

**HUMAN RELATIONS PRACTICES IN THE PUBLIC SECTOR: A CASE
STUDY OF NATIONAL DISASTER MANAGEMENT ORGANIZATION
OF GHANA**

KNUST

By

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DECLARATION

I hereby declare that, this submission is my own work towards the attainment of a master degree of Public Administration (MPA) hence, to the best of my knowledge, it contains no other materials of previously published work by another person, nor any material, which has been accepted for award of any degree by the university, except where, other persons' work have cited as references and are duly acknowledged for that.

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ABSTRACT

Human relations practices in an organization, has proven by academics and human resources experts, to be a very crucial element in the effective and efficient utilization of the human capital of the organization. Good human relations, thus, identifying and incorporating the individual goals of employees, into that of the organization, as well as, recognizing employees as cognitive beings with needs; who would like to be respected and appreciated, has a very significant impact on their performance, in pushing the organization towards its desired goals and objectives. Likewise, if such recognition and appreciation is lacking in the organization, the effects can be damaging to both employees and the organization. It is very common in Ghana to hear public sector employees say government business is not their father's business; hence, they don't have to be ones to make it succeed. The indifference that employees in the public sector feel towards organizational goals could be linked to the disassociation of employees from the priorities of the organization. Little attention is paid to the social needs, and the individual goals of employees in the public sector. A social survey was conducted in National Disaster Management Organization of Ghana, to examine its human relations practices and its impact on employees' efficiency. Survey questionnaire was administered to both junior, and senior staff members of the organization, some management members were also interviewed. Gathered data was quantitatively and qualitatively analyzed, using descriptive and inferential statistics. The study revealed that, human relations practices in the organization were average and this, has severe consequences on employees' performance efficiency. Political interference was identified as the main cause of poor human relations practices in the organization. Separating politics from the organization as well as, promoting staff regularly was revealed as the means of improving upon the human relations practices of the organization. Some recommendations were made.

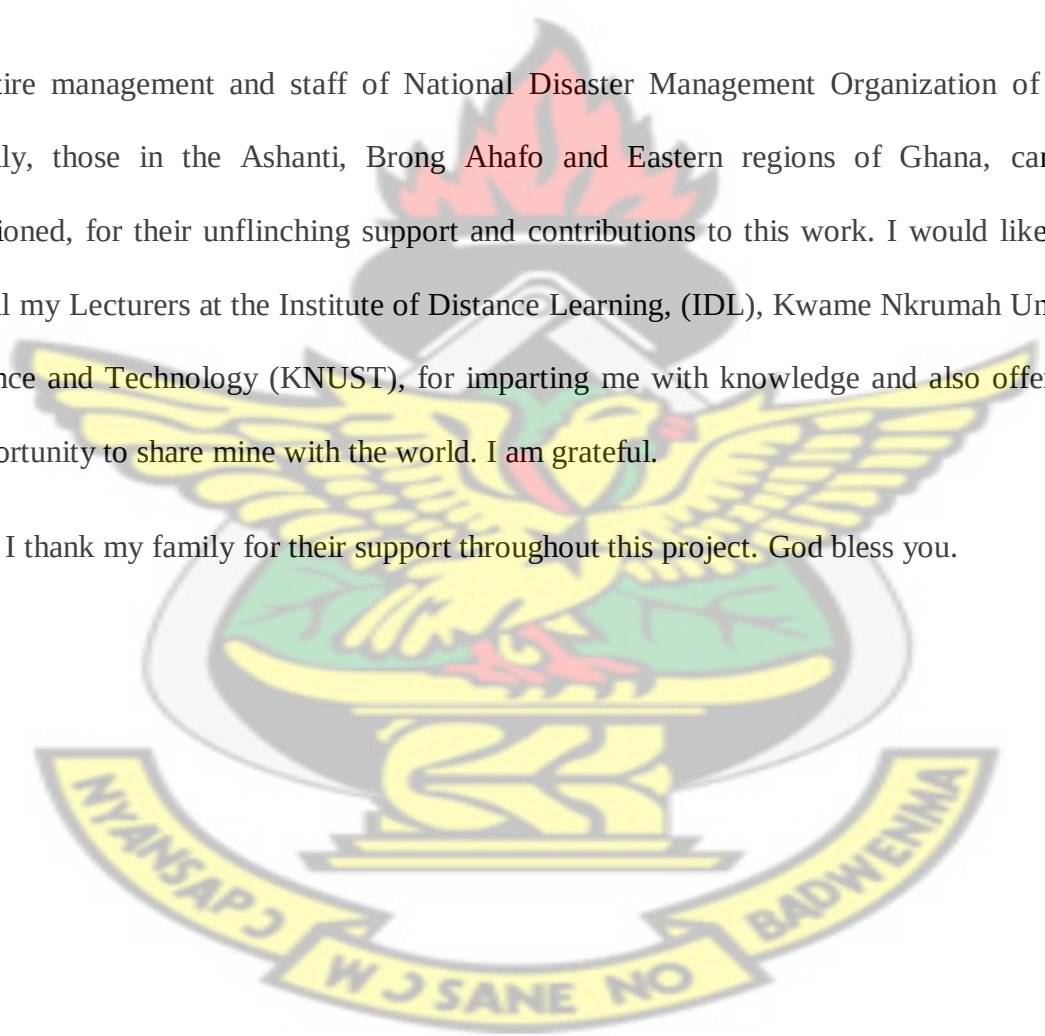
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Finally, I thank my family for their support throughout this project. God bless you.



DEDICATION

I dedicate this work to my son, Yusran Bore-Enyi; for the many times, I had to leave you at home and rushed to school although, you were just a few weeks old. And for all the times that, I couldn't feed you properly and on time, for all the times that, you wake up in the middle of the night to find mummy not by your side, but busy by the computer, pushing you aside most often, for this work; when you needed motherly attention, has not been easy. But you endured and tolerated me all this while. God bless you son, I know you don't understand why mummy was so busy but you cooperated with me and went through a lot for this to be a success. I love you so much.

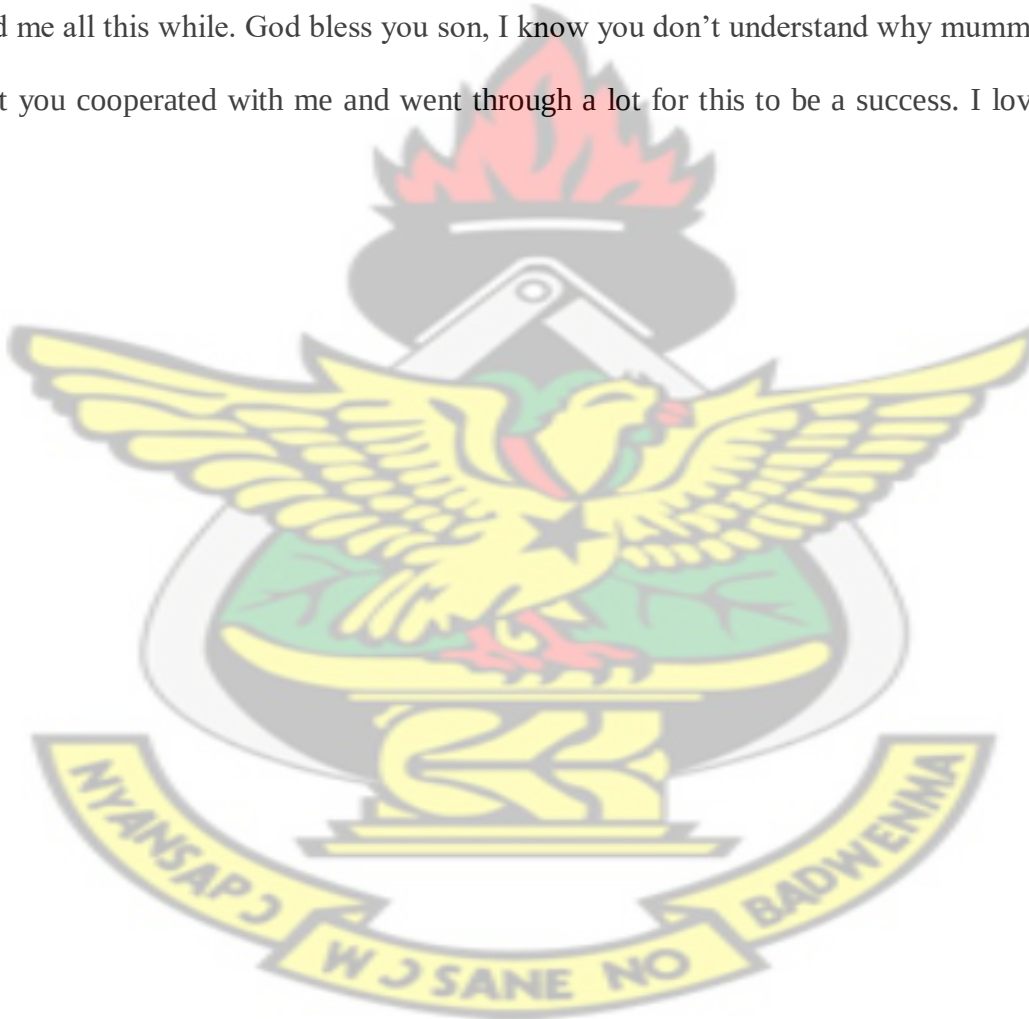


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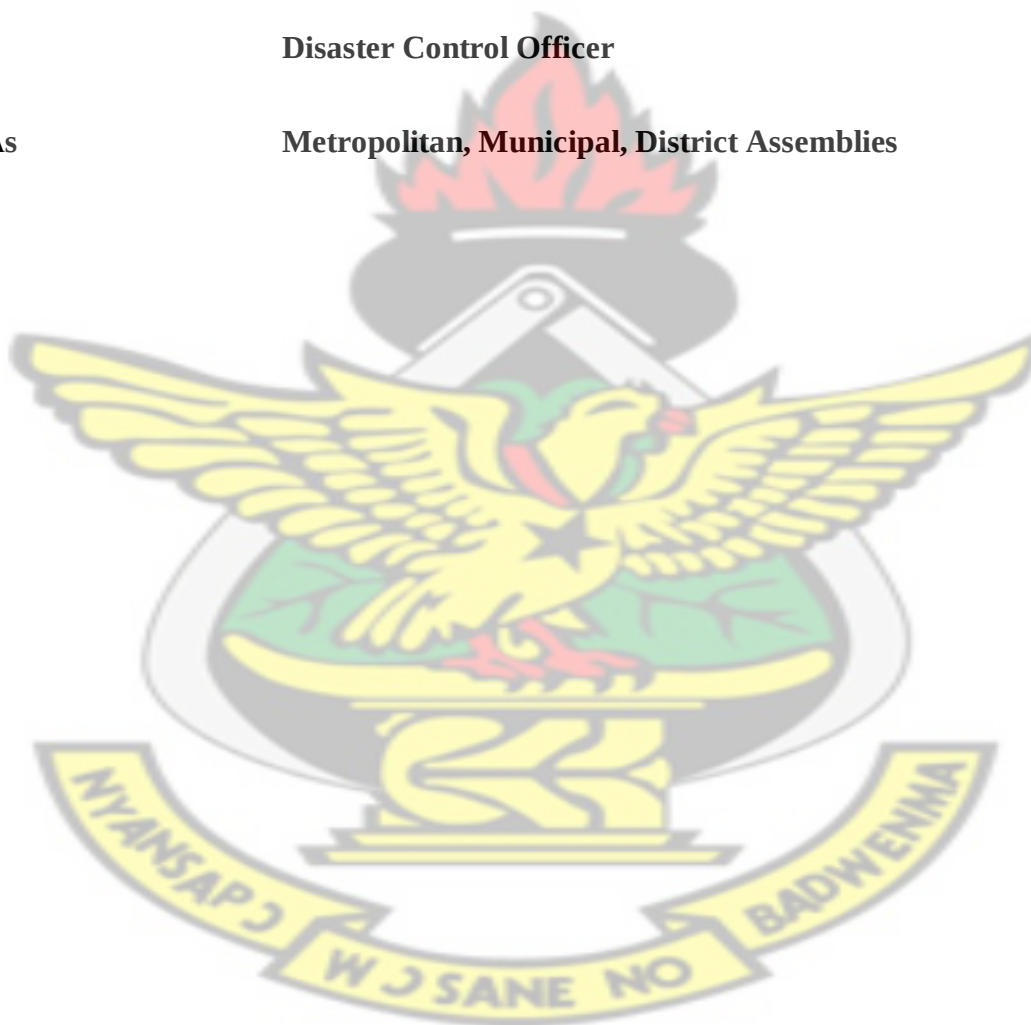
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LIST OF ABBREVIATIONS

NADMO	National Disaster Management Organization
DRRS	Disaster Risk Reduction Strategy
DVGs	Disaster Volunteer Groups
SDCO	Senior Disaster Control Officer
DCO	Disaster Control Officer
MMDAs	Metropolitan, Municipal, District Assemblies



CHAPTER ONE

INTRODUCTION

1.1 Background

Human relations at the work place, play a significant role in ensuring the successful achievement of organizational goals. Good human relations strengthens the bond between employees and management, likewise, poor human relations creates an atmosphere of conflict, distrust, and indifference between employees and management in pursuing organizational goals. A good practice of human relations in organization makes employees feel comfortable in their respective roles, in ensuring that, they give their best to the organization. Despite this recognition, public sector organizations seem to be lacking in practicing human relations. Public sector organizations, also known as the civil service, play a crucial role in the developmental success of a nation. This is highly stressed by Mark Turner et el (2015), that, the nature and performance of the public sector organizations are critical elements in development success. It is generally, agreed among scholars that, the role of the civil service, how it is structured, how it operates, and its functions, play a central role in economic and social progress of a nation. However, this expectation is hampered due to, the abysmal performance of public sector employees. One of the major factor, for this poor performance is, the nature of human relations practiced at public sector organizations which, puts a barrier between employees' and organizational goals. This separation makes it difficult for employees to take the goals of the organization seriously, as they are busy, pursuing their individual goals. This creates an atmosphere of tension between the members of the organization, where management may seek efficiency through, strict formal rules and regulations, employees on the hand, seek recognition for their social and personal needs.

