**

Defined as a “strategic and coherent approach to the management of an organization’s most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives” (Armstrong, 2008).

In the public sector and for that matter the National Service Scheme efficiency is measured in terms of human resource capacity and competencies on the field of work, Pochard (2010).

As human resource have become viewed a more critical to organizational success, many organization have realized that it is people in an organizations that can provide competitive advantage. Thus, human resource performance is very important for organizations. There are a vast number of concepts which may influence employee efficiency. The main concepts which refer to HRM are job satisfaction, organizational commitment, motivation and turnover.

During the last two decades efficiency concept is also posed. Based on this concept, employees with the highest performance are not necessarily the most efficient. In this paper a model related to performance and efficiency concept is developed to calculate the employee efficiency and also determine the factors that influence efficiency. Physical working condition, salary, irresponsibility and amount of work



are the main factors influence employees efficiency. In this instance, inefficiency does occur when the above factors are not met.

Efficiency, in the context of organization, is not only a broad concept which is directly related to productivity, efficiency and effectiveness. It has also been a subject of study for social scientists from a wide range of perspectives. More recently, efforts have been made by human resource management (HRM) theorists to establish a casual link between HRM and efficiency. This has led to a growing number of studies which examine the potential contribution that good human resource policy can improve organizational efficiency. Thus, analyzing the impact of human resource management on efficiency has become one of the managers' challenges.

Efficiency measurement therefore has been an issue of great interest as organizations have struggled to improve productivity and efficiency. Reasons for this focus were best stated five decades ago by Farrell (1957) in his classic paper on the measurement of productive efficiency. Farrell further affirmed that the primary reason that all attempts to solve the problem had failed, was due to a failure to combine the measurements of the multiple inputs into any satisfactory measure of efficiency. These inadequate approaches included forming an average productivity for a single input (ignoring all other inputs), and constructing an index of efficiency in which a weighted average of inputs is compared with output.

## 2.5 The Concept of Employment/ Unemployment

Employment is a contract between two parties, one being the employer and the other being the employee. An employee may be defined as: "A person in the service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed (Lee, 1996).

According to International Labour Organization (1982), unemployment on the other hand occurs when people are without jobs and have actively looked for work within four weeks. Unemployment is thus an economic condition where an individual or individuals seeking jobs remain un-hired. The unemployment rate is a measure of the prevalence of unemployment and it is calculated as a percentage by dividing the number of unemployed individuals by all individuals currently in the labour force. There remains considerable theoretical debate regarding the causes, consequences and solutions for unemployment.

### 2.5.1 Types of Unemployment

From literature, the level of unemployment differs with economic conditions and other market forces. Basically from literature, there are five types of unemployment (International Labour Organization, 1982), namely;

- **Frictional Unemployment:** Frictional unemployment is a temporary condition. This unemployment occurs when an individual is out of his current job and looking for another job. The time period of shifting between two jobs is known as frictional unemployment (International Labour Organization,



1982). The probability of getting a job is high in a developed economy and this lowers the probability of frictional unemployment (Introduction to Unemployment- [www.wikipedia.com](http://www.wikipedia.com), 2011).

- **Structural Unemployment:** Structural unemployment occurs due to the structural changes within an economy (International Labour Organization, 1982). This type of unemployment occurs when there is a mismatch of skilled workers in the labor market. Some of the causes of the structural unemployment are geographical immobility (difficulty in moving to a new work location), occupational immobility (difficulty in learning a new skill) and technological change (introduction of new techniques and technologies that need less labor force). Structural unemployment depends on the growth rate of an economy and also on the structure of an industry (Introduction to Unemployment- [www.wikipedia.com](http://www.wikipedia.com), 2011).
- **Classical Unemployment:** Classical unemployment is also known as the real wage unemployment or disequilibrium unemployment. This type of unemployment occurs when trade unions and labor organization bargain for higher wages, which leads to fall in the demand for labor (Introduction to Unemployment- [www.wikipedia.com](http://www.wikipedia.com), 2011).
- **Cyclical Unemployment:** Cyclic unemployment occurs when there is a recession. When there is a downturn in an economy, the aggregate demand for goods and services decreases and demand for labor decreases. At the time

of recession, unskilled and surplus labors become unemployed (International Labour Organization (1982).

- **Seasonal Unemployment:** A type of unemployment that occurs due to the seasonal nature of the job is known as seasonal unemployment (International Labour Organization (1982).

The industries that are affected by seasonal unemployment are hospitality and tourism industries and also the fruit picking and catering industries (Introduction to Unemployment- [www.wikipedia.com](http://www.wikipedia.com), 2011).

## **2.6 General Overview of National Service**

Sherraden (2001), defines national service as ‘an organised period of engagement and contribution to society sponsored by public or private organisations, and organised and valued by society, with no or minimal monetary compensation to the participant and hence calls for patriotic citizens. National Service thus provides a platform through which able bodied Ghanaian out of their own freewill provide critical services to help address communities felt needs and national development which as a result instilled a high sense of patriotism in the country thereby contributing to the developmental agenda of the nation.

National Service takes several shapes and forms across the globe. In some countries, it takes the form of military service, in some other places it takes the form of community service, civic service, service learning and in some other countries it takes multiple forms comprising all the aspects mentioned. Whatever the character

of service, the underlying principle in all their varying forms, is service to society and humanity by a particular critical segment of society and humanity.

#### 2.6.1 Requirements and Rationale for National Service

According to Sherraden (2001), qualified graduate students from recognized tertiary institutions are captured into the scheme as personnel to undertake mandatory national service in places where their services will be needed. These personnel on many occasions served as role models as some are sent to remote areas to perform this national assignment. The National Service is always backed by law and as such every graduate tries to undertake this exercise to avoid facing any drawbacks in the future. To serve as a source of motivation, the personnel sometimes are giving some form of allowance to facilitate the work of the service person at the end of every month.

From literature, National Service play important role by providing newly qualified graduates the opportunity to have practical exposure on the job, both in the public and private sectors, as part of their civic responsibility to the State. It also provides user agencies the opportunity to satisfy their manpower needs and affords communities that would otherwise have difficulty in accessing mainstream development initiatives, access to improved social services through community service.

## **2.7 National Service in Ghana**

The Ghana National Service Scheme ([www.nssghana.org](http://www.nssghana.org), 2011) is an Agency under the Ministry of Education. The idea of a structured National Service was conceived during Ghana's Second Republic as a voluntary scheme and instituted through an enactment by a Presidential Commission and the National Assembly in 1971 called the Ghana National Service Corps. It, however, did not see the light of day before the then Government was overthrown in a coup d'état in 1971.

Subsequent to that, the National Redemption Council Government in 1973 established the Ghana National Service Scheme through a decree, NRCD 208. The NRCD 208 was given the mandate to mobilize and deploy Ghanaian citizens of 18 years and above especially newly qualified University graduates and diplomats on national priority development programmes that contribute to improving the quality of life of the ordinary Ghanaian for a one year mandatory national service ([www.nssghana.org](http://www.nssghana.org), 2011).

The National Service Scheme ([www.nssghana.org](http://www.nssghana.org), 2011) was later given statutory legitimacy under the 1979 Constitution of Ghana with the thrust of N.R.C.D 208 being upheld. The National Service Act of 1980, Act 426 was then promulgated and passed by the Parliament of Ghana to give legal and constitutional backing to the scheme.

The Scheme, since its inception has become the institutional option for the Ghanaian youth especially tertiary education graduates to exercise their civic responsibility towards the state through service. The Scheme as currently constituted provides newly qualified graduates the opportunity to have practical exposure on the job, both

in the public and private sectors, as part of their civic responsibility to the State. It also provides user agencies the opportunity to satisfy their manpower needs and affords communities that would otherwise have difficulty in accessing mainstream development initiatives, access to improved social services through community service ([www.nssghana.org](http://www.nssghana.org), 2011).

#### 2.7.1 Organizational Structure of the Scheme

The Administrative structure of the Scheme comprises the Board at the apex, the Executive Director and two Deputy Executive Directors, one in charge of Finance and Administration and the other in charge of Operations Programmes and Projects ([www.nssghana.org](http://www.nssghana.org), 2011).

Operating under the Deputy Executive Directors are Heads of various Departments. Each Region has a Regional Director who supervises the work of the various District Directors. The Executive Director has direct and oversight responsibility over all postings, both mandatory and voluntary service personnel. The Deputy in charge of Finance and administration has oversight responsibility for a number of departments, namely Human Resource and General Administration, Estate, Procurement, Accounts and Transport, Information Technology as well as Regional Directors. The Deputy for Operations oversees Policy Planning, Monitoring and Evaluation, Projects, Research and Development, Voluntary Service and the Graduate Entrepreneur Development Programme. The Scheme also has a number of Units that report to the heads of Department, ten Regional Directors and 170 District Directors. The Scheme has a total Staff strength of 342. However, the Brong Ahafo region has a Regional Director and twenty two (22) District Directors ([www.nssghana.org](http://www.nssghana.org), 2011).



### 2.7.2 Deployment by NSS

The National Service Scheme currently deploys between 40,000 and 50,000 mandatory service personnel and 20,000 volunteers annually ([www.nssghana.org](http://www.nssghana.org), 2011).

The deployment strategy is influenced by the government's socio-economic development agenda for the country. With the available skill mix, the service personnel are deployed to a variety of occupational fields. Priority areas of deployment include the following education, ministry departments and agencies as well as the health sector.

It is worth noting that, the NSP were deployed to all sectors namely Education, Health, Tourism, Private Sector, Agriculture. Table 2.7 shows a tabular representation of deployment to the various sectors in the region for the 2007/8, 2008/9, 2009/10, 2010/11 service year (NSS Annual Report – B/A, 2007).

Table 2.7: Deployment of Personnel to various sectors in the Brong Ahafo region.

SECTOR	PERSONNEL POSTED ( 2007/08)	PERSONNEL POSTED ( 2008/09)	PERSONNEL POSTED ( 2009/10)	PERSONNEL POSTED ( 2010/11)
Education	2468	2693	3635	3717
Health	412	486	603	701
Tourism	7	14	30	50
Private Sector	82	114	158	211
Agriculture	97	112	140	200
MDA's	330	572	852	935
<b>Total</b>	<b>3396</b>	<b>3991</b>	<b>5418</b>	<b>5811</b>

Source: NSS Annual Report – B/A, 2007.

- *Education*

The Ghana Education Service is the major beneficiary of the services of the service personnel since the education sector always has a deficit and needs more teachers in the classrooms especially in the rural areas (NSS Annual Report – B/A, 2007). An average of 60% of personnel, are deployed to the sector annually. The personnel are deployed at all levels of education (Basic, Secondary and Tertiary) to teach relevant subjects where there are shortfalls.