It is against this backdrop that, this study seeks to explore the nature of the human relations practiced in public sector organizations, examine its consequences on employees' efficiency, and its impact on the organization. This is a case study of National Disaster Management Organization (NADMO), a public sector organization of Ghana.

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1.2 Problem Statement

Public sector organizations in Ghana are faced with the crisis of poor human relations practices, with its attended consequences on employees' and organizational efficiency. The lack of attention by management, to the social needs and individual goals of employees, has contributed to ineffectiveness and inefficiency in the delivery of public goods and services.

The public sector, as described by Mark Turner et al (2015), is characterized with rigidity, impersonality, strict formal rules and procedures, that leave little room for personalized relationships. This has dire consequences on the performance of public sector employees. Moreover, as a consequent of poor human relations practices, employees feel detached from organizational goals, due to the insensitivity of management to employees' needs hence; workers do not give much interest in pursuing organizational goals.

There is a common phrase in Ghana that, "government business is not my father's business, therefore, I am not the one to make it function better", this is a common feeling among employees in public sector organizations. The indifference that employees in the public sector feel, towards organizational goals, is linked to the disassociation of employees from the priorities of the organization. Simply put, human resources and their relations are not the priority of public sector organizational goals hence; employees see themselves as, separate individuals from the

organizations in which they work in. They feel they don't really belong to, or own the organization. What is common place is, seeing employees using organizational resources for personal gains, which serve as a breeding ground for pilfering, corruption, mismanagement, embezzlement, poor attitude towards work, with little devotion to organizational mission and goals. This has resulted in pushing the organization into the slums of ineffectiveness and inefficiency.

1.3 Research Questions

This study seeks to answer the following question:

- What is the exact nature of human relations practice in public sector organizations
- What accounts for poor human relations practices in public sector organizations
- What effect if any, does poor human relations practice have on the organization
- What measures can be adopted to address the poor human relations practices within the organization

1.4 Research Objective

The main objective of this work is to explore human relations practices and its impact on public sector efficiency.

1.4.1 Specific Objectives

The specific objectives that will lead to achieving the main objectives of this study is to:

- Find out the exact nature of human relations practices of public sector organizations
- Determine the factors leading to poor human relations practices within the public sector
- Find out the effects of poor human relations practices within the public sector

- Find out the measures that can be adopted to improve human relations practices in the public sector

1.5 Significance of Study

The human relations school of thought, set a remarkable stage in organizational rethinking by replacing, the mechanistic perspective of management with a people oriented perspective. As proposed by its proponents, a satisfied worker is a happy worker, who would ensure effectiveness and efficiency desired by the organization. This study is important in exploring, and analyzing the effectiveness of human relations practices, in tackling the inefficiency problem confronting the public Ghanaian public sector.

The findings of this study will contribute to works in human relations practices that is helping in shaping the thoughts of the managers of Ghanaian public sector organizations, to help them to appreciate human relations practices, and its contributions to employee and over all organizational efficiency.

Moreover, this study will contribute to scholarly debate and knowledge and also, raise new and important questions, on how best human relations practices, can be utilized in achieving public sector efficiency in Ghana. It will also serve as basis for further studies.

1.6 Limitations

One of the most anticipated challenges that this study is likely to face is time constraint. A study of this nature requires a wider coverage of many public sector organizations for data, and certainly, less a year is not enough to be able to collect enough data to be analyzed for a generalized conclusion.

Again, financial challenges are likely to be encountered since; the study is a self-financed by the researcher. Travelling across the country for data collection and logistics for the study is going to result in a huge financial burden on the researcher.

Finally, it is anticipated that, data collection from all the three selected regions, will be tough on the researcher. This could be stressful and could pose health challenges on the researcher. Definitely, non-cooperation and delay in responding to questionnaires is likely to be encountered as well.

1.7 Scope

The study will focus on human relations practices in the public sector. Much emphasis is going to be placed on the extent to which management of public sector organizations, are sensitive to the personal and social needs of employees, the extent to which individual goals of public sector employees are incorporated into organizational goals, and, the impact of human relations practices on employee efficiency in particular, and organizational efficiency in general.

The study will focus on National Disaster Management Organization (NADMO), a public sector organization in Ghana. The organization is headquartered in Accra, with regional presence spread across all the metropolitan, municipal, and district assemblies (MMDAs) in Ghana. The study will take place in three selected regions; Ashanti, Brong Ahafo and Eastern regional and district offices of the organization.

1.8 Definition of Key Concepts

▪ Human Relations

According to Gaurav Akrani, (2015), human relations in layman's language, is one person's relationship or connection with another person. It means how an individual is related or connected to another. In general terms, human relations imply, how people interact and cooperate with each other when they come together in a group to achieve objectives. In the context of academics, it is the study of human behavior using systematic knowledge to analyze and suggest necessary efforts to maintain and enhance the performance of humans.

Saul Gellerman (1966) defined human relations as, encompassing everything that is used to describe how people that form an organization, think, interact, and deal with each other.

Keith David, (1972), also defines human relations as, motivating people in organizational settings, to develop teamwork that accomplishes the individual, as well as the organization's goals efficiently". According to him, human relations is about first, bringing of people together within some structure or framework of an organization, then, motivating and inspiring them to achieve their personal, as well as, organizational objectives jointly, by working hard as a team. Although Saul's definition also fits this context, Keith David's definition suits this study better; hence, this study will focus on Keith David's (1972) definition of human relations.

Human Relations Practices

Human relations practices, refers to the application of the art of workers living in such a way, that, they communicate, act, interact, and transact in a manner that recognize each other's needs, views, values, and temperaments so that, every interaction taking place in the organization,

would have concern for each other's interests and feelings, leading to better motivation and morale in the organization, Reece (2014).

- **Public Sector Organizations**

According to Ayee, (2015), public sector organizations are organizations charged with providing services for the public, although increasingly, their roles are being transformed from actual production to provision using a variety of public and private entities. They are mostly financed with public resources or taxes and such services must be guided by some notion of the wider public interest.

- **Public Sector Efficiency**

According to Mihain, Opreena, and Christesau, (2010), the efficiency and effectiveness of the public sector relate to the maximization of resources relative to output achieved, This means that, the public sector has to provide public goods and services in a manner that responds adequately to the needs of its stakeholders within the constraints of its budget.

- **Public Sector employees**

These are the individuals who are hired by the government to provide public goods and services for a wage or salary.

1.9 Organization of Study

This study is organized into five chapters. Chapter one is the introductory chapter that discusses the problem statement, the questions that, the study seeks to answer, as well as, the objectives and significance of the study, scope and anticipated limitations.

Chapter two reviews the relevant literature, including, scholarly articles and publications in relation to the concept of human relations practices, and public sector organizational efficiency. Chapter three discusses the methodology adopted for this study, the sources of data collection and the profile of the organization under study.

In chapter four, data is analyzed and presented and, findings are discussed. Chapter five is the concluding chapter that discusses the findings of the research, conclusions and possible recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The overall goal of this chapter is to review the various works on human relations in the public sector and, to make new contributions. Various books, articles, journals and web publications relevant to the study were reviewed.

2.1 Studies on Human Relations

Keith David, (1967) identified that, human relations helps in motivating people in organizational settings. It develops teamwork that leads to the accomplishment of individual, as well as, organizational goals efficiently. According to him, human relations is about first, the bringing of people together within some structure or framework of an organization, then, motivating and inspiring them to achieve their personal, as well as, organizational objectives jointly by working hard as a team.

Saul Gellerman (1966) also supports this claim by stating that, human relations encompasses everything that is used to describe how people that form an organization, think, interact, and deal with each other.

2.2 The Evolution of Human Relations

According to Sammi Caramela (2018), the concept of human relations was born out of the countless theories of management, to represent a critical shift in management known as, the human relations movement. Human relations movement encouraged a more personal form of

management. This movement, according to her, emanated from the Hawthorn studies in 1927 to 1932 by Elton Mayor and Fritz Roethlisberger.

The study found out that relationship between workers and management affect employee efficiency. According the research, if an employee is being watched by their supervisors, they are motivated to do well because of the special attention they are receiving. This phenomenon is called the ‘Hawthorne effect’. It was also realized during the study that, being part of a group with specific responsibilities in the group, increased workers’ incentives, since they want to feel that, their personal goals matches with the overall goals of their team. Sammi Caramela continued by indicating that, Professor Douglas McGregor later on, with his ‘The Human Side of Enterprise” (1960), brought forth the opposing perceptions of worker motivation with his theory X and theory Y. Theory X had a negative outlook employees. It calls for management to organize components of the organization in its economic interest. Management should also direct employees efforts, modify their behavior, and control their actions attuned to, organizational needs. Workers must also be persuaded, punished, rewarded and controlled to mitigate passiveness and resistance.

Theory Y however, is in line with the human relations movement that sees a rather positive perception for workers. The theory states that, the readiness to direct behavior, towards organizational goals, are naturally instilled in workers hence, employees can be trusted as they are naturally motivated and efficient. What management has to do is to focus on creating a system where they can achieve their own goals in line with that of the organization.

In the light of motivating the worker, McGregor referred to Abraham Maslow’s theory of hierarchical needs, as cited by Sammi Caramela (2018), as an employee incentive to perform well. From the lowest to the highest in the hierarchy of needs are; physiological needs, safety

needs, social needs, ego needs, and self-fulfillment needs. The human relations movement was crucial in management history. It has made a major contribution to the style of management. Modern management style is now focused on the importance and, the personal contributions of every single individual employee in an organization. Organizations in recent times, consider how best it can achieve its goals, while helping employees to pursue their individual goals.

2.2 Human Relations Practices and its Importance to Employees' and Organizational Performance

Linda Ray (2018) stressed that; most workers are motivated by a much more complex set of needs and desires than just a paycheck. According to her, the character and quality of human relations in an organization undoubtedly, has an impact on how employees see their jobs and how they engage with other co-workers. She gave an instance that, if one works in an environment where management is ruthless and domineering, one cannot really expect such an employee to take much pride in their job, especially, when they know management's only concern is profit. But in organizations where management is supportive, observant and conscious of employee needs, there is a better chance of having a workforce that takes pride in what they do and would want to please their employers. Linda believes, this kind of motivation stemming from good human relations at the workplace is infectious, and will instill a sense of pride in every staff.

Linda Ray (2018) also acknowledged that, an organization's general atmosphere, management's attitude and social groups formed by workers, affect employees performance directly. She stated that, in situations where co-workers cannot relate or build friendship at the workplace, the organization as a whole, can be rigid and mechanical due to the fact that, people are unwilling to communicate or even try to perform beyond their basic duties. Likewise, if members of the

organization feel connected and, there is unity amongst them, innovation and problem solving flourish. With a common purpose established, as a result of good relations, the organization performs effectively like “a well-oiled machine”.

Good human relations at the workplace also, increases employees’ loyalty to the organization, as argued by Linda Ray (2018), the atmosphere of trust and loyalty that develops through healthy bonding and interactions on social needs, gives the organization a better chance of meeting the individual needs of the employee. She explains further that, employees are more, likely to stay on a job, if they believe, it is meaningful, and provides opportunities to learn, and bond with co-workers. This also makes employees comfortable in addressing issues that may be arising. The loyalty of employees to an organization makes them stick with it to develop their skills more efficiently hence increasing retention rates.

She advises that, it is counterproductive to have manager-supervisors simply, “observing employees and barking orders” Micro-management is time wasting and also contributes to an atmosphere of mutual suspicion. Workers should therefore, be made to feel as a part of something worthwhile and synchronize with their fellow co-workers, they solve their own problems since workers are likely to seek for advice from colleagues and also offer it to their fellow workers. This mutual reinforcement, she believes, encourages positive attitude rather than fears of reprisal that arise from taking short cuts.

In summary, Linda Ray (2018) identified human relations to be important in the workplace, in the sense that, it serves as a great motivation to employees, improves healthy relationships, increases employees’ loyalty to the organization, and boosts mutual reinforcement of coworkers.

2.3 Consequences of Poor Human Relations on Organizational Efficiency

Ed Eduljee (2008) made an emphatic statement that, “if an organization’s strategic plan is the body of the organization, and its guiding principles are its soul, then the relations between and among its employees, members, leadership and indeed, all stakeholders, is the heart of the organization.” This statement clearly indicates that, just as the body cannot survive without a heart, likewise, an organization without healthy human relations will not survive.

He proceeded by saying that, if the employees of an organization do not collaboratively work together to realize the vision of the organization, it cannot be expected of them to give their maximum effort and work to achieve goals and objectives efficiently. Poor relations practices between directors, managers and non-managerial employees, will make team work and cohesive leadership suffer. Moreover, the ability of the organization to reach its goals and objectives within specified time frames will be challenged. An organization that does not take into consideration the needs of its members faces the risk of being vulnerable to other competing organizations.

Eduljee (2008), in his conclusion, recommends that, constant survey and need assessment must be done to check on the organization. Effective two way communication channel must be created between management and employees for constructive purposes to build better human relations. Positive and effective human relations between and among members of an organization are essential for the proper functioning of the organization since it enables work to be done efficiently to meet the goals and objectives which powers the organization to realize its vision.

The critical role played by positive human relations to organizational performance cannot be under emphasized. As it is generally agreed by a host of scholars, human relations in the

organization helps to increase employees' loyalty to the organization, improves retention, motivates employees and increase their productivity, as well as fostering creativity.

Human capital is a key ingredient in the efficient and effective operation of every organization and the nation at large. This fact was strongly emphasized by the director of the division of public administration and development management, United Nations department of Economic and Social Affairs, Guldo Bertocci (2014) that, the increasing complexity of both policy making and the administrative process as well as, the erosion of human resource capacity to carry out those functions is making it difficult for many member states to implement national goals and strategies to reduce poverty, and to promote sustainable human resource development as emphasized in the millennium development goals. According to him, the UN Committee of Experts in Public Administration (UNCEPA)'s first meeting in 2002, stressed on the challenges of good governance involving capacity building through people and institutions, through knowledge, know-how and skills. People are at the heart of the performance of the state since it is people who provide services, promote innovations and carry out reforms. The second meeting of same committee in 2003 also emphasized that human resource capacity is critical to the quality of public administration and hence, recommended in its third meeting in 2004 that, member states should adopt a holistic national strategy to strengthen the management of human resource capital in the public sector. To do this, countries should revisit core values and principles as outlined in national civil service legislation and charters, examine the coherence of their human resources management and institutional framework, review recruitment and promotion strategies and incentives, institutionalize workforce planning and also ensure the representation of marginalized social groups. He concluded by saying that, an Ad Hoc Expert Group Meeting was later organized on the theme 'unlocking the human potential for public

sector performance' in May 2004, with other collaborating agencies, to discuss the role of human capital in revitalizing public administration at the national level with particular emphasis on developing and transitional countries.

It is evidently clear, how significant it is to pay attention to human resource capital as passionately expressed, “Good governance require good people. Powerful forces such as; globalization, economic competition, social and political upheavals, technological change, threats of terrorism and a rapidly changing labour market place enormous burdens on governments. The success of any government to respond effectively to these challenges is dictated largely, by its ability to recruit and retain a talented workforce. Nations that fail to compete successfully, in the global quest for talents are likely to suffer dire consequences, while those that excel, will be well positioned to succeed” Adriana Alberti and Guldo Bertocci.

2.4 Human Relations Practices and Employee motivation

Martin Zwilling, (2012) identified eight (8) ways leaders can motivate employees beyond money. He outlines some of the ways management can adopt to rebuild employee morale, amidst rough economic times and limited budgets. According to Charles P. Garcia, as cited by Martin Zwilling (2012), the principles leaders or managers can implement to motivate workers are:

- i. Energizing team members by bringing passion and positive energy to the workplace to influence team members
- ii. There is more to life than work- leaders must have a great reserve of physical, spiritual and emotional energy which is usually gained through strong and supportive relationships with the people they love, living a healthy lifestyle and making time for reflection

- iii. Putting people first- an organization is not better than the people who run it since people are the engine of its success, hence, leaders need to attend their people with a sharp focus
- iv. Acting with integrity- managers showing their subordinates that they value integrity can motivate employees and instill in them a sense of pride for the organization
- v. Being a great communicator- choosing words that are impactful to carry out messages to employees to be able to influence them
- vi. Being a good listener-making time to listen to employees and making them feel that through good and bad times, managers are waiting with an open ears
- vii. Being a problem solver- guiding individual subordinates towards the goal of becoming a problem solver
- viii. Leading through experience and competence, not leading through titles or positions- managers must mentor and encourage subordinates and recognizing them as partners

The above principles outlined in the article, serves as an insight for managers to boost relationship at the workplace, rather than money, to get employees to give their best to the organization. Human relations are an important concept in management practice that should never be ignored. It is in the light of this that, this study is important.

While there is a well-established fact about the importance of human capital and human relations to organizational performance, it is equally important to examine the sort of human relations that is being practiced in the Ghanaian public sector. This study therefore seeks to contribute to literature and scholarly work, by focusing on the practice of human relations at National Disaster Management Organization of Ghana.

2.5 Theoretical Framework

The theories that will guide this study are the human relations theory and Douglas McGregor's Theory X, Theory Y.

Human Relations Theory

The human relations theory focuses on personalized human psychology of the worker and emphasizes that, people do not work for money alone. Informal groups at the workplace and the maintenance of open human relations with workers is important to their motivation. Human relations see workers as sentimental beings in close groups pursuing general rather than, individual interests which is contrary to the scientific management view of workers as isolated beings pursuing their desire for higher wages to the extent of becoming neurotic, Vaishali Narula (2015).

Theory X, Theory Y

Theory X and Theory Y were created by Douglas McGregor. He used the term Theory X to describe his key assumptions about human nature and how managers see management. Theory X assumes that:

- The average person has an inherent dislike for work and will avoid it if possible and because they dislike work, they need to be coerced, controlled, directed or threatened with punishment, before they will make efforts towards the achievement of organizational goals.

Theory Y has a more positive outlook of employees, acknowledging that:

- The average person does not inherently dislike work

- External control and the threat of punishment are not the only way to direct effort toward organizational objectives. People will exercise self-direction and self-control in the service of objectives to which they feel committed
- Commitment to objectives is a function of the rewards associated with their achievement. The most significant rewards thus, the satisfaction of ego and self-actualization needs, can be the direct result of effort directed towards organizational goals
- The avoidance of responsibility, lack of ambition and emphasis on security, are not inherent human characteristics. Under proper conditions, the average person learns not only to accept but also to seek responsibility
- Imagination, ingenuity, creativity, and the ability to use these qualities to solve organizational problems are widely distributed among people

Theory Y is more in line with the human relations school of thought on how best management can get the best out of workers, by motivating workers, to increase job satisfaction through the creation of an enabling environment, that allows them to bring the best in them. Moreover, workers must be allowed to do their jobs without strict supervision.

Positive human relations practices at the workplace boost employees' moral to be loyal, committed to their duty, and above all, take pride in the organization and the services they render, which ultimately, contributes to the achievement of the overall organizational goals, and objectives. Likewise, poor human relations at the workplace has dire consequences on the performance of employees, which eventually, sets the organization back in achieving set goals and objectives.

Conclusion

This chapter reviewed important literature in relations to the concept of human relations practices. The evolution of human relations was traced to the human relations movement that stemmed out from the Hawthorn experiment by Elton Mayor in 1927. Elton Mayor's human relations theory and Douglas McGregor's Theory X Theory Y were looked at as the theories that informed this study. Important literature on the importance and consequences of human relations practices on organizational efficiency and employee performance were also examined under this chapter.



CHAPTER THREE

RESEARCH METHOD AND ORGANIZATIONAL PROFILE

3.0 Introduction

This chapter discusses the research method adopted for this study. It outlines the research design, data sources, sampling size and technique, description of the population used for the study. It also indicates the data collections procedure and instrument, as well as, data analysis techniques. The chapter also presents a brief profile of the organization being studied.

3.1 Research Design

The study adopts survey strategy. Interviews were held between researcher and selected management staff with an interview guide. Questionnaires were also distributed to sampled senior and junior staff. Analysis of data was done quantitative and qualitatively, using both descriptive and inferential statistics.

3.2 Population

The populations used for the study are the entire members of staff of selected National Disaster Management Organizations across the various metropolitan, municipal and district assemblies of Ashanti, Brong Ahafo and Eastern Region of Ghana.

Table 3.1 Study Populations

Staff Category	Number
Management (Regional and District Directors and deputies)	230
Senior officers (Senior Disaster Control	1070

Officers and above in ranks)	
Junior officers (Disaster Control Officers and below in rank)	1700
Total staff	3000

(Source: fieldwork, February 2018)

3.3 Sample Size

A sample size of 400 staff members was obtained and used for the study. These were drawn from the various metropolitan, municipal and district assemblies (MMDAs) offices of the organization from Ashanti, Brong Ahafo and Eastern region of Ghana. The sample is made up of 102 senior staffs, 290 junior staff and, 8 management members (Regional and District Directors).

The sample size was determined by the following formula:

$$n = N \div [1 + N(e)^2]$$

Where n is the sample size

N is the population (3000)

E is the alpha level (0.05)

$$n = 3000 \div [1 + 3000(0.05)^2]$$

$$n = 3000 \div [3001(0.0025)]$$

$$n = 3000 \div 7.5025$$

$$n = 399.86$$

n=400

Table 3.2 Study Sample

Staff Category	Number
Management (Regional and District Directors and deputies)	8
Senior officers (Senior Disaster Control Officers)	92
Junior officers (Disaster Control Officers and below in rank)	300
Total sample	400

(Source: fieldwork, February 2018)

3.4 Sampling Technique

A convenient sampling technique was used, to select the three regions from the ten regions of Ghana. The respondents were then picked based on whoever, the researcher came into contact with and, was willing to respond to the questionnaire, making it voluntary, in that regard, every single staff member of the organization in the three regional and its MMDA offices, had equal chance of being part of the study. The questionnaires were distributed and retrieved in two weeks by the researcher.

3.5 Sources of Data and Data Collection Techniques

Data was collected from both primary and secondary sources

3.5.1 Primary Data

These are data obtained from the field by the researcher. The techniques adopted for primary data collection were:

- **Interviews:** face to face interaction was held between the researcher, and some selected management members, using open-ended questions. An informal conversation was initiated by the researcher with an interview guide to ensure that the conversation does not lose the subject under discussion. The responses were recorded for analysis and interpretation
- **Self-Administered Questionnaire**

Questionnaires were distributed. It was self-administered since all the respondents could read and write.

3.5.2 Secondary Data

Data was also sought from books, the web pages, reports, articles and journals, as well as, other documents maintained by the organization such as the organization's mission statement.

3.6 Data Analysis Techniques

Quantitative data was summarized and analyzed using Statistical Package for Social Science (SPSS) software, IBM. Results are organized and presented in tables and pie charts, and bar and other charts using Microsoft Excel.

Qualitative data was summarized and grouped into thematic areas. These are presented in tables for analysis through pairwise ranking, a ranking tool used for setting priorities between different options.

3.7 Ethical Considerations

Permission was sought from respondents before involving them in the study. There was an introduction attached to the questionnaire, stating the purpose of the study, hence, those who were interested in the study, volunteered to answer the questionnaire. Again, no names or any form of identity was taken from respondents, to ensure confidentiality and adherence to the ethical principle of anonymity.

3.8 Organizational Profile of National Disaster Management Organization

3.8.1 Brief History of NADMO

National Disaster Management Organization (NADMO) was established by act 517 in 1996 in response to the Yokohama strategy for a safer world and plan of action. It is the government agency that is responsible for the management of disasters as well as other emergencies in Ghana. The organization is structured and placed under the ministry of interior to enable it coordinate all relevant civil authorities at the national, regional and district levels.

The organization functions under a national secretariat, ten regional secretariats, and two hundred and forty municipal and district secretariats with over nine hundred zonal offices throughout the country. The organization has total staff strength of 8000 nationwide.

The mandate of the organization include all activities from preparedness to response and recovery, prevent disaster, create awareness in disaster prone communities and institutions on all

hazard plans/disaster types, train and motivate the communities especially, volunteers to initiate actions to prevent and respond to disaster victims. Assist to reduce poverty in vulnerable and poor communities through social mobilization for employment creation and income generation.

3.8.2 Key Functions of National Disaster Management Organization

The organization is charged with the following over sight functions:

1. Prepare national disaster plans for preventing and mitigating the consequences of disaster
2. Monitor, evaluate and update national disaster plans
3. Ensure the establishment of adequate facilities for technical training and the institution of educational programmes to provide public awareness, warning systems and general preparedness for its staff and general public
4. Ensure that there are appropriate and adequate facilities for the provision of relief, rehabilitation and the reconstruction after any disaster
5. Co-ordinate local and international support for disaster or emergency control relief services and reconstruction

3.8.3 Vision of National Disaster Management Organization

According to the organizations website, the vision of the organization is spelt out as “to build a disaster resilient Ghana.”