A distinction is often made between public schools, which are operated by a public authority, and private schools, which are maintained or administered by private bodies. The origin of financial resources is not always the main criterion, since private schools may have financial support from public authorities in many instances (NSS Annual Report – B/A, 2007).

Wenchi has the highest number of pre-schools, with Asunafo leading in the number of primary schools. Ideally, the number of primary and junior secondary schools should be nearly the same to absorb all pupils who complete the six-year primary school level. In reality, however, the number of JSSs is about half that of primary schools in all districts, except in Sunyani and Berekum where the difference is relatively small.

The number of senior secondary schools is not encouraging. The region can boast of only 60 senior secondary schools as compared to 769 junior secondary schools. Sunyani has the highest number of secondary schools, (88 JSS and 8 SSS) with Sene (22 JSS and 2 SSS) having the least (NSS Annual Report – B/A, 2007).

There are three Teachers' Training Colleges in the region, located in Atebubu, Berekum, and Bechem. There are also 24 Technical, Commercial and Vocational institutions, all privately owned, as well as three specialised schools and one Polytechnic. Kintampo has the highest proportion (30.6%) of localities with primary schools within the locality, followed by Sene (27.4%) and Atebubu (24.4%). On the other hand, these same districts have the highest proportion of localities more than 30 kilometres from the nearest primary school (NSS Annual Report – B/A, 2007).

Most of the localities (more than 50.0%) in the remaining districts are between one and five kilometres away from the nearest primary school. More localities are further away from junior secondary schools than primary schools in all districts. With around 50.0 per cent of primary schools not having a corresponding junior secondary school, many children who out of necessity have to change schools between primary and Junior secondary are sometimes forced to drop out of school because of the distances they have to travel to have access to a school. In the case of senior secondary schools, more than 70.0 per cent of the localities are over 10 kilometres away from the nearest facility, but since most of such schools have boarding facilities, distance is not so much a factor as affordability and quality in determining whether a child attends a senior secondary school and where (NSS Annual Report – B/A, 2007).

On the average, there are five teachers to a primary school in the region, falling short of one teacher from the ideal number of six teachers to a primary school, the standard set by the Ghana Education Service (GES). The only district that meets this standard



is Tano. Asunafo, Berekum, Kintampo and Atebubu have a teacher/primary school ratio of 4, and Sene has a ratio of 3, the worst in the region. All the remaining districts have a ratio of 5. In the districts where the teacher/school ratio falls below the standard, effective teaching will be lacking since teachers have to leave one class to attend to others. Lack of teachers in Sene may be a reason for the low current school attendance, low school attainment and high illiteracy (NSS Annual Report – B/A, 2007).

In the JSS category, the regional average of teacher/school ratio is 6, which is slightly above the national standard of 5. This is however far from the ideal because in JSS, in addition to general subject teachers, each school is expected to have specialised teachers for subjects such as French, Ghanaian languages, Mathematics, Vocational Skill, Science and Technical Skills.

Sunyani has the highest teacher/school ratio (26) for the SSS category, with Asunafo the lowest (11). For SSS, a teacher without a diploma in education is classified as untrained even if he/she graduated from the university or other tertiary level institution. The overall picture for the region shows that pre-schools have the largest proportion of untrained teachers (82.7%). Apart from Techiman (50.7%), Sunyani (39.6%) and Tano (22.0%), the remaining districts have less than 15.0 per cent of trained teachers in the pre-schools. Sene has the lowest proportion (1.6%) of trained pre-school teachers (NSS Annual Report – B/A, 2007).

The proportion of untrained teachers (30.8%) in primary schools in the region is far less than that of the pre-schools. Berekum, Tano, Techiman and Sunyani have more

than 90.0 per cent trained primary teachers. The remaining districts, except Nkoranza (27.8%), have untrained primary teachers above the regional average, with Asunafo having the highest (55.2%).

The JSS level has the lowest proportion of untrained teachers in the region. As with the primary, Berekum, Tano, Techiman, Sunyani and Atebubu have less than 10.0 per cent untrained teachers. Nkoranza and Asutifi have proportions of untrained JSS teachers between 15.0 and 20.0 per cent, with the remaining districts having proportions above 20.0 per cent. Exceptionally, all SSS teachers in Tano are trained. More than 30.0 per cent untrained teachers can be found in Atebubu, Sene, Asutifi and Kintampo (NSS Annual Report – B/A, 2007).

- *Current school attendance*

The proportion of attending primary school is higher (64.2%) than that for males (60.1%), at the regional level (NSS Annual Report – B/A, 2007).

However, at the middle/JSS, SSS and beyond, the proportion of males exceed that of females at every level. This is also true for all districts except Sunyani and Berekum where female proportions for middle/JSS are slightly higher (24.2%) and (22.9%) than those for males (24.0%) and (22.3%), respectively.

- *Literacy*

According to NSS Annual Report – B/A, 2007, Most information is transmitted in written form and therefore the ability to read and write is very essential. The proportion of the population not literate (48.5%) in the region is higher than the national average (42.1%).

- *Health Sector*

All over the world, the cost of health care is usually quite high and this adversely affects the health condition of ordinary people especially the poor and the excluded. Health is paramount for poor people and in most cases their immediate environment is a threat to them. Improving environmental conditions including water and sanitation as well as waste management services is basic to the creation of sustainable livelihoods and the elimination of poverty (NSS Annual Report – B/A, 2007).

With this recognition, the Scheme intervenes by posting personnel to deprived communities to assist in the provision of potable water and appropriate sanitation facilities. They assisted in collecting vital health data for building health statistics for the Ministry of Health. At the same time they assisted in public environmental health education, child immunization and HIV/AIDs awareness campaigns (NSS Annual Report – B/A, 2007).

- *Other MDA'S*

The Scheme has become the source of leverage to most public service institutions including the District Assemblies, by using national service personnel to meet their social service obligations. Following the Civil Service Reforms in the country in the 1990's which sought to reduce the size of the Civil Service; most Public Sector organisations became contracted and experienced manpower shortfalls.

The National Service Scheme (NSS Annual Report – B/A, 2007), being the biggest concentration of educated youth in the country, provides the various Ministries, Departments and Agencies with critical manpower to support the implementation of

their programmes. The Scheme has played a crucial role in the country's decentralization process, by deploying qualified personnel with the requisite skills, in the area of planning, accounting, civil engineering etc to support the social and infrastructure service delivery of the district Assemblies in the region (NSS Annual Report – B/A, 2007).

## **2.8 National Service Scheme in Other Countries**

### **2.8.1 National Service in Nigeria**

The Nigeria Youth Service Corps (NYSC) scheme was created in a bid to reconstruct, reconcile and rebuild the country after the Nigerian Civil war. The unfortunate antecedents in our national history gave impetus to the establishment of the National Youth Service Corps by decree No.24 of 22nd May 1973 which stated that the NYSC is being established "with a view to the proper encouragement and development of common ties among the youths of Nigeria and the promotion of national unity" ([www.nysc.gov.ng](http://www.nysc.gov.ng)).

According to Marenin Otwin (1990) as a developing country Nigeria is further plagued by the problems attendant upon a condition of under development, namely; poverty, mass illiteracy, acute shortage of high skilled manpower (coupled with most uneven distribution of the skilled people that are available), woefully inadequate socioeconomic infrastructural facilities, housing, water and sewage facilities, road, healthcare services, and effective communication system. Faced with these almost intractable problems, which were further compounded by the burden of

reconstruction after the civil war, the government and people of Nigeria set for the country, fresh goals, and objectives aimed at establishing Nigeria as:

- (a) United, strong and self reliant nation:
- (b) Great and dynamic economy;
- (c) Land of bright and full opportunities for all citizens; and
- (d) Free and democratic society.

The government and people of Nigeria are not aware that sound and patriotic leadership is a precondition for the rapid social and economic development of the country. As a nation, Nigeria has been less fortunate in the kind of leadership that emerge to govern the affairs of the country in the period immediately after independence, a leadership whose achievements notwithstanding, was none the less ill-prepared and generally not properly motivated to tackle the problems of socioeconomic under development, in the interest of the country as a whole.

There is therefore no gain saying the fact that the future of any country depends on the youths. The youths of Nigeria acknowledge this fact, and have consistently laid claim to the nation's leadership, Marenin Otwin (1990)

It was the need to look beyond the immediate present and to think of the future leadership of the country that necessitated the mobilisation of certain categories of our youths through the National Youth Service Corps Scheme. This was done with a view to giving them the proper guidance and orientation relevant to the needs of the country. The National Youth Service Corps Decree No. 24 which has now been repealed and replaced by Decree 51 of 16th June 1993, was then formally promulgated ([www.nysc.gov.ng](http://www.nysc.gov.ng), 2011).



The purpose of the scheme is primarily to inculcate in Nigerian Youths the spirit of selfless service to the community, and to emphasize the spirit of oneness and brotherhood of all Nigerians, irrespective of cultural or social background. The history of our country since independence has clearly indicated the need for unity amongst all our people, and demonstrated the fact that no cultural or geographical entity can exist in isolation.

In Nigeria, service of one year in the National Youth Service Corps is compulsory for all university and polytechnic graduates below the age of 30, with exemptions for service in the armed forces, police and graduation with honors. 85,000 were enlisted in 1998/99, Marenin Otwin (1990). The program was founded in 1973 following the civil war to promote inter-ethnic group understanding by serving outside their home states and to contribute to the country's development. 70% of corps members serve in schools; health clinics and other projects absorb the balance. One day each week all corps members are expected to participate in community service projects that are designed by the local communities where they serve.

#### 2.8.2 National Service in Israel

Historically, the National Service program of Israel originated in 1971 and served the purpose of providing a substitute for military service for religious girls. It should be understood in the context of the political struggle between the secular and the religious groups in the country. Whereas the religious parties wanted to protect the females from the detrimental effects of military service on their morals, those who were Zionists still believed in some form of substitute service that would accommodate their moral and educational goals (Rappaport et al., 1994).

The program is presently run by various organizations that received their mandate from the Ministry of Labour and Social Affairs. Some represent the most orthodox sector of the population, whereas others serve less religious or secular groups of individuals who are not accepted to the army because of religious, moral (e.g., conscientious objectors), or medical reasons. The inclusion of the possibility to enlist volunteers who refused to serve in the IDF reflects present-day realities. The volunteers, usually high school graduates (to avoid additional training during national service), serve for 1 or 2 years. Service takes place in various social welfare agencies approved by the relevant ministries and supervised by the voluntary organizations that recruit, train, and supervise the volunteers, Sherraden & Gal (1990). Volunteers live in rented homes and receive a low wage to cover their living expenses.

They work during the week on the same schedule as other workers in the agencies employing them. Following 1 year of service, the volunteers are eligible, as is any other soldier, to various benefits such as bonuses, grants, and scholarships, calculated in accordance with length of service. During the last few years, about 7,000 volunteers have been serving annually in the Israeli National Service, State Comptroller and Ombudsman (2001).