3.8.4 Mission of National Disaster Management Organization

The mission statement of the organization states that, the organization is to manage disaster by coordinating the resources of government institutions, non-governmental agencies, and

developing the capacity of voluntary community-based organizations to respond effectively to emergencies and improve their livelihood through social mobilization, employment generation, and poverty reduction projects.

3.8.5 Objectives of the Organization

The operations of National Disaster Management Organization are guided by a National Disaster Management Plan (NDMP). The National Disaster Management Plan provides the general framework for disaster management at the strategic level. The plan also has specific action plans to ensure operational efficiency of the organization. The objectives of the National Disaster Management Plan in Ghana are as follows:

1. To strengthen the institutional capacity of NADMO and its stakeholders to perform effectively.
2. To implement disaster management programmes at the national, regional and zonal levels.
3. Create a cohesive and well-coordinated programming framework incorporating government agencies and non-governmental organizations and the private sector.
4. To develop capacity of communities in prevention, preparedness, response and recovery from disasters
5. To develop the capacity of communities on prevention, preparedness and recovery from disasters

The objectives of the organization are to be achieved through:

- Professional approach to disaster management system
- Mainstreaming disaster risk reduction

- Strengthening institutional mechanisms for disaster management
- Strengthening emergency response systems for handling natural and man-made disaster
- Reviewing the national, regional and district disaster plans (DDMPS) for effective implementation
- Linking disaster programmes to the Ghana poverty reduction strategy (GPRS), and re-afforestation
- Building capacity of staff and stakeholders
- Promoting disaster risk reduction (DRR) and climate change risk management countrywide
- Public awareness creation through media discussions, public education, and training of community members and, disaster volunteer groups (DVGs)
- Provision of skills and inputs for disaster volunteer groups for employment generation and poverty reduction
- Rehabilitation and reconstruction of educational and other social facilities destroyed by fire, floods, rainstorm and other disasters.
- Developing and strengthening networking

3.9.6 The Organizational Structure of National Disaster Management Organization

The organization is headed by National Security, under the auspices of the Ministry of Interior. Authority flows from top down, from the national director/coordinator, through to the regional director/coordinator to the district directors/coordinator. It has staff strength of about seven thousand (7000) nationwide. The organizational structure of National Disaster Management Organization is represented in the figure below:

The Organogram of National Disaster Management Organization

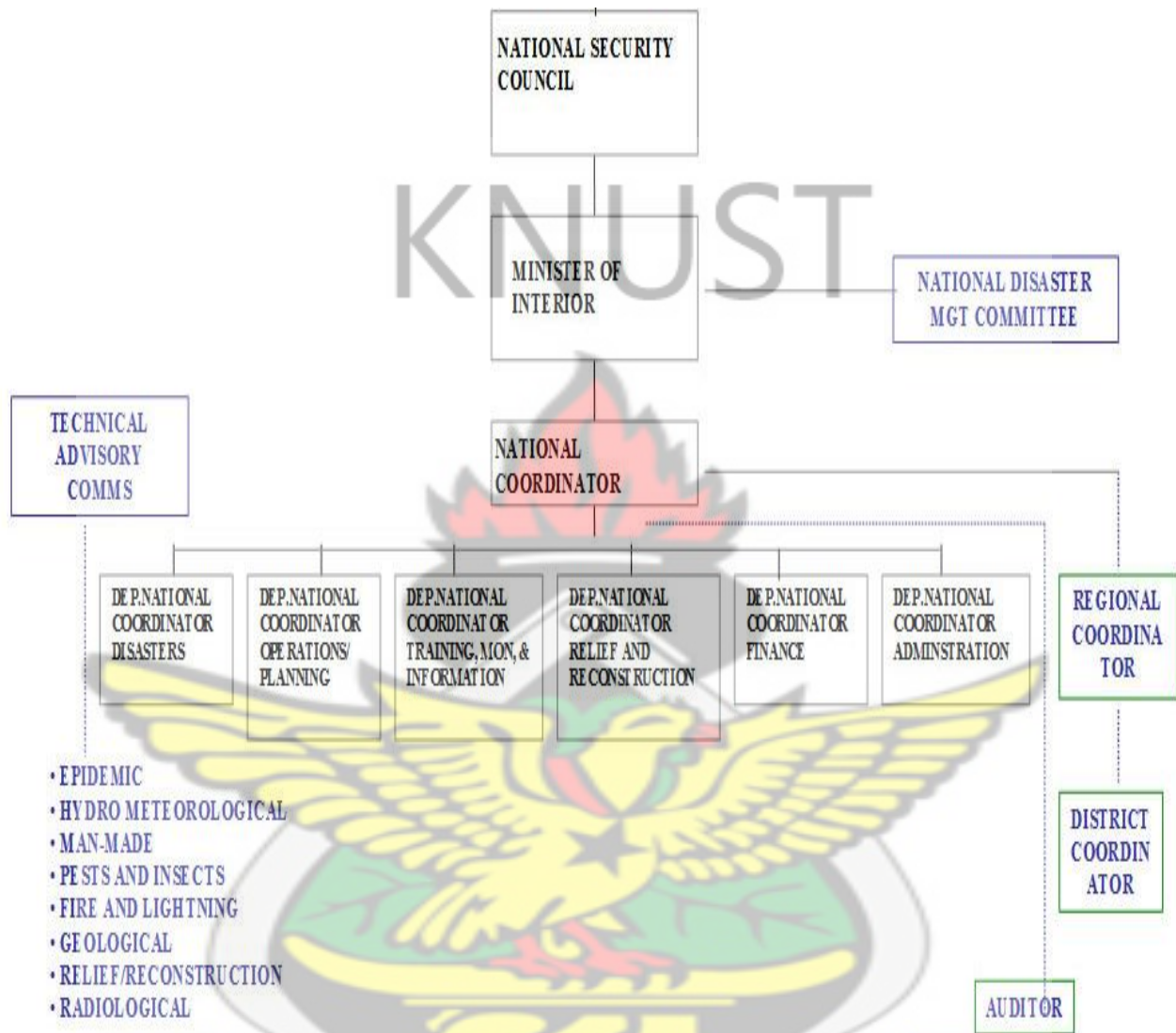


Figure.3.2 Organogram of National Disaster Management Organization

(Source: National Disaster Management Organization website, January, 15 2018)

The organization operates with four departments. These are:

1. Finance and Administration,
2. Disaster and Humanitarian,

3. Operations and Planning
4. Monitoring & Evaluation, Research, Information and Training.

The units the organization operates under these departments are:

1. Human Resource Management
2. Livelihood Support
3. General Services
4. Procurement
5. Budget
6. Accounts
7. Audit
8. Human-Induced Disaster
9. Natural Disaster
10. Search and Rescue
11. Projects and Inter-Agency Co-operation
12. Training
13. Monitoring
14. Evaluation
15. Research
16. Management Information Systems
17. Public Relations/Education
18. Emergency Operating Center Coordination

KNUST



3.8.7 Significance of National Disaster Management Organization in National Development

Disaster is part of human life, whether it is caused by nature (natural) or by the activities of man (manmade), it is inevitable. The impact however, can be managed so that, lives and properties can be saved in time to minimize losses. This makes National Disaster Management Organization critical in national development. The relevance of an organization charged with the responsibility of managing and preventing disaster and other emergencies in the country cannot be underemphasized. This is one of the researcher's motives for selecting the organization for this study.

Conclusion

This chapter discussed the methods adopted for the study as well as a brief background of the organization under study. A sample size of 400 was obtained from a population of 3000. The study was a survey strategy which made use of interview guides and questionnaires to collect primary data. Data was also sourced from secondary sources. Analysis was made using IBM SPSS. Findings were presented in tables and charts.

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF RESULTS

4.0 Introduction

The chapter analyses the data obtained from the field. Responses from interviews and, self-administered questionnaires were carefully, screened, analyzed and results interpreted. The self-administered questionnaire contained twenty five (25) questions, made up of, a mixture of multiple choice, check boxes and open ended questions. This is to enable the researcher extract as many information as possible from participants.

The study used 400 responses from the regional, metropolitan, municipal and district offices in Ashanti, Brong Ahafo and Eastern region. The results gathered are also interpreted in this chapter to establish conclusions.

4.1 Findings, Analysis and Discussions

4.1.1 Demographic Characteristics of Respondents

4.1.2.1 Sex of Respondents

Out of the 400 participants in this study, the majority were males, that is, 340 of the respondents, representing 85%, while the remaining 15%, that is, 60 were females. The same scenario was seen with management. It can be observed from the responses gathered that, the males dominated the staff population of the organization. The reason for this domination, as gathered, is as a result of the demands of the job which is considered somehow dangerous; hence the female

population is a little less compared to their male counterparts. It was also gathered that, no female in the organization is occupying a sensitive position within the organization such as the National and regional Coordinator/ Director Position. The positions that are commonly dominated by females are usually, that of administrative and other clerical duties within the organization. A graphical presentation of sex of respondents is summarized in the pie chart below:

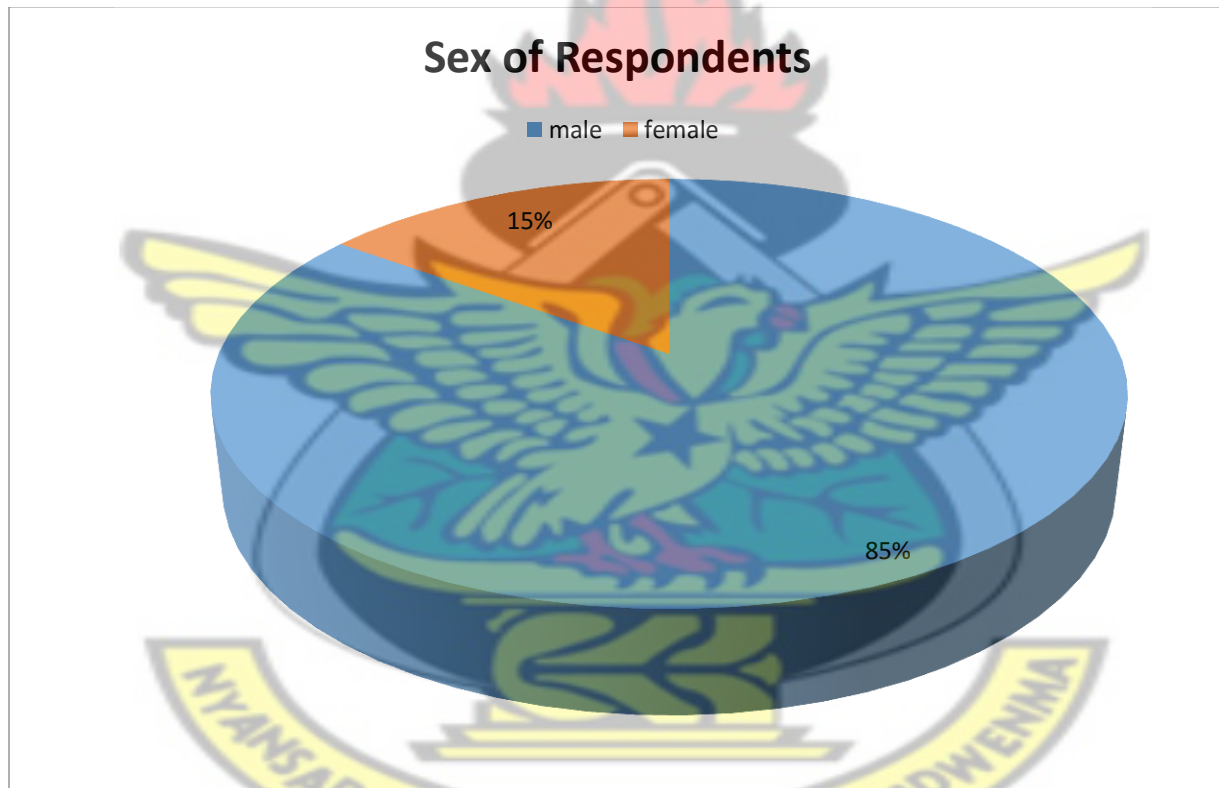


Figure 4.1 Pie chat illustrating sex of respondents

(Source: researchers field study, February 2018)

4.1.2.2 Age of Respondents

From the responses received, a majority of the respondents, 320 were between the ages of 30-39 years, representing 80% of the total respondents. The next group was the ages between 40-49 years group which makes up of 20%, thus 80 of the respondents. No response was received from respondents between the ages 50 years and above. A graphical representation of the summary of the responses is presented in the pie chart below:

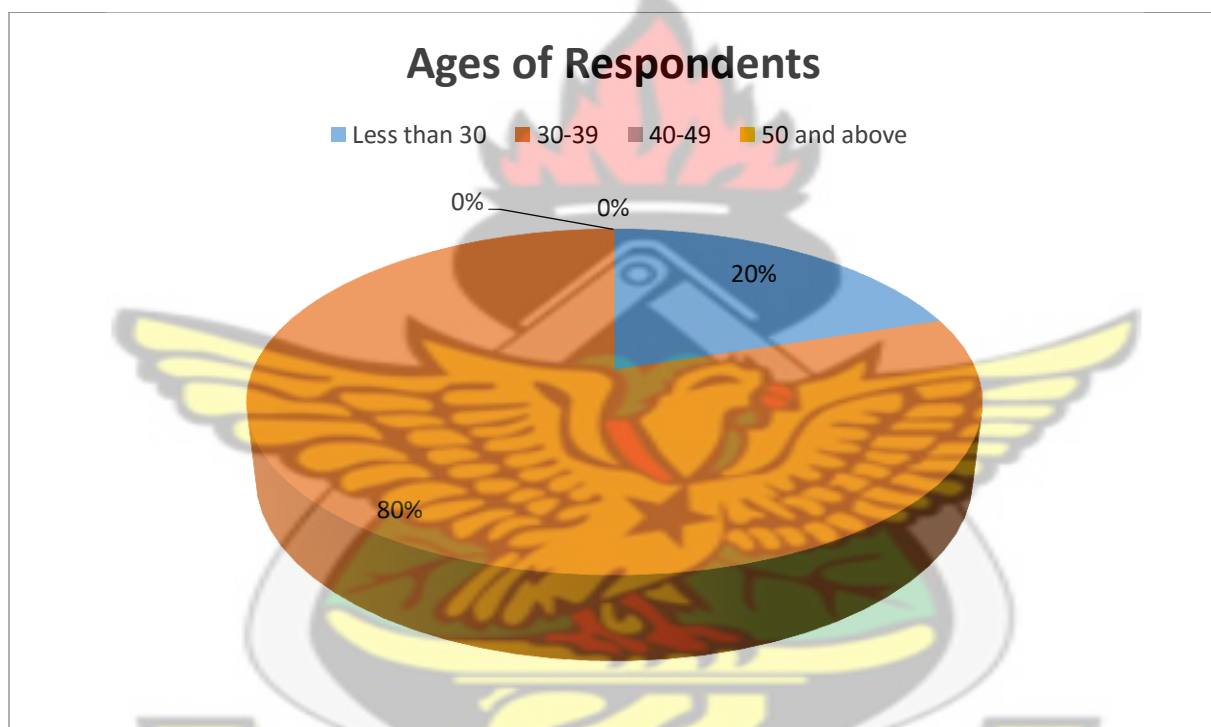


Figure 4.2 a pie chart representing the ages of respondents

(Source: researcher's field study, February, 2018)

4.1.2.3 Educational Background of Respondents

Upon analyzing the educational background of the respondents, it is observed that, the majority of the respondents that is, 220, were senior high school graduates representing 54.9%, while a

significant figure, 45%, that is, 180 respondents had a tertiary education. It was gathered that, a higher educational attainment is not really much considered for positions within the organization. There is no strict educational qualification level in gaining entry into the organization or attached to a particular position, especially, those below the rank of Disaster Control Officer (DCO). A tabular and graphical presentation of the summary of responses on educational level is presented below:

EDUCATIONAL LEVEL OF RESPONDENTS

Educational level	Frequency	Percentage (%)
Tertiary	180	45.003
Senior High School	220	54.9
Total	400	100

Table 4.1 Educational level of respondents in frequency table

(Source: Researcher's field study, February, 2018)

A graphical presentation of the educational level of respondents is summarized in the bar chat below:



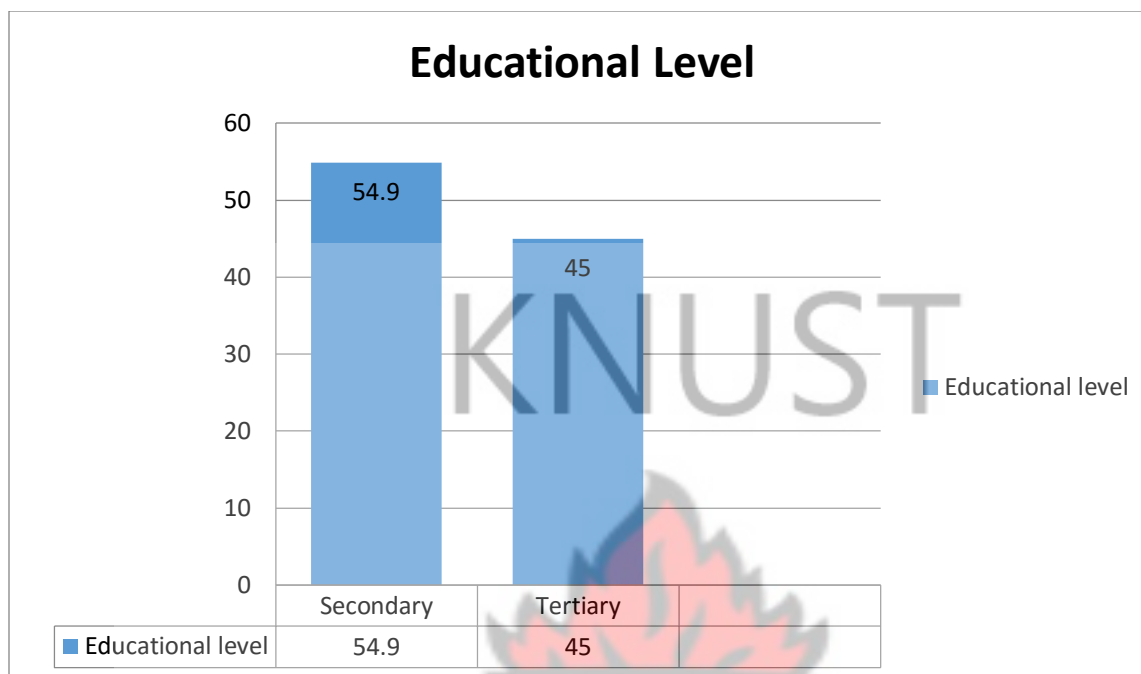


Figure 4.3 a bar graph depicting educational level of respondents

(Source: Researcher’s field study, February, 2018)

4.1.2.4 Position and Rank of Respondents

From the responses gathered, it was observed that most of the respondents didn’t know or is not certain with their position with the organization, hence, they were rather mentioning their departments rather than their specific position or role played within a department in the organization. It was gathered that, most of the respondents don’t have a job description that spells out their specific duties and responsibilities to them. Appointment letters were given to members of staff in general terms, indicating only the ranks of employees. Although, regional and district postings are supposed position are supposed to be given to employees at the regional level with a job description, the posting letter as gathered, only assigns employees to a section, for instance; accounts, administration or registry but specific duties are not spelt out for employees. It was also gathered that, the starting ranks at which majority of the respondents

started at the organization, they were still holding that rank even though, they have served the organization for more than five (5) years, which is the qualification period for promotion. A graphical representation of the position and ranks of respondents are represented below:

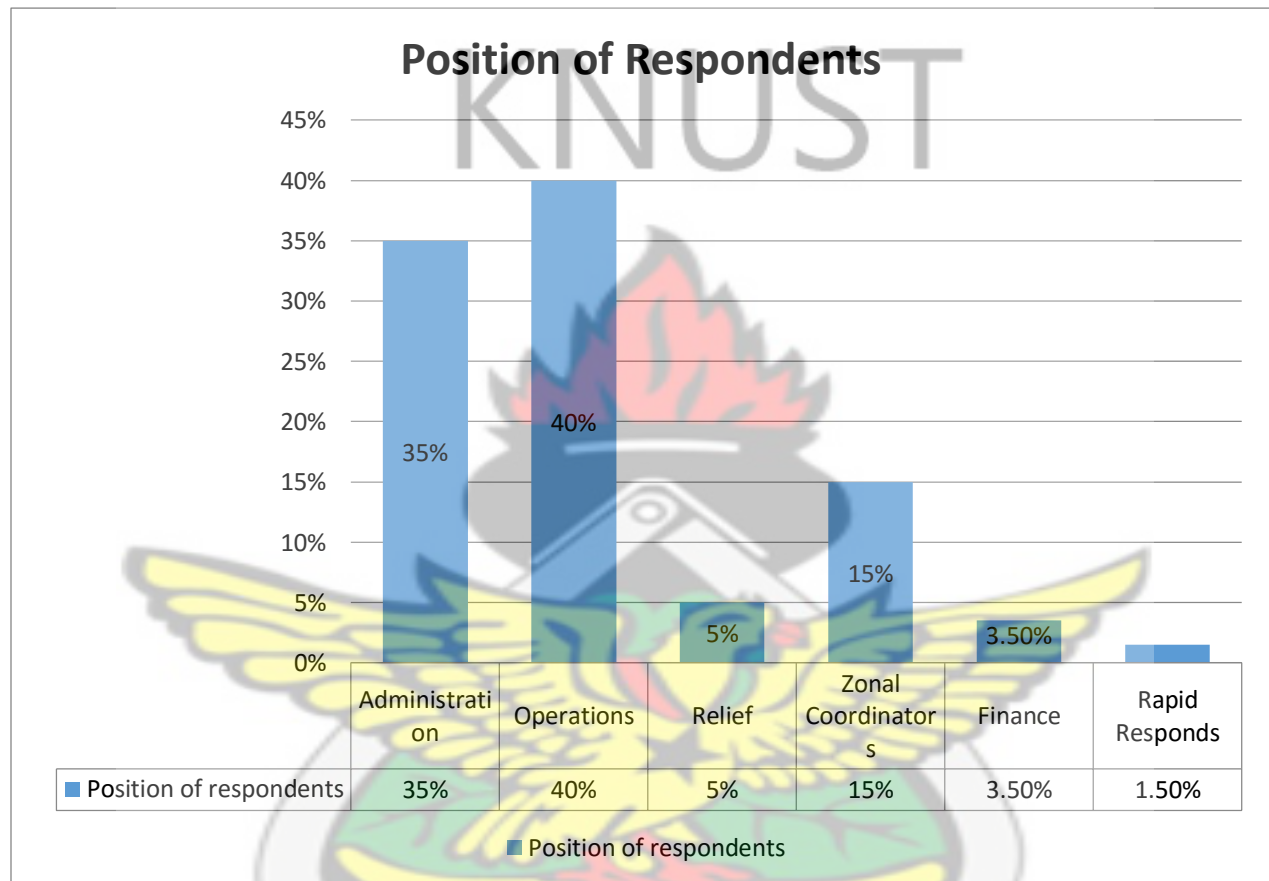


Figure 4.4 a bar graph representing a summary of position of respondents

(Source: Researcher's field study, February, 2018)

From the bar graph, it can be observed that, the operations department had the highest respondents of 160, making up of 40%. The administration department followed with a total of 140 respondents, making up of 35%. Respondents who are zonal coordinators are 60, making up of 15%. This is followed by the Reliefs department with total respondents of 20, making up 5%. Finance department is made up of a total of 3.50% of the respondents, thus 14 participants and lastly, followed by the rapid response department with total respondents of 6 representing 1.5%.

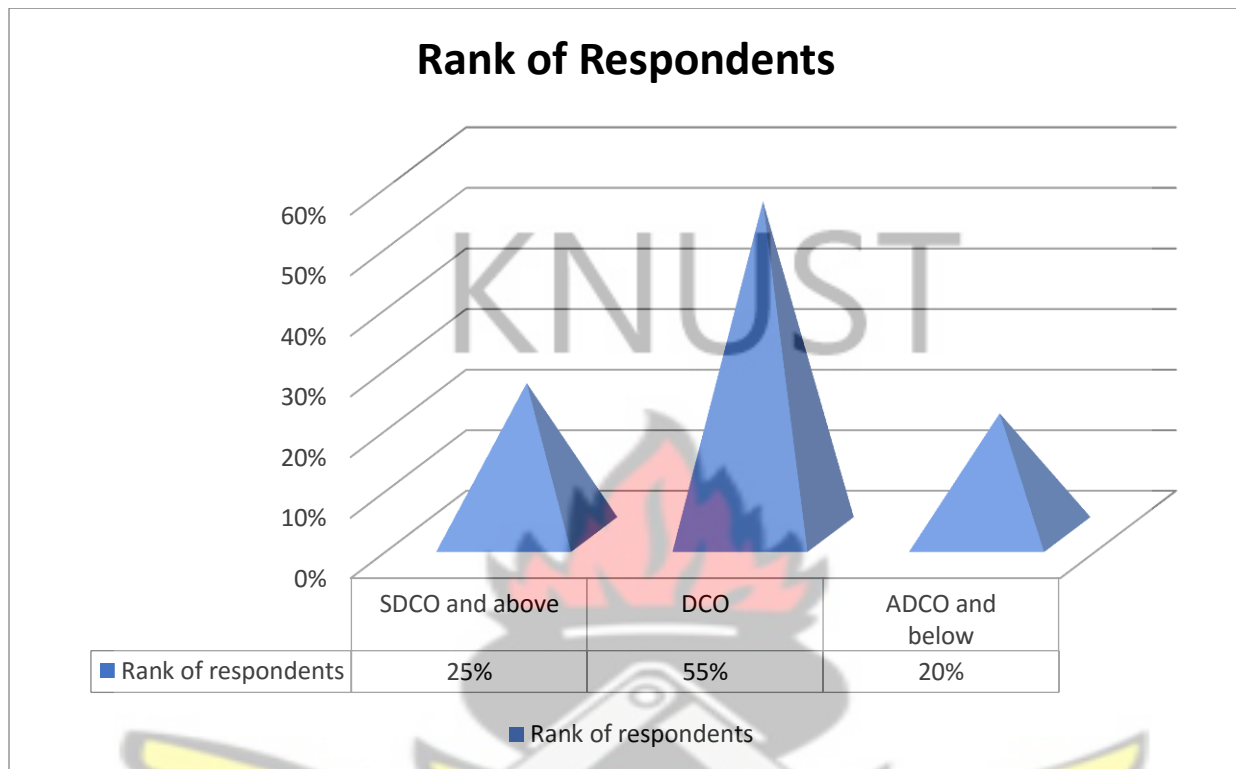


Figure 4.5 pyramid representing the summary of responses on ranks of respondents

(Source: Researcher's field study, February, 2018)

From the pyramid, it can be observed that, those with the rank of Disaster Control Officer (DCO) are the majority of the respondents, making up of 55%, thus 220 respondents, followed by Senior Disaster Control Officers (SDCO) and above in rank, who make up of 25% of the respondents thus, 100. Lastly, Assistant Disaster Control Officers and below in rank, make up of 20% of the total respondents, that is, 80 respondents.