### 2.8.3 National Service in Mexico

All university students in Mexico must participate in the University Service Social program in the last third of their academic programs to receive their degrees. This program was established by law in 1944 to apply the resources of universities to the



National goal of eliminating poverty. All medically trained professionals must serve in disadvantaged communities for one year before they can be licensed.

In 1996 conscripts were given the option of either serving in the army or in one of three national service programs involving adult literacy, social work and sports promotion. NGOs and government youth organisations also organize youth service projects. The youth who were 12-24 years old, making 28% of total population of 98.1million were considered for national service. They were made to do a mandatory service in the area of health, and education (www.CIA, World Fact Book, 2011).

#### 2.8.4 National Service in Egypt

A national service programme exists in Egypt for young female secondary school graduates to serve as the military equivalent of military service for young men. In principle, women must fulfill their national service before they can be employed in the public sector. Women serve for six months, typically in a literacy center as part of the government's literacy campaign (www.nationmaster.com, 2011).

Non-governmental organisations such as Scouts and Guides and NGO-run programs in urban and rural areas involve youth in community service. Similarly, in other countries the youth are made to go through some form of national service all with the aim of serving in people (www.nationmaster.com, 2011).

## **2.9 Summary of Lessons Learnt from Other Countries**

National Service is a programme that is being practiced in many countries. It refers to the mandatory service rendered to one's country. In fact it is seen as a means by which a fresh graduate gets some experience to complement the theory that had been thought in schools. This goes a long way to bridge the gap between theory and practice. Fresh graduates get on the job training to prepare them for the job market. In other ways too, it is a means of inculcating the sense of patriotism and nationalism among the youth, Sherraden & Gal (1990).

Sherraden & Gal (1990) again from literature stress that, national service give young graduates the opportunity to explore other cultures since they are normally posted outside their own area of stay. This goes a long way to contribute to inter ethnic unity which brings about peace co-existence among Ghanaians.

Also, for other countries it is as a means to augment the manpower needs of other sectors and areas of the economy which will propel development. It is therefore altruism that national service is a platform to serve one's nation and with all its benefits but the question is how efficient is the system used in posting these service personnel. Are User Agencies getting the kind of service personnel needed and is there a need to look at the current system of posting?

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY AND PROFILE OF BRONG AHAFO REGION**

### **3.1 Introduction**

Having presented a literature review on computerised posting system and a synthesis of contextual variables relating to the research objectives, the emphasis now shifts to the methodological approaches used to achieve the objectives of the study. It begins with the research design, followed by the research methods, research techniques, and methods of analysis and presentation of results. The chapter also presents the reliability and validity of the techniques and concludes with the profile of Brong Ahafo Region.

### **3.2 Research Design**

The research design in this study is to decide between explanatory, exploratory and descriptive designs. The study adopted exploratory research approach. This is because the study involves reviewing literature, discussing with investigators, asking challenging questions and thinking what is to be learned from the study thereby forming the basis for this research in particular.

Again, exploratory research approach was chosen since this study is to gain insight into a phenomenon that is less researched into. The exploratory approach adopted makes the study more flexible and dynamic and again provides details where a small amount of information exists which has the capacity to narrow down the scope of investigation. This is why it is sometimes known as ‘feasibility study’ or ‘pilot

study'. In the literature review it was realized that enough research had not been conducted into assessing the computerized posting system of national service scheme and this justifies the choice of this method.

### **3.3 Research Method**

Triangulation was the research method used in this project. This is because the study adopted combination of different methods and techniques. Since much social research is founded on the use of a single research method and as such may suffer from limitations associated with that method or from the specific application of it, triangulation method adopted in this study offers the prospect of enhanced confidence (Bryman, 2004). Triangulation as used in this study makes the study multi-method research in which a quantitative and a qualitative research methods are combined to provide a more complete set of findings than could be arrived at through the administration of one of the methods alone (Bryman, 2004).

#### **3.3.1 The Case Study Method**

The research work adopted a case study approach because it is a phenomenon which emerges in a limited context and determined in social terms (Stake, 1995). Case study as used in this research makes it suitable to study complex social phenomena. The study is seen as prime examples of qualitative research which adopts an interpretive approach to data, studies things within their context and considers the subjective meanings that people bring to their situation.

Case study as used in this study helped the researcher to answer questions like “how” or “why” regarding the study. This revealed the extent of control the researcher had

over behavioural events that is when investigator has a little or no possibility to control the events. The study is to explore general circumstances of the phenomenon to be studied in a real-life context and hence the need for case studies in this research. The case study approach adopted made the study had many variables of interest; multiple sources of evidence; theoretical propositions to guide the collection and analysis of data. However, this study will have a limitation of lacking systematic handling of data and reporting of all evidence. Again the study will have no basis for scientific generalization as its main purpose is to generalize to theoretical proposition, not to population as in statistical research.

### 3.3.2 The Survey

Survey in this study made the researcher able to visits the study area in order to have a firsthand understanding of the issues relating to the study. The assistance of enumerators for the questionnaire administration was required due to the limited time available to the researcher as well as enormity of the research study owing to the fact that service personnel, directors and user agencies had to be interviewed for the study. The enumerators were trained about the information required and objectives of the research and they participated later in a pilot of the questionnaire in the study area. After this, questionnaires were administered. In addition, interviews with the district directors of the national service were carried out to obtain input for the study.

### 3.3.3 Sample Size and Sampling Technique

- Sample Size

Sample size is said to be the target population of the survey. Jaeger (1988), defined sample size as; “the group of persons, objects or institutions that define the object of the investigation”. In order to triangulate data, three major actors were considered for the study. These were National Service Personnel, District Directors and Heads of User Agencies.

Sampling in this study involves the process of selecting respondents from the population under study, Bennett (1991). In this study it will sometimes be impossible to examine every item or person in the population under study as a result of limited time and resources hence sampling becomes very important to this particular study.

In all, a sample of ninety-six respondents were selected and questionnaires being prepared accordingly for the various respondents. This was to develop structure that will be more manageable due to the limited time and resource availability of the study. Out of this, sixty questionnaires were given to National Service Personnel; five were selected from NSS district directors and thirty-one to heads of user agencies. Purposively GES, local government agencies, Ghana Health Service and Newmont Ghana are among the user agencies that were interviewed. These institutions were chosen because there are the largest absorbers of national service personnel in the Region.



- Sampling Technique

The type of sampling procedure used for this research is non-probability sampling methods. However this research limits itself to Judgemental (purposive) and Convenience sampling methods of the non-probability sampling method. These methods of sampling were used because the information the researcher was looking for can only be gotten from specific group that is the national service personnel and institutions which use service personnel within the period of the study hence the study population was targeted and specific to particular respondents (Joan, 2009).

The purposive sampling was used in this study to select respondents who can answer the research questions. The sampling method allowed me to pick the respondents I wanted to include in my sample or those respondents I believe can be a representative of the group under study. In this study therefore, subjects were chosen to be part of the sample with a specific purpose in mind. With judgmental sampling, it made me believed that some subjects such as National Service Scheme, User Agencies and NSS District Directors are fit for the research compared to other individuals and agencies, Twumasi (1986). This then lead to the choice of purposive sampling method for the study.

Convenience sampling was also used in this study to allow for sample being drawn from that part of population which is close to hand. This in the study, allowed for sampling population to be selected because it is readily available and convenient. Subjects and for that matter National Service Personnel were chosen for the study simply because they are easy to recruit and are considered easiest, cheapest and least time consuming, Powell (1997).



### **3.4 Research Techniques**

Three sets of questionnaire were designed; one for service personnel, the next set for user agencies and the third for NSS District Directors. According to Marzillier and Hall (1992), questionnaire is composed of questions which require respondents to fill in the answers themselves. Opened-ended as well as closed-ended formats of questionnaire were used to collect data for analyses.

Opened –ended questionnaire gave respondents who filled the questionnaires in the study the freedom to respond with their own words and therefore ensure that responses are objective since clues are not provided. Closed-ended questions on the other hand used in the questionnaire tried to find out the extent of agreements in the thought patterns and response relationships of respondents.

This instrument was chosen for the study because in considering the sampling size and time available for the research the method was considered the most appropriate method for obtaining information from respondents. The questions were designed to solicit information on assessing the computerised posting system of Ghana National Service Scheme. A pre-test was done to make sure that questions were easily understood and are meaningful to the study.

#### **3.4.1 Data collection**

The researcher utilized a multiple collection of data techniques. For most purposes and the purpose of this research, both quantitative and qualitative data was used.

- Qualitative Data

Qualitative methods in the study made it possible to collect data which were concerned with describing meaning, rather than with drawing statistical inferences. What qualitative methods (e.g. case studies and interviews) lose on reliability they gain in terms of validity which provides a more in depth and rich description and hence the choice of this data.

- Quantitative Data

Quantitative methods in the study focused on numbers and frequencies rather than on meaning and experience. Quantitative methods as used in the study (e.g. questionnaires) provided information which is easy to analyse statistically and fairly reliable. Quantitative methods in the study were associated with the scientific and experimental approach and have been criticised by researchers for not providing an in depth description.

In light of this, modern research and most psychologists have tend to adopt a combination of qualitative and quantitative approaches, which allow statistically reliable information obtained from numerical measurement to be backed up by and enriched by information about the research participants explanations. As a result, this study therefore adopted both the quantitative and qualitative data to enrich data collected for easy analysis.

### 3.4.2 Interviews

On the other hand interview was used to gather firsthand information from the respondents. In line with this those who are supposedly knowledgeable about the issues being researched and able and willing to communicate about them were contacted (Kumar, 1993 & De oliveira, 2010). Key informants were typically used in the study when complete or in-depth data were not representatively retrieved from surveys alone. The selection of key informants for the interviews confirms clearly that purposive sampling technique was used.

Again, with the help of interview guide, a semi-structured approach was adopted for these interviews over structured and unstructured interviews because it allows the researcher to have a certain control of the interview and obtain the information needed while allowing for the incorporation of any other relevant information that may surface during the interviewing process (Yin, 2005; De Oliveira, 2010). Structured interviews were rigid and prevented the uncovering of potentially relevant data that were not directly addressed in the interview questions. On the other end of the scale, unstructured interviews provided no focus and no clear definition of what needs to be discussed. Hence, semi-structured interviews provided the best approach for the study particularly because there is no need to standardize responses for data coding and comparison.