4.2 Analysis and Discussion on Factors Motivating Workers

The question “what motivates you as a worker?” generated interesting responses from the respondents. While twenty percent (20%) of the respondents acknowledged that salary is what drives them to work, a whopping eighty percent (80%) acknowledged that, it is the satisfaction they get from helping victims or serving humanity that drives them to work hard. The question was twisted by the researcher to find out if their responses will still hold. The next question was, if respondents had the choice to choose between working for National Disaster Management Organization and any other public sector organization in Ghana, which organization will it be and why? This is where the table got turned; the Ghana Cocoa Board (COCOBOD) received 180 acknowledgement, representing 45% of the respondents, while the Electricity Company of Ghana (ECG), followed with 92 responses, representing 23%, as the most preferred public sector organizations in Ghana, they wish to work for. This was followed by Drivers and Vehicle Licensing Authority (DVLA) which was preferred 31 respondents, representing 7.7%. Next in line as a preferred public sector organization in Ghana, is the Ghana Ports and Harbor Authority (GPHA), which was mentioned by 30 respondents, making up of 7.6%. Social Security and Insurance Trust (SSNIT) was preferred by 29 respondents thus, 7.3%. This was closely followed by Ministry of Defense (made up of some of the agencies within the ministry) with 28 respondents representing 7.1%. Finally, the last in line to be mentioned as a preferred public sector organization to work for in Ghana is the Ministry of Health/Ghana Health Service (made up of the various departments and agencies) a total of 7 respondents preferred the Defense Ministry and its agencies representing 1.7% of the total responses.

Surprisingly, none mentioned that, they will rather remain with NADMO. Their reason for choosing those organizations is unanimously acknowledged that, they pay well, hence, high

salary is the reason they would wish to work for those organization, which is in sharp contrast with the earlier results of 80% of the respondents working for the satisfaction of serving humanity as against the 20% respondents who are motivated by salary to work. This can however, be looked at from another angle, which suggests that, the 80% of the respondents who claim to be motivated by the satisfaction they get from helping disaster victims, have resorted to that motivation because they have accepted the fact that, their job does not pay them well enough to be motivated by money and therefore, will let the joy of helping victims of disaster to in such times, motivate them on their jobs.

Most Preferred Public Sector Organization to Work in Ghana

Preferred Public Sector Organizations	Frequency	Percentage (%)
Ghana Cocoa Board (COCOBOD)	180	45
Electricity Company of Ghana	92	23
Drivers and Vehicle Licensing Authority (DVLA)	33	8.3
Ghana Ports and Harbors Authority	30	7.6
Social Security and Insurance Trust (SSNIT)	29	7.3
Ministry of Defense	28	7.1
Ministry of Health/Ghana Health Service	7	1.7
Total	400	100

Table 4.2 Most Preferred Public Sector Organizations in Ghana in frequency table

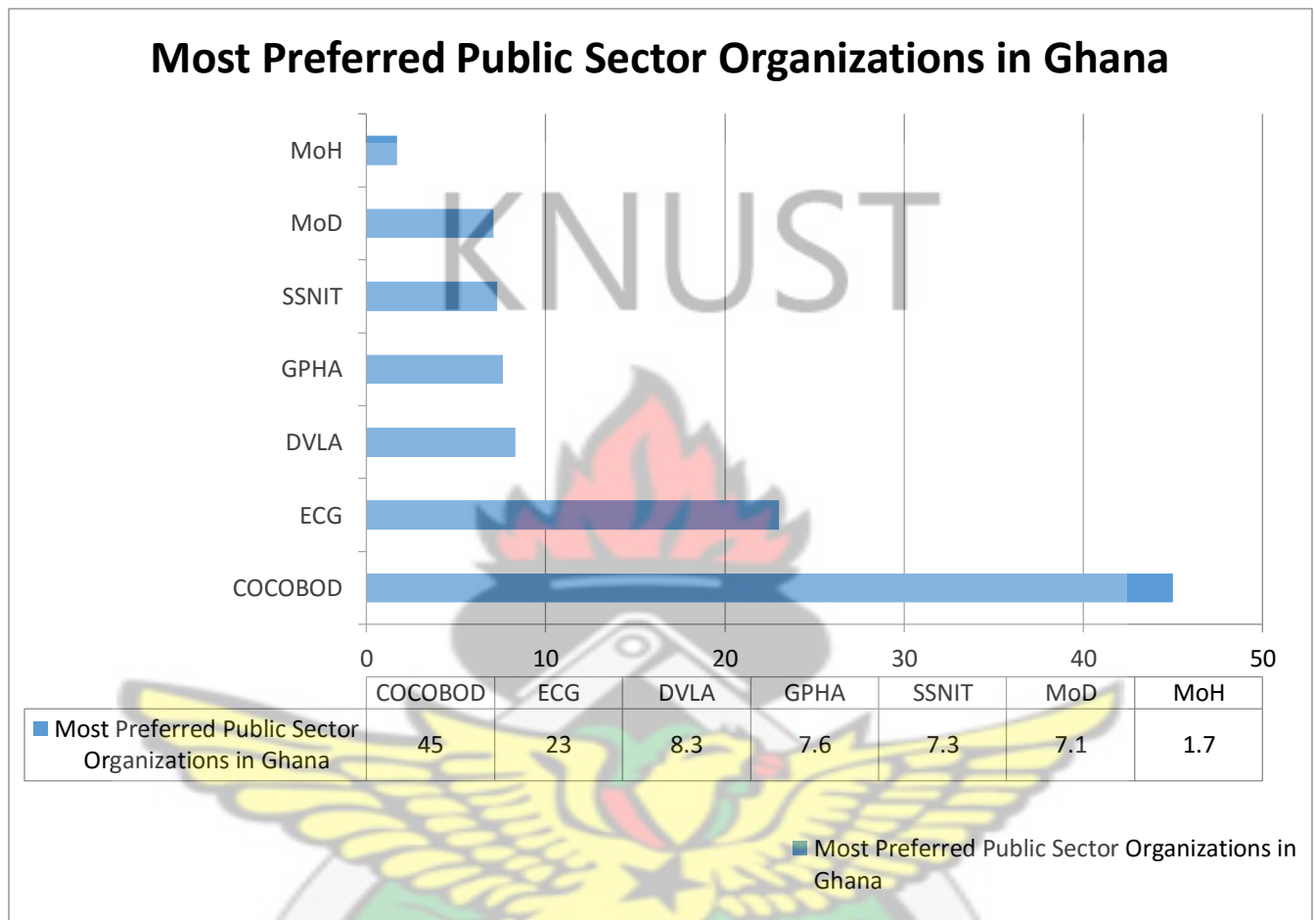


Fig 4.6 A graphical representations of responses on most preferred public sector organization in Ghana

(Source: Researcher's field study, February, 2018)

4.3 Analysis and Discussions on Factors Influencing Respondents' Commitment to an Organization

In examining the factors that will make employees committed to working for an organization apart from the salaries they receive at the end of the month, respondents listed many factors. But the ones that were mentioned most, thus the top three, were identified as job security, good working relationship and allowances (risk, medical and extra duty allowance). Job security was

acknowledged by 153 respondents, representing 38.3% as what will make them committed to an organization. While, 134 respondents, representing 33.5%, acknowledged good working relationship as, a motivating factor aside salary, will make them committed to the organization. Last but not the least, 28.22% of the respondents, thus, 113 of the respondents, admitted that, different forms of allowances such as; risk allowances, medical care for family, and extra responsibility allowances will keep them committed to working for the organization. The responses are summarized in the graph below:



4.7 Graphical representation of factors that will make employees committed to an organization

(Source: Researcher's field work, February 2018)

4.4 Analysis and Discussions on the Expectations of Employees on Worker-Supervisor Relationship

In responding to the expectations of participants, about worker-supervisor relationships at the work place, the responses received were grouped under the following thematic areas for analysis; involvement in decision making, separating politics from work, respect and recognition of subordinates efforts. About 49.3% of respondents, thus, 197 respondents, expect politics to be taken away from the work place. They expect not to be treated by their superiors differently based on their political affiliations, which normally, leads to discrimination against certain staff members who are believed not to share the same political ideologies or, having a relationship of tension and distract between them and their superiors. 26.18%, thus 105 of the respondents expressed that, their expectation is to be respected and recognized for their efforts in the organization while the remaining 24.5% of the respondents, thus, 98 respondents, expect to be involved in decision making by their superiors.



Thematic Areas Of Expectation Of Supervisor-subordinate Relationship By Participants

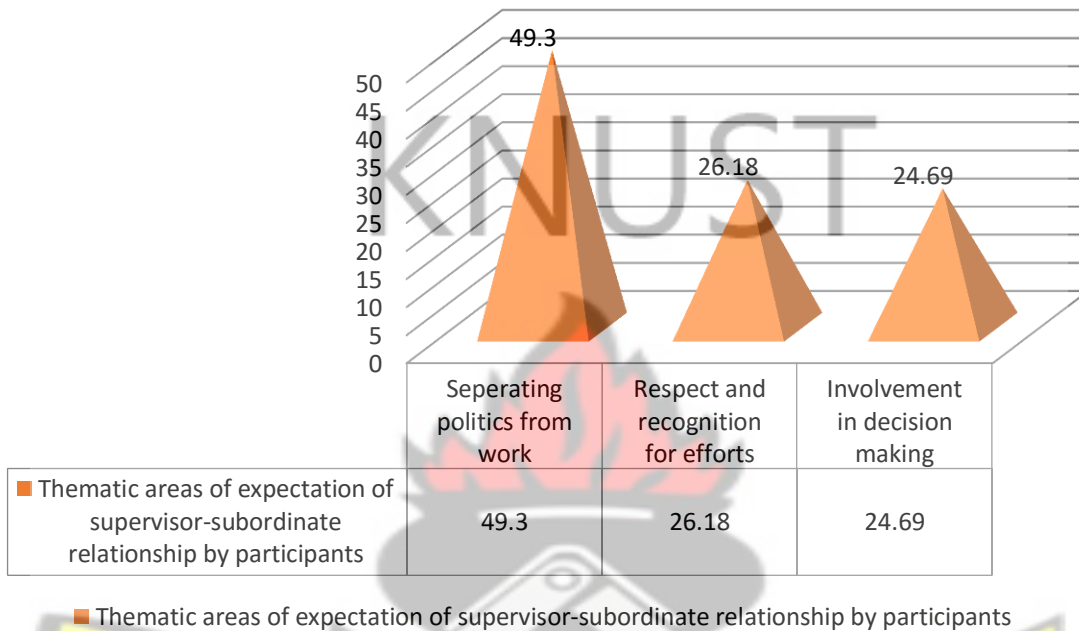


Figure 4.8 Graphical representations of the three thematic areas identified by respondents as their expectations in supervisor-subordinate relationship

(Source: Researcher's field study, 2018)

4.5 Analysis and Discussion on the Impact of Poor Human Relations on Employee Performance

Respondents were asked to state how poor relationship at work will impact on their performance. Low productivity was identified by 81 respondents, representing 20.21%, as a severe consequent of poor relations at work on employees. Unhappiness on the job was also identified by 79 respondents, representing 19.83%, as the second worst consequent of poor human relations at work on employee performance. As stated by one of the respondents:

“I will not be happy at work, and if i am not happy at work, I don’t think I can do anything positive the whole day, I will just be in a bad mood”.

Again, Tension and conflict was also identified by 15.58% thus, 62 respondents, as one of the consequences that could result in disunity in pursuing organizational goals and also, hamper team work. A very interesting revelation was made that, when there is a poor human relations practice at the workplace, it is the poor citizens or the beneficiaries of the organization’s services that will suffer most because, the time and energy that should have been directed at solving citizens problems, thus, managing and preventing disasters, is wasted on creating and solving disputes between and among staff and sometimes, it makes employees lose interest in their work which consequently affect the people they are meant to serve.