### 3.4.3 Focus Group Discussion

Focus groups are small groups of usually twelve to fifteen people that are brought together to engage in discussions pertaining to a particular topic (Krueger & Casey, 2009; De Oliveira, 2010). Through this method the researcher was able to gather

relevant information from the respondents. This method is advantageous over one-on-one interviews because the researcher, within the focus group session, was able to ask a variety of questions (e.g. open ended and structured) and employed different methods (e.g. audio-visual aids) as well as push the group discussion towards particular topics (Rubin and Babbie, 2005; De Oliveira, 2010). Focus group discussions were used to obtain information from some key stakeholder groups such as the National Service District Directors and heads of user agencies. The researcher allowed the participants to engage in active discussions over issues they perceive to be the most relevant to the study.

#### 3.4.4 Participant Observation

The researcher observed the people by being part of the daily activities that occurred in the area. According to Yin (2005), participant observation can include being a resident of the neighbourhood that is the subject of a case study, taking some other functional role in a neighbourhood and serving as a staff member in an organizational setting." As such, the use of participation can bring out information that would otherwise be unavailable and through the viewpoint of 'insiders' (Yin, 2005; De Oliveira, 2010).

Through daily interactions with key stakeholders and the national service personnel, the researcher was able to obtain, among other observations, a general understanding and assessment of the computerised posting system of the National Service Scheme. The observable events also helped the researcher to design the questionnaires for the study.

### 3.4.5 Document Review

Although document review may not always be accurate and may reflect the authors' biases, it offers a stable, unobtrusive, exact, and long-term approach to collecting data (Yin, 2005 De Oliveira, 2010). Yin (2005) further details that in case study research, “the most important use of documents is to corroborate and augment evidence from other sources” In addition to providing the most basic evidence available, Yin (2005) identify three other uses namely; “documents are helpful in verifying the correct spellings and titles or names of organizations that might have been mentioned in the interview, documents can provide other specific details to corroborate information from other sources and inferences can be made from documents, although these should only be used as clues for further investigation”.

Considering the fact that the computerised posting system of National Service Scheme is only five years in operation, not a lot have been written on it. Nevertheless, the few documents that were reviewed augmented the facts obtained. A series of documents including Ghana National Service Progress Report, the National Service Scheme Website, Brong Ahafo Region annual service report, Quarterly reports and results based report of the scheme. All these were reviewed with the aim of identifying historical and any particular circumstances that could lead effective computerised posting overtime. The analysis of multiple documents originating from different sources also allows for the triangulation of information, ultimately increasing data reliability, hence the adoption of document review.

### **3.5 Method of Analysis**

All completed questionnaires were checked for completeness and accuracy of data. The analysis of result was done using simple mathematical methods such as proportions and percentages whiles the presentation of data was done using frequency distribution table, pie and bar charts. These tables and figures were duly interpreted and explained based on the research objectives. The tools were used in the study because of clarity and simplicity. The analysed data were discussed by comparing the answers within the various concepts and theories in the literature review. Recommendations were therefore made based on the findings.

### **3.6 Reliability and Validity of the Instruments**

It is important to test the reliability and validity of the research instruments employed in data collection adopted. Reliability in the study is the extent to which the research instrument yields similar results whenever it is employed to elicit data under constant conditions while validity in the study refers to the extent to which the research instrument records what it is intended to record (Cohen, 2000).

To achieve reliability and validity of the questionnaire in the study, the instruments were designed with great care, matching the questions with the objectives stated for the study. Again, the researcher employed the 'expert validation' method (Mensah, 2006) by showing it to two colleagues who are research students to read through and then to the supervisor who offered advice and hence improved the content.

The adoption of triangulation in the study which employed different approaches in data collection also ensured the validity and reliability of the techniques. The



reliability of the qualitative methods employed was ensure by using interview guide and recorder during the interviewing and focus group discussions respectively. From the study, since the use of interviews and the observations yielded similar results, the techniques employed can be said to be valid and reliable.

### **3.7 Profile of the Study Area**

After the thorough investigation into the theoretical framework of the study in the preliminary chapters, the focus of this chapter is to provide an informative profile of the case area; Brong-Ahafo region. In undertaken this activity, basic data that summarizes the profile of the case institution is presented to elucidate an evaluative discussion of the research results.

#### **3.7.1 Location and Size**

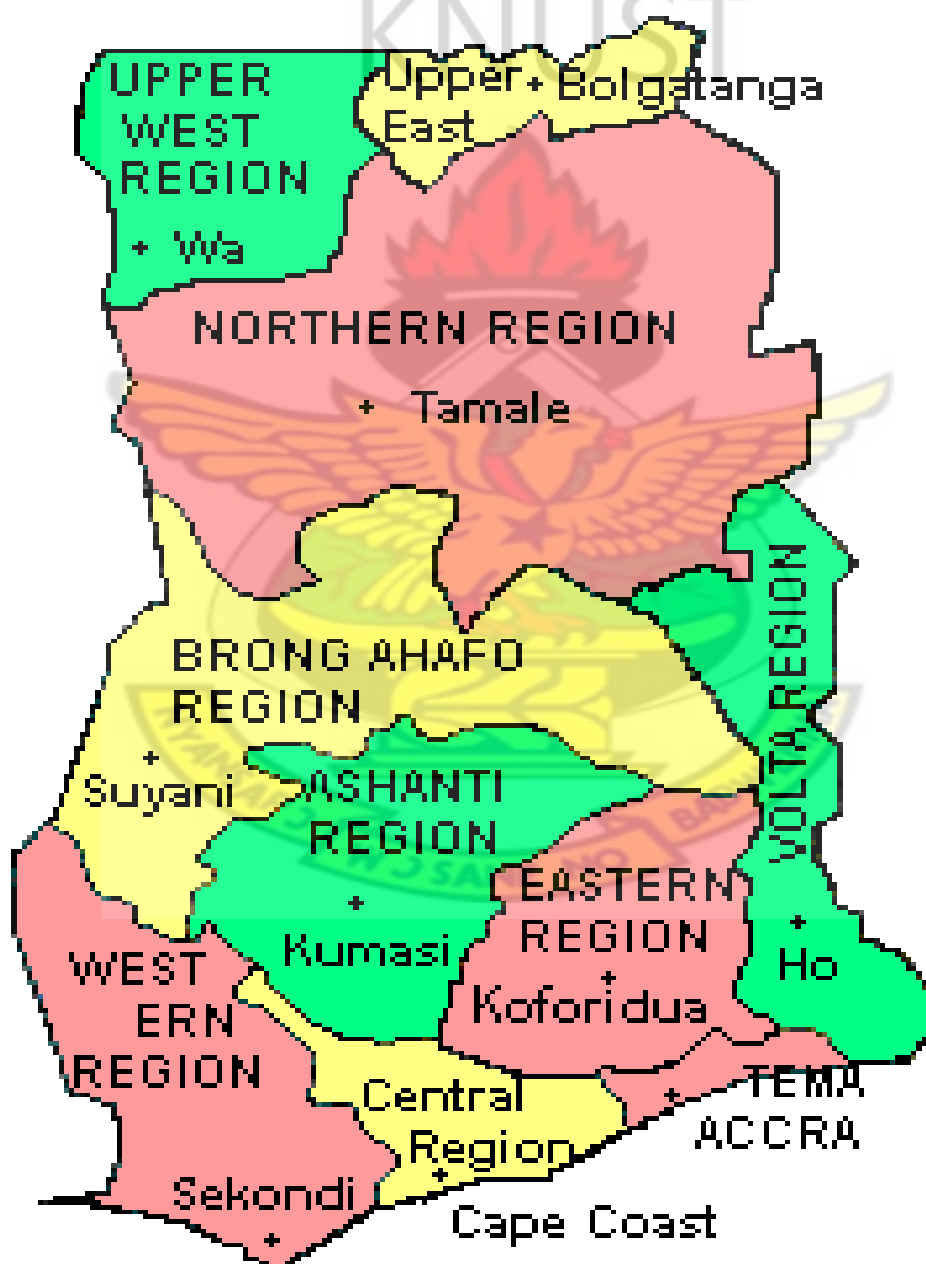
The Brong Ahafo Region, formerly a part of the Ashanti Region, was created in April 1959. It covers an area of 39,557 square kilometres and shares boundaries with the Northern Region to the north, the Ashanti and Western Regions to the south, the Volta Region to the east, the Eastern Region to the southeast and La Cote d'Ivoire to the west (Daniel Miles Mcfarland, 1995).

It has 22 administrative districts, with Sunyani as the regional capital. The region lies in the forest zone and is a major cocoa and timber producing area. The northern part of the region lies in the savannah zone and is a major grain- and tuber-producing region. The region has a population of 1,815,408, indicating an intercensal growth rate of 2.5 per cent over the 1984 population figure. Enumeration covered all the 17,546 localities in the region.



In all, there are 22 districts headed by District Chief Executives who, in turn, are under the political and administrative jurisdiction of the Regional Minister (www.mordernghana.com, 2011). Figure 3.1 thus depicts Brong Ahafo in national context whiles figure 3.2 shows Brong Ahafo in Regional context and Figure 3.3 depicting all the district capitals where the NSS offices are located.

Figure 3.1: Brong Ahafo in National Context



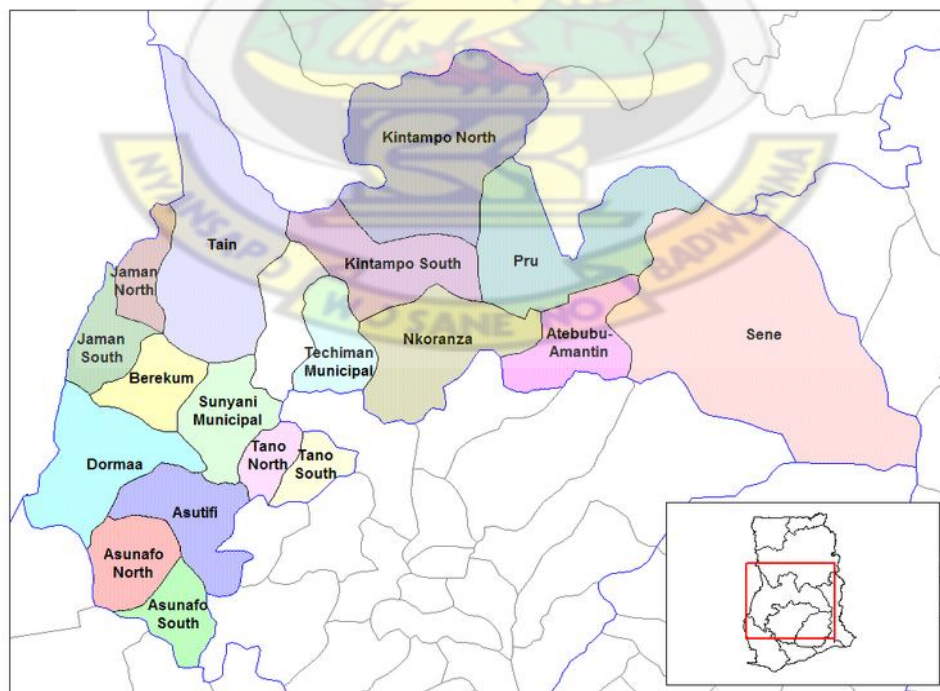
Source: [http://en.wikipedia.org/wiki/File:Brong Ahafo](http://en.wikipedia.org/wiki/File:Brong_Ahafo).

Figure 3.2: Brong Ahafo Region in Regional Context



Source: [http://en.wikipedia.org/wiki/File: Brong Ahafo – district Png](http://en.wikipedia.org/wiki/File:Brong_Ahafo_-_district_Png)

Figure 3.3: Depicting Districts in the Brong Ahafo Region



Source: [http://en.wikipedia.org/wiki/File: Brong Ahafo – district Png](http://en.wikipedia.org/wiki/File:Brong_Ahafo_-_district_Png)

### 3.7.2 Demographic Characteristics

According to (Daniel Miles Mcfarland, 1995), the urban population constitutes 37.4 per cent of the total population of the region. Sunyani, Techiman and Berekum are the only Districts with more than 50.0 per cent of the population in urban settlements. The Sene District has the lowest urban population of 8.6 per cent. Out of the 342,808 households in the region females head 34.3 per cent.

### 3.7.3 Physical Features

- *Area*

Brong Ahafo region, with a territorial size of 39,557 square kilometres, is the second largest region in the country (16.6%). The region shares boundaries with the Northern Region to the north, the Volta and Eastern Regions to the south-east, Ashanti and Western Regions to the south, and Cote d'Ivoire to the west. The central point of the landmass of Ghana is in the region, at Kintampo (Daniel Miles Mcfarland, 1995).

- *Climate*

Daniel Miles Mcfarland (1995) again said that the region has a tropical climate, with high temperatures averaging 23.9oC (750F) and a double maxima rainfall pattern. Rainfall ranges, from an average of 1000mm millimetres in the northern parts to 1400 millimetres in the southern parts. The relief is as follows: the southern and eastern parts have rather low elevations not exceeding 152.4m (500ft) above sea level. The land then gradually rises towards the north around Techiman, where it attains a height of 533.7m (1751ft) in the Buoyem hill. Other higher elevations occur at Bosumkese 712.6m (2338ft) and Bonsam 643.1m (2110ft).

- *Vegetation*

The region has two main vegetation types, the moist semi-deciduous forest, mostly in the southern and southeastern parts, and the guinea savannah woodland, which is predominant in the northern and northeastern parts of the region. The level of development and variations in economic activity are largely due to these two vegetation types (Daniel Miles Mcfarland, 1995).

For example, the moist semi-deciduous forest zone is conducive for the production of cash crops, such as cocoa and cashew. Brong Ahafo is one of the three largest cocoa producing areas in the country, mainly in the Ahafo area, which shares common border with western Ashanti. A lot of the cashew in Ghana is produced in Brong Ahafo, some of which are processed into brandy and cashew wine at Nsawkaw in Wenchi.

#### 3.7.4 Economic Characteristics

- *Economic activity*

The main occupation of the workforce of the region is Agriculture and related work (66.4%) for both sexes. The rural/urban occupational distribution also shows the dominance of Agriculture. Production and Transport Equipment work (11.3%), Administrative and Managerial work (0.2%), and Sales work (7.6%) are the other three occupations that stand out. Between the sexes, a significant difference in the occupational distribution is observed in the Sales work for females (10.8%) and males (4.4%), while Clerical and related work and Production, Transport and Equipment work are more common among males than females (Daniel Miles Mcfarland, 1995).

- *Industry*

Daniel Miles Mcfarland (1995) expressed the view that there are three major industrial activities in the region namely: Agriculture/Forestry/Hunting (68.6%), Manufacturing (6.7%) and Wholesale/Retail trade (7.4%). Male predominance is observed in Construction, Financial Intermediation, Public Administration, and Education in all districts.

On the other hand, a higher percentage of females than males are engaged in Wholesale/Retail trade, Hotels and Restaurants, Private Households and other Community, Personal and Social Service activities.

- *Employment status and sector*

About three quarters of the population (74.6%) are self-employed with no employees, followed by employees (9.7%) and unpaid family workers, (6.4%) in that order. This picture is the same for both sexes. About 83.0 per cent of the working population is in the private informal sector, and the proportion in the public sector is low 5.1 per cent.

Such an employment structure accounts for the tax net being narrow and poses a challenge to effective mobilization of taxes. The self-employed without employees, are mainly very small one-person businesses with a small capital base. Such a situation does not promote rapid economic growth and expansion, as all such businesses are non-competitive and operate at subsistence level (Daniel Miles Mcfarland, 1995).

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the results and discussion of the study with particular reference to the responses received after collecting and collating data from National Service Personnel, User Agencies who engage the services of these national service personnel and National Service District Directors. The essence is to test and investigate if the theoretical issues discussed in the literature review hold true particularly at the local level in Ghana specifically the Brong Ahafo Region. The chapter presents a discussion of issues under headings reflecting the objectives of the research.

#### **4.2 Categories of Respondents**

The data collected for this research study was obtained from three categories of respondents. These were the National Service Personnel User Agencies who engage the services of these national service personnel and National Service District Directors. Table 4.2 presents an overview of the categories of respondents interviewed for this research study.

Table 4.2: Total Number of Respondents Interviewed

<b>Category of Respondent</b>	<b>Number of Respondent</b>
National Service Personnel	60
User Agencies	31
National Service District Directors	5
Total	96

Source: Field Survey, 2011.



During the field survey for this research study, a total of 96 respondents were interviewed. Out of the total respondents interviewed, 60 were national service personnels<sup>31</sup> were representatives of user agencies while 5 were national service directors in the Brong Ahafo Region. This sub-section provides an overview of the sources of research study. This is done to give an insight of the various data sources obtained for the study.

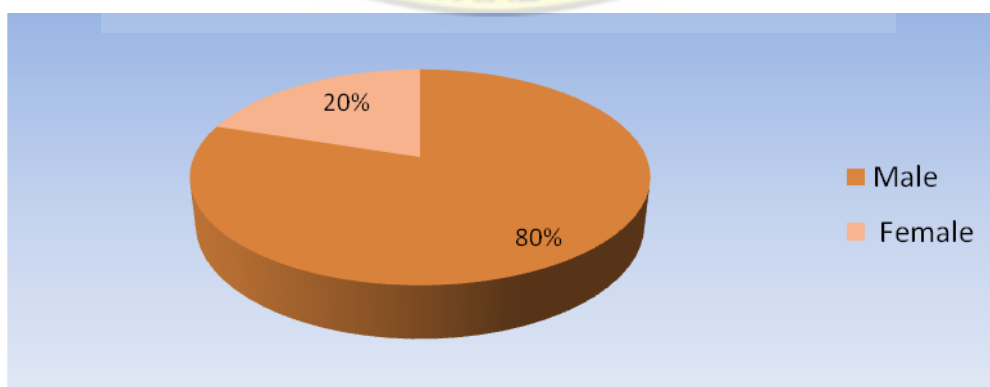
### 4.3 Background of Service Personnel

This sub-section provides detailed profile of national service persons sampled and interviewed for the study. This is done to provide a basis for understanding issues raised by the respondents.

#### 4.3.1 Sex Distribution of National Service Personnel.

The survey revealed that 80 percent (48) of the service personnel interviewed were males while the remaining 20 percent (12) were females. This indicates that there are more males personnel posted to the Brong-Ahafo region as compared to females personnel.

Figure 4.3.1: Sex Distribution of National Service Personnel



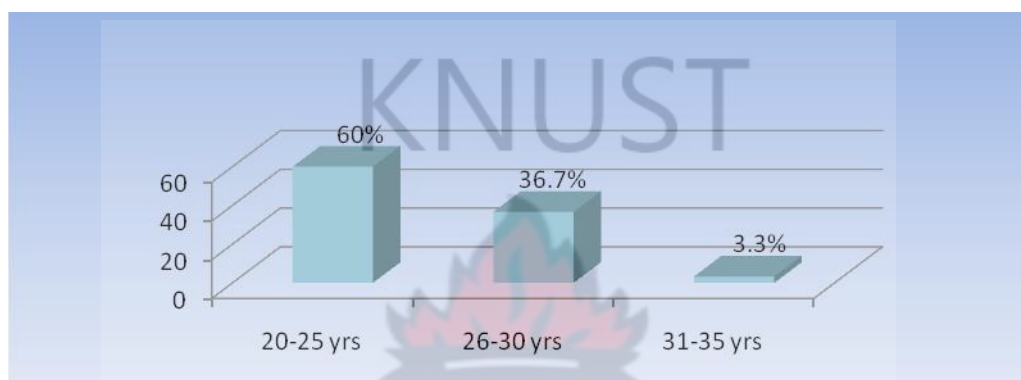
Source: Field Survey, 2011



#### 4.3.2 Age Distribution of Service Personnel

The study also revealed that 60 percent of the personnel interviewed were between 20 and 25 years, 36.7 percent were between 26 and 30 years while 3.3 percent were between 31 and 35 years.

Figure 4.3.2: Age Distribution of Service Personnel



Source: Field Survey, 2011

The biography of personnel in the Brong-Ahafo region presented above reveals two interesting results. The first is that there are more males enrolled on the national service scheme in the region as compared to females. This is as result of the fact that the Gross Enrolment Ratio (ratio of girls to boys) in tertiary institutions in Ghana is 0.54:1; this implies that there are more males completing tertiary education than females in the country. And since national service is undertaken after completing tertiary education it is evident and logical that the proportion of males and females completing universities or polytechnic would reflect in the national service scheme. This is exactly the case in the Brong-Ahafo region.

Secondly, the results indicate that a substantial number of the personnel enrolled on the scheme in the region were the youth aging between 20 and 25 years. This also

emanates from the 16 years and 15 years educational duration required to complete the university and polytechnic respectively. Thus 9 years for basic education, 3 years for secondary whereas 4 years for university and 3 years for polytechnic. And owing to the fact that schooling begins at age 6, completing tertiary education all other things being equal would be at age 22 for the university and 21 for polytechnic. But issues such as late entry into school, re-sitting examinations (B.E.C.E or W.A.S.S.C.E) to progress to the next level can unduly delay the completion age that is why 36.7 percent of the personnel interviewed were between the ages of 26 and 30 years while some were between 31 and 35 years.

#### 4.3.3 Qualification of Service Personnel

Furthermore, the study took into consideration the qualification of national service persons in the Brong-Ahafo region. The survey made it known that, 34 service personnel representing 56.7 percent of the sample frame had obtained a diploma, 40 percent representing 24 service personnel had acquired degrees whereas 3.3 percent accounting for 2 service personnel had certificates.