As quoted from one of the respondents:

“if my boss does not care about me, me too, I don’t care about him, at the end of the day, whatever he tells me, does not really matter to me so the work and the people we work for will suffer.”

A good number of 48 respondents, 14.95%, also acknowledged noncompliance to organizational rules, as an impact of poor human relations practice and, last but not the least; no commitment to ones’ duty is also identified as, a consequent of poor human relations practice at the workplace.

The responses are summarized in the table below:

Tabular Representation of Responses on the Impact of Poor Human Relations on Employee Performance

No.	Impact of Poor human relations practice on employees	frequency	Percentage %
1	Low productivity	81	20.21
2	Unhappiness at work	79	19.83
3	Tension and conflict	62	15.58
4	Noncompliance to rules	60	14.95
5	No commitment to organization	48	12.38
6	No morale/motivation	33	8.33
7	No future with the organization/high turnover	23	5.8
8	Poor attitude towards work/inefficiency	12	2.945
	Total	400	100.025

Table 4.3 summary of responses on impact of poor human relations practice on employee performance

(Source: Researcher's field study, February, 2018)

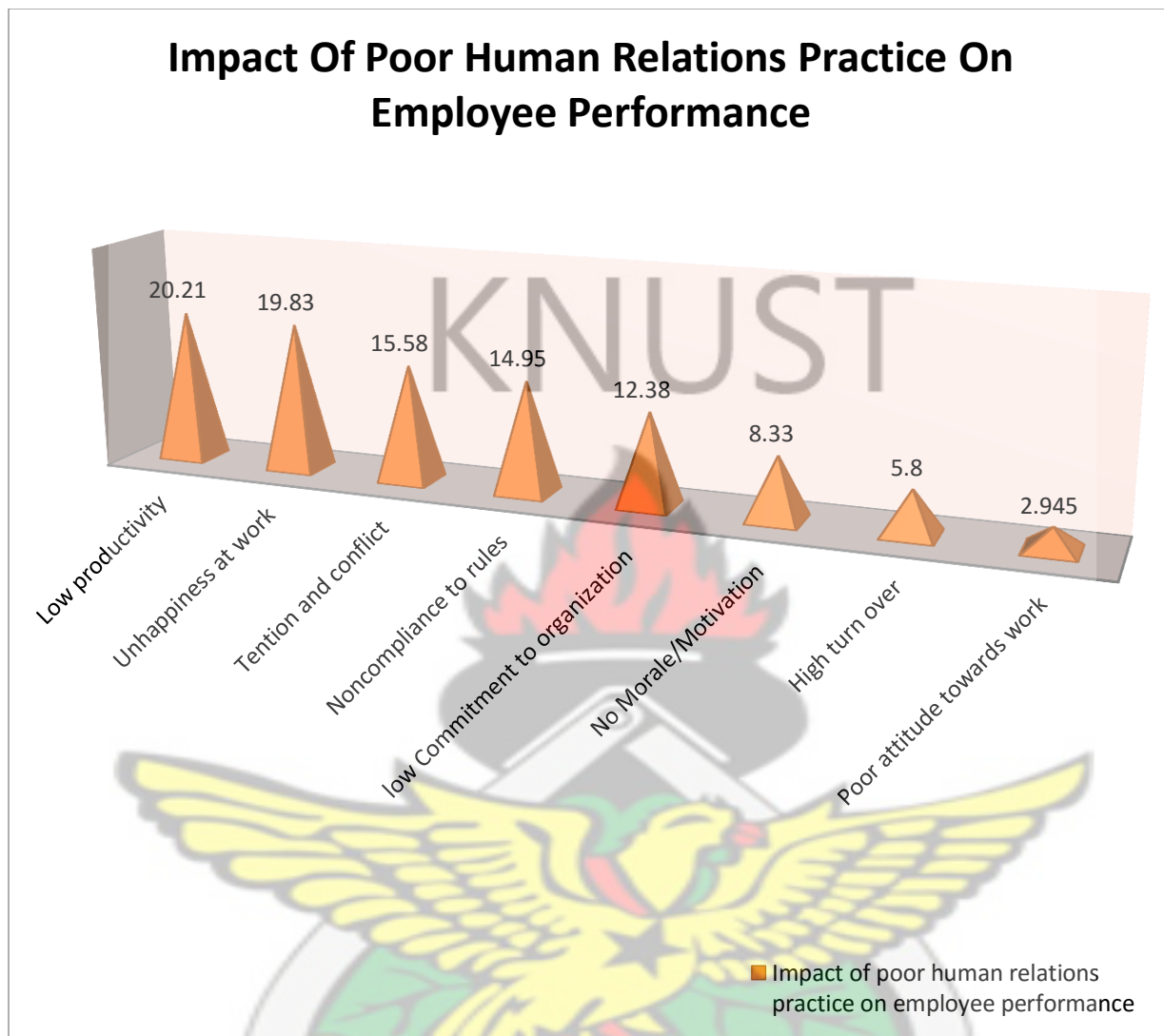


Figure 4.9 graphical representation of impact of poor human relations practice on employee performance

(Source: Researcher's field work, February, 2018)

4.6 Analysis and Discussion of Respondent's Future with the Organization in Ten Years

Participants were asked to indicate where they see themselves in the next ten (10) years within the organization. Interestingly, out of the 400 respondents, only one person, thus 0.25% is positive about his future with the organization.

“I see myself probably, as an accountant at the headquarters, since I am a finance person.”

While a majority of the respondents, thus 300, representing 75%, believe they are, most likely, going to remain as they are in their current rank; an indication of no perceived sign of progress within the organization, the remaining 99 respondents, thus 24.74%, believe that, they will exit the organization in the next ten years. This is quite a serious observation because, if staff members cannot foresee themselves working for the organization in the next ten years, then it is an indication that, the organization is in jeopardy since it is likely to lose experienced and expert staffs. This is a great cause of concern.

The researcher also wanted to find out how long respondents have worked in the organization, their start up rank and current rank. This was to enable the researcher to determine the rank advancement strategy of the organization. It is worth noting that, some have served the organization for more than five years, and are still holding the same rank as they started with the organization. Promotion is a big deal to the employees but it was gathered, the organization does not perform well in giving promotions its staff members, which is so much cherished by them. As expressed by one of the respondents:

“I don’t think, I will still be here in ten years’ time because, they don’t give promotion.”

Another member of staff lamented in his response to his future with the organization that:

“It might still be the same Assistant Disaster Control Officer (ASCO)”

This is a harsh reality, to be serving in an organization and believing no sign of improvement in rank and position for ten years. Summary of responses is represented in the pie chart below:

Forecast Of Where Respondents See Themselves In 10 Years Within Organization

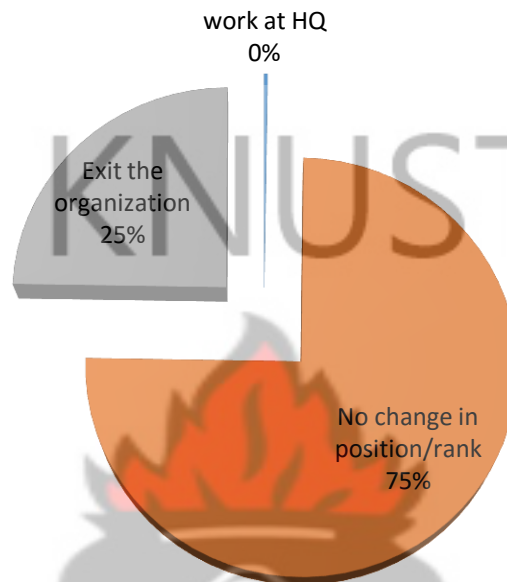


Figure 4.10 a graphical presentation of summary responses on where employees see themselves within the organization in the next 10 years

(Source: Researcher's field study, February, 2018)

4.7 Analysis and Discussion on Contribution of the Organization towards Professional/Personal Development of Respondents

Participants were asked to indicate whether they were pursuing any personal or professional development, in terms of, acquiring a new skill or pursuing further studies to advance their skill and profession. They are also to indicate, if the organization is helping them in any way to achieve whatever they are pursuing. 2% of the participants, thus, 8 respondents indicated a yes, for pursuing further studies while, the remaining 392 representing 98%, indicated no. Those who answered yes also stated that, they are doing so with their own resources without any kind of support from the organization.

Below is the graphical summary of participants' responses on pursuing personal or career development:

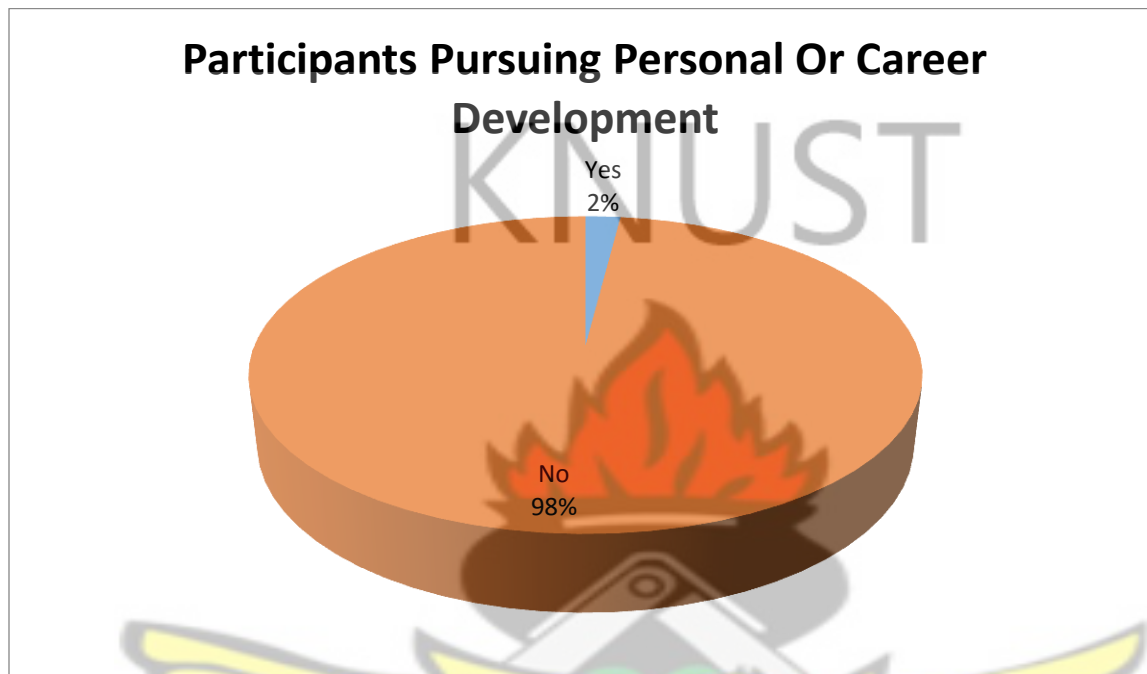


Figure 4.11 pie chart depicting responses of participants pursuing personal/professional development

(Source: Researcher's field study, February 2018)

4.8 Analysis and Discussion on Aspects of Human Relations Practices Participants Consider Important

Respondents were given a list of key areas in human relations practices, for them to select all that applied to them and, to also rate the areas according importance. The thematic human relations areas are presented in the table below:

Thematic Areas of Human Relations Practices

Thematic areas of human relations practices	Frequency	Percentage %
Involvement in decision making	400	100
Respect from and good interaction with superiors	400	100
Policies that support personal/career development e.g., study leave or scholarships	400	100
Atmosphere of friendliness at work	400	100
Flexible time period to attend to personal matter	400	100
Care and concern of management to the personal and social needs of employees	400	100

Table 4.4 tabular presentation of the scores of identified thematic areas in human relations practices

(Source: Researchers field study, February, 2018)

All the 400 respondents ticked all the thematic areas as important to them therefore; all the thematic areas received a 100% score. The thematic areas were then rated according to order of preference by respondents, the thematic areas are assigned codes and represented in the table below to be used for a pairwise ranking matrix.

Coded Thematic Areas of Human Relations Practices

Thematic areas of human relations practices	Assigned codes for ranking
Involvement in decision making	A
Respect from and good interaction with superiors	B
Policies that support personal/career development e.g., study leave or scholarships	C
Atmosphere of friendliness at work	D

Flexible time period to attend to personal matter	E
Care and concern of management to the personal and social needs of employees	F

Table 4.5 tabular representation of coded thematic areas in human relations practices for pairwise ranking

(Source: Researcher's own construct, February, 2018)

Pairwise Ranking Matrix

Option	Option							Score	Rank
	A	B	C	D	E	F			
								1	4 TH
A		B	C	A	E	F		4	1 ST
B			B	B	B	F		3	2 ND
C				C	C	F		2	3 ND
D					D	D		1	4 TH
E						F		4	1 ST
F									

Figure 4.6 tabular representation of pairwise ranking matrix

(Source: Researcher's field study, February, 2018)

After the responses were ranked, it is observed that, respect from and good interaction with superiors (coded B), care and concern of management to the personal and social needs of employees (coded F) were both ranked as the most important to respondents, as they had the highest scores of 4 each. This was followed by organizational policies that support personal/career development e.g., study leave or scholarships (coded C) in second place. Atmosphere of friendliness at work (coded D) was scored in third place. The last but not the least is, involvement in decision making (coded A) and, Flexible time period to attend to personal

matter (coded E), received the least scores of 1 each as importance to respondents. A summary of the rank is presented in the bar graph below.