Table 4.3.3: Qualifications of Service Personnel

Qualification	Frequency	Percent
Degree	24	40.0
Diploma	34	56.7
Certificate	2	3.3
Total	60	100.0

Source: Field Survey, 2011

With reference to the qualification, it is evident that a substantial number of personnel posted to the Brong-Ahafo region were polytechnic graduates. This

however, conflict or better still contradict with national trends. For the 2010/2011 year, a total of 53,420 service personnel were posted nation-wide. Out of this number, university graduates were 36, 357 (68%) while polytechnic graduates were 17, 063 (32%). Consequently, it is expected that for each region, university graduates must outnumber polytechnic graduates but this is however not the case in the Brong-Ahafo region.

#### **4.4 State of the National Service Scheme Posting System**

Currently, the national service scheme posts personnel to: ministries such as the ministry of education, health agriculture; departments and agencies such as department of feeder roads, Ghana health service, Ghana education service, national commission for civic education, district assemblies; and private organizations such as private schools and banks within the three study districts in the Brong-Ahafo region. From the survey, the following user agencies were interviewed in the three study districts. These were the Diamono JHS, Department of Social Welfare, Asutifi District Assembly, MOFA, Department of community Development, NCCE, NHIS, Kintampo Municipal Hospital, National Commission for Civic Education, NGGL, GES, Non formal Education Division, Ghana Commercial Bank, Asunafo North Municipal Assembly, Municipal Hospital Goaso, Ghana Health Service (Asutifi Kenyasi).

As indicated earlier, the qualification of the service personnel posted ranges from certificate holders through to non-degree holders to degree holders reflecting the various needs of the different user agencies within the districts.

#### **4.5 Efficiency of the Computerised Posting System**

This sub-section would be devoted to considering how the national service posting scheme has been efficient in satisfying the needs of the major stakeholders of the scheme in the three districts. The stakeholders in consideration are the national service personnel, user agencies as well as directors of the scheme. Hence, the indicators used to measure the efficiency of the computerized posting system are tailored around the three stakeholders of the scheme.

For the national service personnel the indicators used to assess the efficiency of the computerized system is whether personnel were posted to regions of choice and whether postings are in relation to their qualification. For the user agencies, the indicator used to assess the efficiency of the system is whether the time service personnel are needed is same as the time personnel are posted and also whether the specific qualification of service personnel requested are granted. On the part of the directors of the scheme, the assessment would be based on the overall performance of the scheme.

##### **4.5.1 National Service Personnel Assessment of the Efficiency of the Scheme**

From the survey, it was revealed that 93.3 percent of the personnel interviewed indicated that the qualification obtained was declared during the registration process while 6.7 percent indicated that their qualification was not declared during the registration process as can be seen in Table 4.5.1

Table 4.5.1: Declaration of Qualification during Registration.

Declaration of Qualification	Frequency	Percent
Yes	56	93.3
No	4	6.7
Total	60	100.0

Source: Field Survey, 2011

The fact that a large number of the service personnel indicated the status of qualification during registration indicates that the necessary information required by the computerized system has been duly provided. On the other hand, the inability of others to declare qualification status undermines the efficiency of the system since such personnel cannot be given a posting in relation to their qualification hence optimal output of such personnel during the service period is questionable.

#### 4.5.2 Placement of Service Personnel in Relation to Qualification

Table 4.5.2 indicates that only 60 percent of the service personnel interviewed were given placements relevant to their qualification while 40 percent of the personnel interviewed had postings not in relation with their qualification.

Table 4.5.2: Placement of Personnel in Relation to Qualification

Placement in Relation to Qualification	Frequency	Percent
Yes	36	60.0
No	24	40.0
Total	60	100.0

Source: Field Survey, 2011

Despite 93.3 percent of service personnel clearly indicating their qualification during the registration process, only 60 percent had postings in relation to tertiary qualification. This means that for about 33 percent of the personnel the declaration

made during the registration process did not reflect in the service posting process. With reference to the discussion so far, it can be concluded that the computerized system is not efficient when it comes placement of personnel in relation to qualification since personnel are not given placement relevant to their qualification once the postings are carried out. This in turn affects productivity since some personnel end up being redundant at job places.

#### 4.5.3 Placement of Service Personnel to Region of Choice

Table 4.5.3 shows that 71.7 percent of the personnel interviewed indicated that they were posted to regions of their choice whereas 28.3 percent of the personnel indicated that they were not posted to the regions of their choice as can be seen in Table 4.5.3

Table 4.5.3: Placement to Region of Choice

Placement to Region of Choice	Frequency	Percent
Yes	43	71.7
No	17	28.3
Total	60	100.0

Source: Field Survey, 2011

Despite the fact that the current policy regarding National Service postings does not guarantee service personnel being posted to regions of choice, the survey revealed that a substantial number of personnel had postings to regions of their choice. With reference to the indicators developed earlier on in this chapter, it can be concluded that the computerized system is to large extent efficient when it comes to posting of personnel to regions of choice.



Table 4.5.4: Service Personnel Assessment of the Efficiency of the Scheme

Efficiency of the Posting Scheme	Frequency	Percent
Excellent	9	15.0
Good	37	61.7
Average	12	20.0
Poor	2	3.3
Total	60	100.0

Source: Field Survey, 2011

In general, service persons view the service placement scheme as fairly efficient as only 15 percent of the persons interviewed indicated that the scheme was excellently efficient with 61.7 percent of the personnel indicating that the efficiency of the system was just good. Also 20 percent were of the view that the efficiency of the system was average while 3 percent indicated that the efficiency was poor. The fact that about 23 percent of the personnel interviewed indicated that the efficiency of the computerized system was below good is an indication that all is not well with the system. Hence measures ought to be implemented to address this situation.

#### 4.5.4 User Agencies Assessment of the Scheme

Table 4.5.5 indicate that 71 percent of the user agencies indicated that the period in which service personnel are posted are favourable to their organizations whereas 21 percent indicated that the period is unfavourable to their institutions.

Table 4.5.5: Favourability of Posting Period

Period of Service Posting	Frequency	Percent
Favourable	22	71.0
Not Favourable	9	29.0
TOTAL	31	100.0

Source: Field Survey, 2011

This emanates from the fact that personnel are posted to various institutions in October; however, some institutions have not changed their calendar to suit that of the national service scheme. For instance, the institutions indicating that the postings are unfavourable requires the services of personnel at the beginning of the year that is January and not close t the end of the year as currently being undertaken by the national service scheme. With reference to the time of postings, the computerized system can be concluded to be efficient to a large extent.

Table 4.5.6 indicates the qualification of personnel requested by user agencies and the qualification of personnel actually posted to user agencies. Out of this, 61.2 percent of user agencies requested the services of degree personnel whereas 32.3 percent of user agencies demanded the services of non-degree personnel and 6.5 percent requested for personnel with certificates. However, 40 percent of personnel posted to user agencies in the region had degrees indicating a shortfall of 20 percent. Also, 56.7 percent of personnel posted had diploma indicating an over placement of Diploma personnel by as much as 24.4 percent. On the part of certificate holders, user agencies in the region requested 6.5 personnel of such personnel however only 1 percent were posted.

Table 4.5.6: Qualification of Personnel Required and Posted to User Agencies

Qualification	Required	%	Posted	Percent
Degree	19	61.2	12	40.0
Diploma	10	32.3	18	56.7
Certificate	2	6.5	1	3.3
Total	31	100.0	31	100

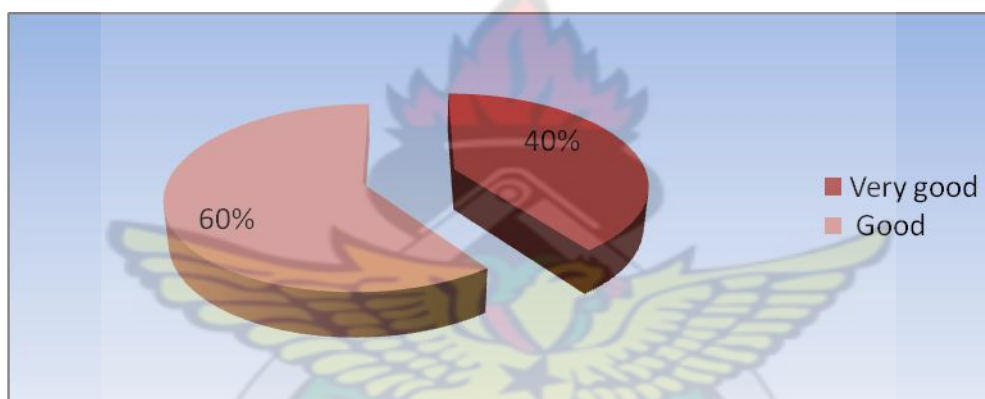
Source: Field Survey, 2011.

The analysis above indicates clearly, that the requests of user agencies are not met by the placement of posted personnel to these user agencies. As a result of this, the computerized system to a large extent can be concluded to be inefficient in meeting the needs and demands of user agencies.

#### 4.5.5 District Directors Assessment of the Scheme

The district directors of the scheme also view the efficiency of the scheme just like the service persons. This is shown in figure 4.5.1

Figure 4.5.1: Director's Perception of the Efficiency of the Posting System



Source: Field Survey, 2011

From the survey, 60 percent of the district directors interviewed were of the view that the efficiency of the posting was good while 40 percent indicated that the efficiency of the system was very good. This scenario means that the posting system is actually beneficial however; there exist certain loopholes that affect its optimal performance. This would be the focus of discussion in the next sub-section.

#### **4.6 Challenges/ Efficiency Gaps in the Computerised Posting System**

From the foregone discussion it is evident that the computerized posting system has been beneficial in allocating human resources to user agencies in the country. However, it is also clear that the computerized system is certainly faced with some challenges which inhibit it from performing at an optimal level. The focus of this section is to bring to light the challenges confronting the system.

##### **4.6.1 Efficiency Gaps in relation to the observations of the Service Personnel**

The major setback faced by service personnel in the computerized posting system of the national service scheme is the placement of persons to job positions which have no relevance to their qualification.

From the survey, 60 percent of the service persons interviewed indicated that they are currently posted to jobs which have no relevance to their qualification. As a result, service personnel do not have the opportunity to apply the knowledge and skills acquired during their education towards the development of Ghana. Hence, a substantial number of these personnel become redundant at work places thereby slowing the development of the nation as a whole.

This is because at the end of each month public funds are used in the payment of service personnel which runs into millions of cedis each month, and if 60 percent of the persons are not able to apply their skills to development then indeed the computerized posting system is inefficient.

Furthermore, personnel were also faced with certain challenges during the registration process. These included the difficulty in accessing internet facilities especially by those in rural areas as well as the late release of the national service postings. These are the challenges faced by service persons in the computerized placement system of the national service scheme.

#### 4.6.2 Efficiency Gaps in relation to views of User Agencies

Just like any other stakeholder in the national service scheme, user agencies also have peculiar challenges confronting them in the national service posting system. The prime challenge facing user agencies is the placement of service personnel with no relevance or qualification to their institutions. These they claim reduce productivity and perpetuate redundancy in institutions. It sometimes even results in rejection of personnel by user agencies since they cannot find any position within the agency to place the personnel.

Another challenge confronting user agencies is the delay in the posting of service personnel. This adversely affects productivity of agencies since no personnel are available to perform the duties of the out-gone personnel. And also these agencies cannot recruit within the short-term to fill gaps in the organizations. For instance, as indicated earlier on, some user agencies require the services of personnel at the beginning of the year that is January; however, postings are done in October which creates inconveniences for these agencies.

Finally, manipulation of postings by some personnel to obtain their choice of placement is a major challenge facing user agencies. This results in some user agencies having more service personnel than necessary especially those considered as lucrative user agencies whereas other user agencies also lack requisite personnel to perform the necessary duties. These are the challenges confronting user agencies from survey conducted.

#### 4.6.3 Efficiency Gaps as indicated by District Directors from field survey

The first major challenge facing district directors in the implementation of the computerized system of the national service posting is the wrong submission of forms during enrolment. Most service personnel make mistakes during the enrolment online. For instance personnel sometimes do not follow the due process of the online enrolment process before submission. Especially in some cases, service personnel do not choose the regions they wish to serve which leaves the allocation of regions to the sole prerogative of directors. This results in service personnel being posted to areas contrary to their wish.

From the survey, 28.7 percent of the service personnel interviewed indicated that they were not posted to regions of their choice. This can be attributed to the poor completion of registration by service personnel.

Secondly, the delay in submitting requests by user agencies also delays the whole computerized posting system which then becomes big problem for the directors since they are responsible for assigning personnel to user agencies.



The delay by user agencies in submitting requests compel directors to post personnel without the consent of user agencies which results in the placement of service personnel to irrelevant agencies considering their qualification. For instance, in the survey conducted, 40 percent of the personnel interviewed reiterated that their current job posting had no correlation with their qualification.

Finally, pressures from external forces like opinion leaders, chiefs and politicians seriously affect the posting system. This usually comes after postings have been released which subsequently results in re-posting of personnel thereby delaying and undermining the whole computerized placement system of the national service scheme. These are the challenges confronting the district directors of the scheme.



## CHAPTER FIVE

### SUMMARY, RECOMMENDATIONS AND CONCLUSION

#### 5.1 Introduction

This chapter summarizes the entire research study by presenting the major findings emanating from the analysis in the previous chapter as well as making recommendations for action which have been developed to address the challenges identified in the study. The key components of the chapter thus include summary of findings, recommendations and conclusion.

#### 5.2 Summary of Findings

The findings of the study have been developed in relation with the research questions and objectives of the study. The findings of the study are elucidated below.

- State of the National Service Scheme Posting System

The national service scheme is currently administered through district and municipal directors who co-ordinate placement of service personnel to user agencies. The scheme currently posts personnel to ministries such as the ministry of education, health agriculture; departments and agencies such as department of feeder roads, Ghana health service, Ghana education service, national commission for civic education, district assemblies; and private organizations such as schools and banks.

- Efficiency of the Computerised Posting System

All the stakeholders (directors, service personnel and user agencies) in the computerized placement of the national service scheme attest to the fact that the

scheme is relatively efficient as all indicated that the efficiency level of the scheme was above 60 percent.

- Efficiency Gaps in the Computerised Posting System

Despite the efficiency level of the computerized placement system of the scheme, it is bedevilled with a host of challenges creating efficiency gaps within the computerized placement system of the national service. Among the challenges militating against the system include service personnel being given irrelevant job placements. This was attributed to registration errors and blunders committed by service personnel during the enrolment process. This situation resulted in service personnel becoming redundant and thereby reducing the productivity of user agencies and impeding the overall development of the nation.

Another major efficiency gap in the system is the delay in the release of service postings. This challenge seriously affects user agencies that wait impatiently for the services of new personnel in their institutions. The delay adversely affects the productivity of user agencies since the human resource capacity to undertake the functions of the organization reduces drastically.

Finally, external influences like politicians, opinion leaders and chiefs turns to affect the efficiency of the computerized system since humans indirectly make the placements instead of machines. This results in some service personnel being posted to jobs that do not correlate with their qualification. Also, some agencies would be provided with a large number of service personnel while others may not even have service persons.

### 5.3 Recommendations

Subject to the findings of this study, recommendations have been developed to enhance the efficiency of the computerized placement system in the national service scheme. The recommendations include;

- Educating and Sensitizing Prospective Service Personnel on Enrolment Procedures

The national service secretariat through its regional and district secretariats should give adequate orientation to sensitize prospective service personnel on the on-line enrolment of the scheme. This should be done prior to the release of the national service Personal Identification Numbers (PINs) which are used in the on-line registration process.

This recommendation would help address the issue of personnel being posted to job positions that have no correlation with their qualifications. This would go a long way in improving the efficiency of the computerized placement system of the national service scheme as well as ensuring the overall development of the nation in general.

- Urging User Agencies to Submit Requests on Time

A major efficiency gap in the computerized placement system is the delay in the release of service posting and this is attributable to the delay in the submission of requests by user agencies. User agencies should be pressed upon to submit their requests well in advance to avert this situation. The national service secretariat should make it a point in collecting requests directly from the offices of user agencies instead of waiting to be furnished with such information by the user

agencies which may not be timely. The implementation of this recommendation will undoubtedly improve the efficiency level of the computerized placement system.

- Avoidance of undue Interference in Computerized Placement System

The national service secretariat should make it a policy not to succumb to interference from external forces since it adversely affects the efficiency of the system. This can be implemented when due diligence is undertaken in the placement of service personnel in that prospective persons must be placed in user agencies that reflect their qualification and also regions of their choice.

#### **5.4 Conclusion**

Ghana is a developing country and the role of quality human resource to the development of country is essential and must not be underestimated. The role of the national service scheme is one strategy that actively engages the youth in national development. With the onset of the information era, manual placement of personnel under the scheme has become a major challenge. The scheme has adopted the computerized placement system to ensure the efficient deployment of personnel to user agencies. Unfortunately, the system has a number of efficiency gaps inhibiting its performance. The study revealed that a substantial number of service personnel are posted to offices that have no correlation with their qualification. Also undue delays in the whole process coupled with interference render the system inefficient.

The recommendations identified in this study, if implemented by the national service secretariat has the potential of addressing the challenges identified in the study and subsequently ensuring the efficiency of the computerized placement system under the national service scheme in the country.

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# KNUST



## **APPENDIX**

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**COMMONWEALTH EXECUTIVE MASTERS IN BUSINESS**

**ADMINISTRATION (CEMBA)**

**INSTITUTE OF DISTANCE LEARNING**

### **INSTITUTIONAL QUESTIONNAIRES FOR DIRECTORS**

This is CEMBA degree study aimed at assessing the computerised posting system of National Service Scheme. The study also seeks to assess the present state of the posting system and examine the efficiency of the computerised posting system of the national service. Again some challenges and efficiency gaps in the posting system for improved deployment of service personnel will be looked at and finally explore other laudable improvement strategies to improve the computerised posting system.

This study is exclusively for academic purpose. Respondents are therefore assured that information given will be treated with the highest level of confidentiality.

1. Name of the District.....
2. Designation of respondent.....
3. How long have you been in this institution?
  - (a) 1-5 [   ]
  - (b) 6-10 [   ]
  - (c) 11- 15[   ]
  - (d) Over 16 years [   ]

## PRESENT STATE OF THE POSTING SYSTEM

4. Do you often notify user agencies to make request for the National Service Personnel?

(a) Yes [    ]

(b) No [    ]

5. If yes, how do you assess their responsiveness to the request?

(a) High [    ]

(b) Low [    ]

(c) Average [    ]

(d) Poor [    ]

6. Do you have good cordial relationship with service personnel?

(a) Yes [    ]

(b) No [    ]

7. If yes, please how will you rate your relationship with personnel?

(a) Very Good [    ]

(b) Good [    ]

(c) Average [    ]

(d) Poor [    ]

8. How would you rate the attitude of National Service Personnel in your outfit over the period you have engaged with them?

(a) Very satisfactory [    ]

(b) Satisfactory [    ]

(c) Average [    ]

(d) Unsatisfactory [    ]

(e) Very unsatisfactory [    ]



9. How is your relationship with other user agencies?

(a) Very Good [   ]

(b) Good [   ]

(c) Average [   ]

(d) Poor [   ]

10. Do user agencies state the type of personnel they want?

(a) Yes [   ]

(b) No [   ]

11. If No, state the reason (s).....

.....  
.....

#### EFFICIENCY IN THE COMPUTERISED POSTING SYSTEM

12. Is there any efficiency in the computerised posting system?

(a) Yes [   ]

(b) No [   ]

13. If yes, how would you assess the efficiency of the computerised posting of personnel?

(a) Very Good [   ]

(b) Good [   ]

(c) Poor [   ]

(d) Average [   ]

14. Do you identify any efficiency gaps in the computerised posting system?

(a) Yes [   ]

(b) No [   ]

15. If yes, what are some of the efficiency gaps in the posting system? Please rank from 1,2,3,4 in that order the most frequent and least ones

- (a) Wrong Placement [   ]
- (b) Rejection of personnel by user agencies [   ]
- (c) Delay in posting of personnel [   ]
- (d) Manipulation of Postings by service personnel [   ]
- (e) Poor computer network [   ]

#### CHALLENGES IN THE COMPUTERISED POSTING SYSTEM

16. Are you aware of any challenges faced during the computerised posting system of personnel?

- (a) Yes [   ]
- (b) No [   ]

17. If Yes, What are some of the challenges confronting the posting system? Please rank from 1, 2,3,4,5 in that order the most frequent and least ones.

- (a) Wrong Placement [   ]
- (b) Rejection of personnel by user agencies [   ]
- (c) Delay in posting of personnel [   ]
- (d) Manipulation of Postings by service personnel [   ]
- (e) Lack of access to the internet especially at the rural areas [   ]

18. How do you think the problem could be addressed?.....

.....

#### ALTERNATIVE WORKABLE STRATEGIES TO IMPROVE THE SYSTEM

19. Do you think there is the need to improve the computerised system of posting?

- (a) Yes [   ]
- (b) No [   ]

20. If yes, please tick or list below some recommendations to be used in improving the system

(a) Timely release of request by user agencies [    ]

(b) Adaption of better technology to check the posting manipulation [    ]

(c) Accessibility of internet service at rural areas [    ]

(d) Others please (specify).....



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**COMMONWEALTH EXECUTIVE MASTERS IN BUSINESS**  
**ADMINISTRATION (CEMBA)**  
**INSTITUTE OF DISTANCE LEARNING**

**QUESTIONNAIRE FOR SERVICE PERSONNEL**

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This study is exclusively for academic purpose. Respondents are therefore assured that information given will be treated with the highest level of confidentiality.

**DEMOGRAPHIC BACKGROUND OF RESPONDENTS**

1. Name of interviewee.....
2. Date of survey.....
3. Sex (a) Male[ ☐ ] (b) Female [ ☐ ]
4. Age of respondent (a) 20 – 25 [ ☐ ] (b) 26 – 30 [ ☐ ] (c) 31 – 35 [ ☐ ] (d) Above 35 [ ☐ ]
5. Marital status (a) Single[ ☐ ] (b) Married[ ☐ ] (c) Divorced[ ☐ ]
6. Institution attended.....

7. Qualification

- (a) Degree [   ]
- (b) Diploma [   ]
- (c) Certificate [   ]
- (d) Other (specify)[   ]

8. Which user agency are you currently doing your service?

- (a) Ghana Education Service [   ]
- (b) Ministries, Department, Agencies [   ]
- (c) Private Agency [   ]
- (d) Health [   ]

9. How long have you been with the National Service Scheme?

- (a) 9 months [   ]
- (b) 10 months [   ]
- (c) 11 months [   ]
- (d) 12 months and over [   ]

**PRESENT STATE OF THE POSTING SYSTEM**

10. Did you have the opportunity to choose where you want to do the service?

- (a) Yes [   ]
- (b) No [   ]

11. If yes, did you choose Brong Ahafo Region as your first choice?

- (a) Yes [   ]
- (b) No [   ]

12. If yes, state the reasons

- (a) Have easy access to accommodation [   ]
- (b) Want to stay closer to relatives [   ]

(c) To explore the region [   ]

(d) Health reasons [   ]

(e) Others (Specify).....

13. Did you state your qualification and subject area when registering on-line?

(a) Yes [   ]

(b) No [   ]

14. Did you get placement that matched with your qualification?

(a) Yes [   ]

(b) No [   ]

15. Which month did you register to do the service?

(a) October [   ]

(b) November [   ]

(c) December [   ]

(d) January [   ]

(e) February [   ]

16. Did you delay in starting the service?

(a) Yes [   ]

(b) No [   ]

17. If yes, what accounted for the delay?

(a) Accommodations problem [   ]

(b) Change of posting [   ]

(c) Out of the country [   ]

(d) Health reasons [   ]

(e) Other (specify) [   ]



## EFFICIENCY IN THE COMPUTERISED POSTING SYSTEM

18. Where did you indicate to do the service?

- (a) Teaching [    ]
- (b) Office [    ]
- (c) Private Sector [    ]
- (d) NGO's [    ]

19. Did you get your desired place of posting?

- (a) Yes [    ]
- (b) No [    ]

20. Were you posted to the region of your choice?

- (a) Yes [    ]
- (b) No [    ]

21. Does your qualification match with the job you are doing at post?

- (a) Yes [    ]
- (b) No [    ]

22. If No, state the reason (s).....  
.....

23. Do you consider registration on-line as beneficial?

- (a) Yes [    ]
- (b) No [    ]

24. If yes, please enumerate by ticking your responses in the boxes below how you have benefited from the on-line registration

- (a) Reliable [    ]
- (b) Fast [    ]
- (c) Less expensive [    ]

(d) Accessible [   ]

25. How would you rate the computerised posting system?

(a) Excellent [   ]

(b) Good [   ]

(c) Average [   ]

(d) Poor [   ]

26. Have you experience any gap in the posting system yet?

(a) Yes [   ]

(b) No [   ]

27. If yes, please state them?.....

.....

#### CHALLENGES IN THE COMPUTERISED POSTING SYSTEM

28. Did you encounter any problems registering on-line for the national service?

(a) Yes [   ]

(b) No [   ]

29. If yes, please what are the challenges?.....

30. Did you encounter any problems in assessing your posting on the internet?

(a) Yes [   ]

(b) No [   ]

31. If yes, what are they?

(a) Difficult access to the internet facility [   ]

(b) Not Reliable [   ]

(c) Expensive [   ]

(d) Poor computer Network [   ]

(e) Others (Please specify).....

## ALTERNATIVE WORKABLE STRATEGIES TO IMPROVE THE SYSTEM

32. Do you think there is the need to improve the computerised system of posting?

(a) Yes [   ]

(b) No [   ]

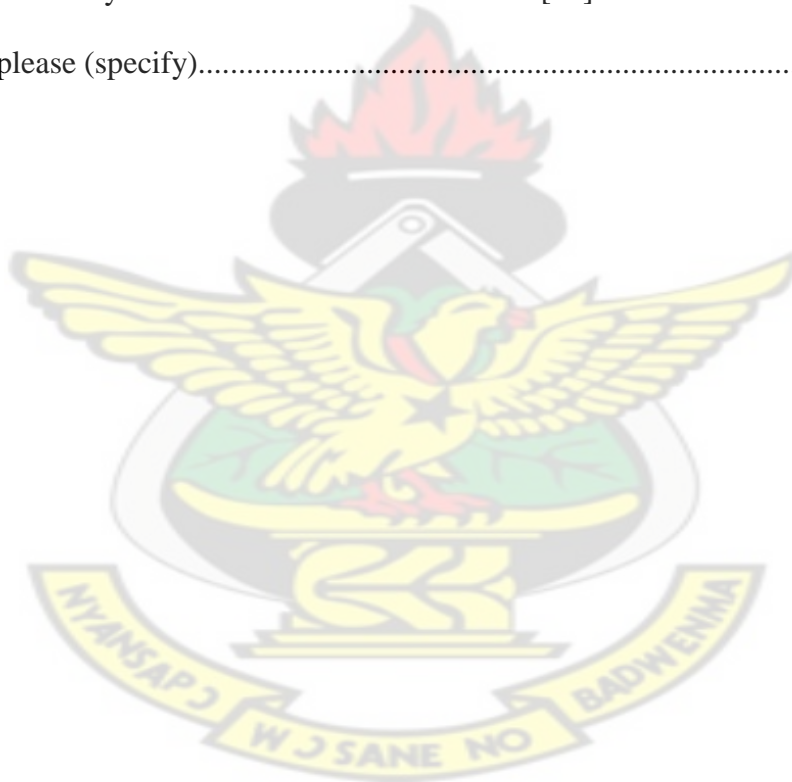
33. If yes, please tick below some recommendations to be used in improving the system

(a) Timely release of request by user agencies [   ]

(b) Adaption of better technology to check the posting manipulation [   ]

(c) Accessibility of internet service at rural areas [   ]

(d) Or please (specify).....



**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
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**INSTITUTIONAL QUESTIONNAIRE FOR USER AGENCIES**

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This study is exclusively for academic purpose. Respondents are therefore assured that information given will be treated with the highest level of confidentiality.

1. Name of the Institution.....
2. Designation of respondent.....
3. How long have you been in this institution?
  - (a) 1-5 [    ]
  - (b) 6-10 [    ]
  - (c) 11- 15[    ]
  - (d) Over 16 years [    ]

## PRESENT STATE OF THE POSTING SYSTEM

4. Does your organization engage the services of service personnel?

(a) Yes [   ]

(b) No [   ]

5. If yes, which month within the year does your organization needs the services of service personnel?

(a) January – March [   ]

(b) April – June [   ]

(c) July – August [   ]

(d) September and above [   ]

(e) Throughout the year [   ]

6. If No, why? .....

7. Are you normally notified to make request for service personnel?

(a) Yes [   ]

(b) No [   ]

8. If yes, what type of service personnel do you request?

(a) Degree holders [   ]

(b) Diploma holder [   ]

(c) Certificate holders [   ]

(d) Others please (specify).....

9. If No, how do you get your required service personnel?.....

.....

10. Does the period of the national service posting favour the time that you need the service personnel? (a) Yes [   ]      (b) No [   ]

11. If Yes, in what ways does it favour you?.....

12. Do you make your request on time to meet the deadline?

(a) Yes [   ]

(b) No [   ]

13. Do you also indicate the places where the services of the personnel will be needed?

(a) Yes [   ]

(b) No. [   ]

14. Were you provided with the service personnel requested?

(a) Yes [   ]

(b) No [   ]

15. If No, state the reason(s).....

16. How many service personnel have you engaged over the period in your outfit?

(a) 1-4 [   ]

(b) 5-9 [   ]

(c) 10-14 [   ]

(d) 15-19 [   ]

(e) 20 and above [   ]

17. Do you have good cordial relationship with service personnel?

(a) Yes [   ]

(b) No [   ]

18. If yes, please how will you rate your relationship with personnel?

(a) Very Good [   ]

(b) Good [   ]

(c) Average [   ]



(d) Poor [    ]

19. Would you continue to use the services of National Service Personnel?

(a) Yes [    ]

(b) No [    ]

20. If yes, how often?

(a) Annually [    ]

(b) Bi-annually [    ]

(c) When necessary [    ]

21. If No, why.....

22. How do you assess personnel attitude to work?

(a) Excellent [    ]

(b) Good [    ]

(c) Average [    ]

(d) Poor [    ]

23. Has the present of service personnel contributed to the development of your outfit?

(a) Yes [    ]

(b) No [    ]

24. If yes, please list below some of the benefits?.....

#### EFFICIENCY IN THE COMPUTERISED POSTING SYSTEM

25. How would you rate the efficiency of the computerised posting of personnel?

(a) Very Good [    ]

(b) Good [    ]

(c) Poor [    ]

26. Do you identify any efficiency gaps in the computerised posting system?

(a) Yes [   ]

(b) No [   ]

27. If yes, what are they?

(a) Wrong Placement [   ]

(b) Rejection of personnel by user agencies [   ]

(c) Delay in posting of personnel [   ]

(d) Manipulation of Postings by service personnel [   ]

#### CHALLENGES IN THE COMPUTERISED POSTING SYSTEM

28. Do you think there are challenges in the posting system?

(a) Yes [   ]

(b) No [   ]

29. If yes, what are some of the challenges in the posting system?

(a) Untimely posting of personnel [   ]

(b) Wrong Placement of personnel [   ]

(c) Unwillingness of personnel to accept postings [   ]

(d) Others please (specify).....

30. How do you think the challenges of the Computerised posting system could be addressed?.....

#### ALTERNATIVE WORKABLE STRATEGIES TO IMPROVE THE SYSTEM

31. Do you think there is the need to improve the computerised system of posting?

(a) Yes [   ]

(b) No [   ]

32. If yes, please tick or list below some recommendations to help improve the system.

(a) Timely release of request by user agencies [    ]

(b) Adaption of better technology to check the posting manipulation [    ]

(c) Accessibility of internet service at rural areas [    ]

(d) Others please (specify).....

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