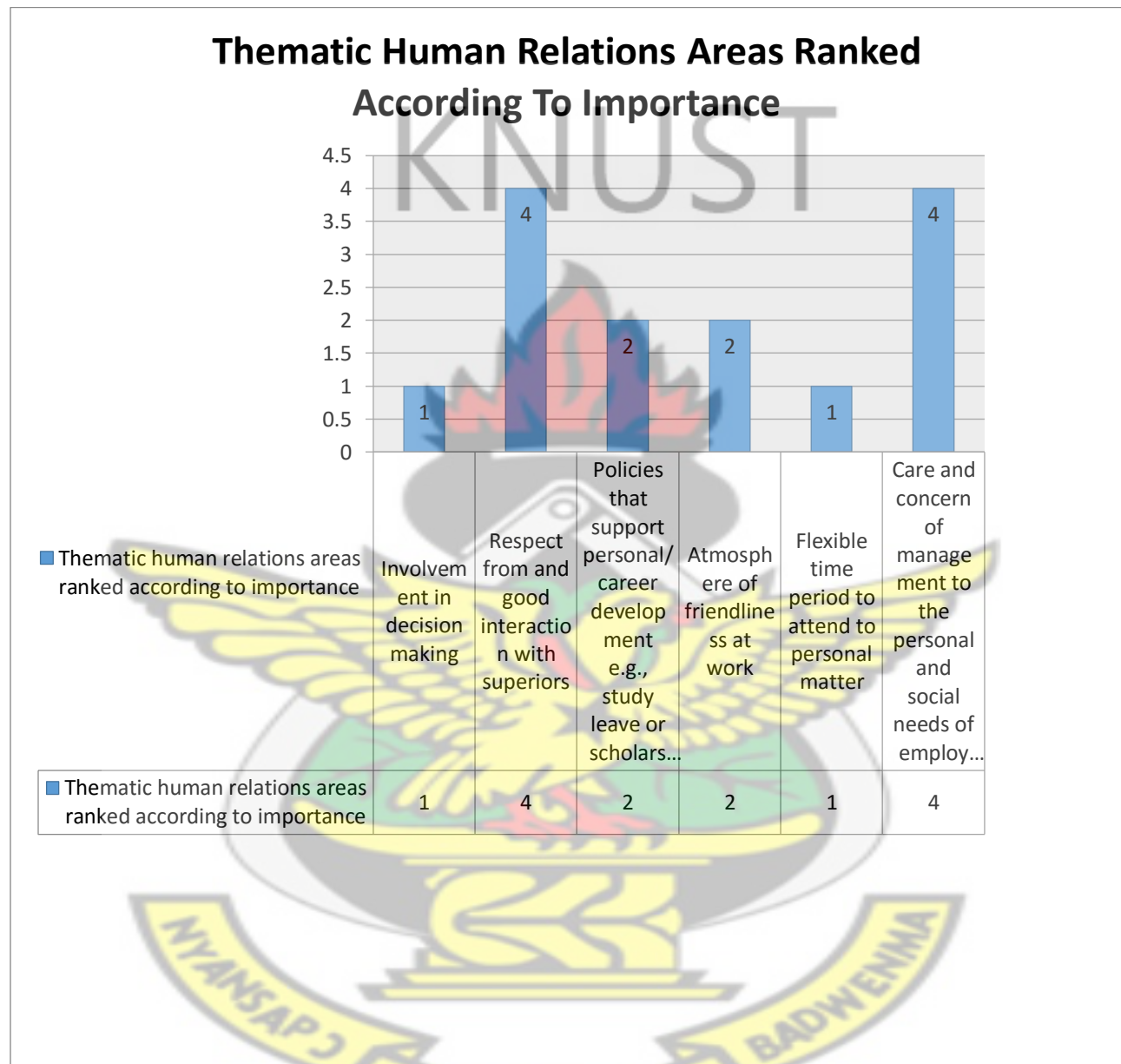


Figure 4.12 bar chart depicting pairwise ranking results of the identified thematic areas of human relations according to importance

(Source: Researcher's field work, February, 2018)

4.9 Analysis and Discussion on the Performance of the Thematic Areas of Human Relations

Practices at National Disaster Management Organization

Respondents were asked to indicate whether NADMO practices any of the above thematic areas of human relations in its operations with the members of staff. The options provided by the researcher to respondents were, yes, no, and maybe. The responses received revealed that, a few of the respondents, thus, 4 of them representing 1%, believe that, maybe the organization does practice them but, they are not really certain of the degree to which it does that in order to say yes. The remaining respondents thus, 396 respondents, representing 99%, indicated no, implying they do not see, any sign of the practices of the thematic human relations areas of concern in the organization. None of the respondents answered yes. Summary of the responses is presented in the pie chart below.

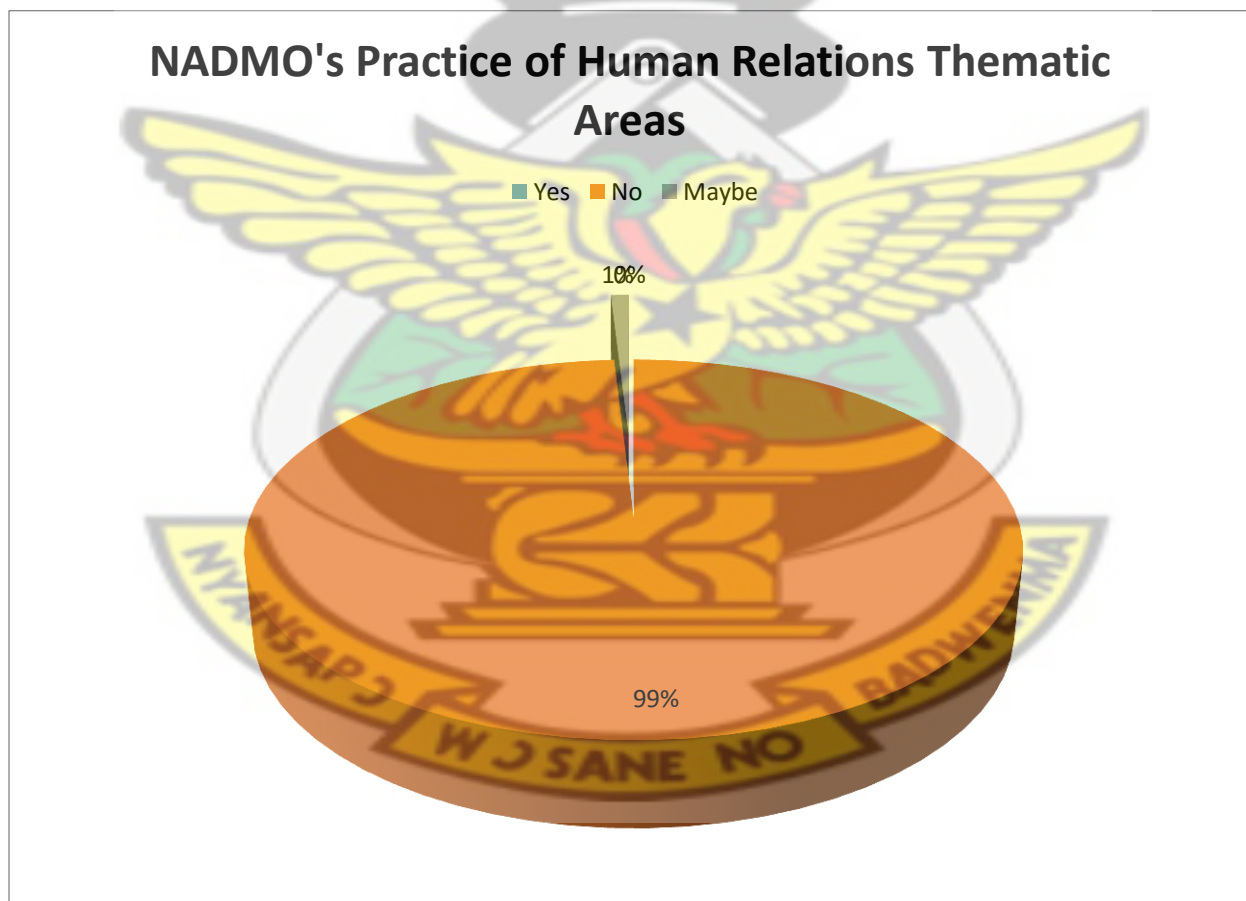
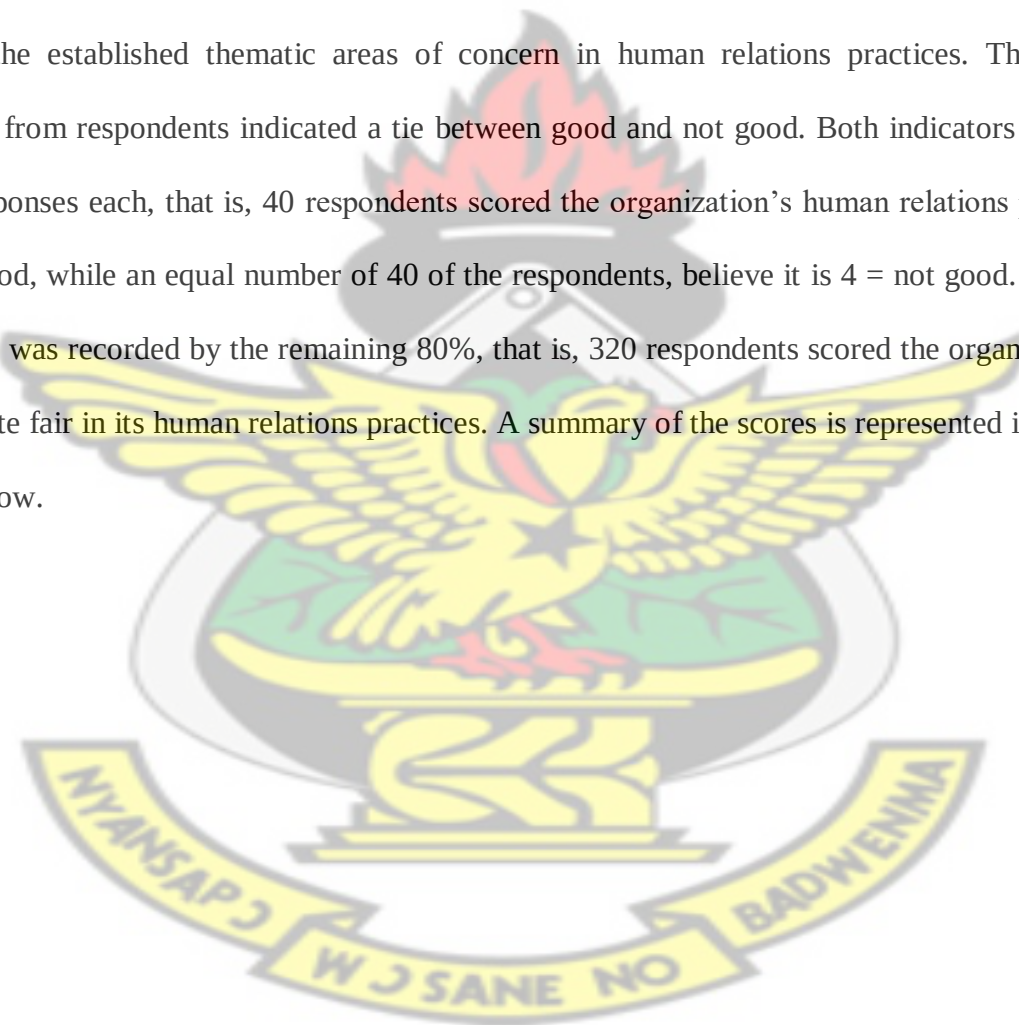


Figure 4.13 pie chart depicting summary of responses on the practice of identified human relations thematic areas

(Source: Researcher's field work, February, 2018)

4.10 Analysis and Discussions on National Disaster Management Organization's Performance in Human Relations Practices

Respondents were asked to score NADMO's performance in its human relations practices, on the scale of 1 to 5, where: 1 =excellent, 2 =Good, 3 =Fair, 4 =not good, 5 =very poor. The goal is for the researcher to confirm the earlier claim of 99% affirmation of the organization not performing any of the established thematic areas of concern in human relations practices. The scores received from respondents indicated a tie between good and not good. Both indicators received 10% responses each, that is, 40 respondents scored the organization's human relations practices as 2 =good, while an equal number of 40 of the respondents, believe it is 4 = not good. A score of 3=fair was recorded by the remaining 80%, that is, 320 respondents scored the organization 3 to indicate fair in its human relations practices. A summary of the scores is represented in the bar chart below.



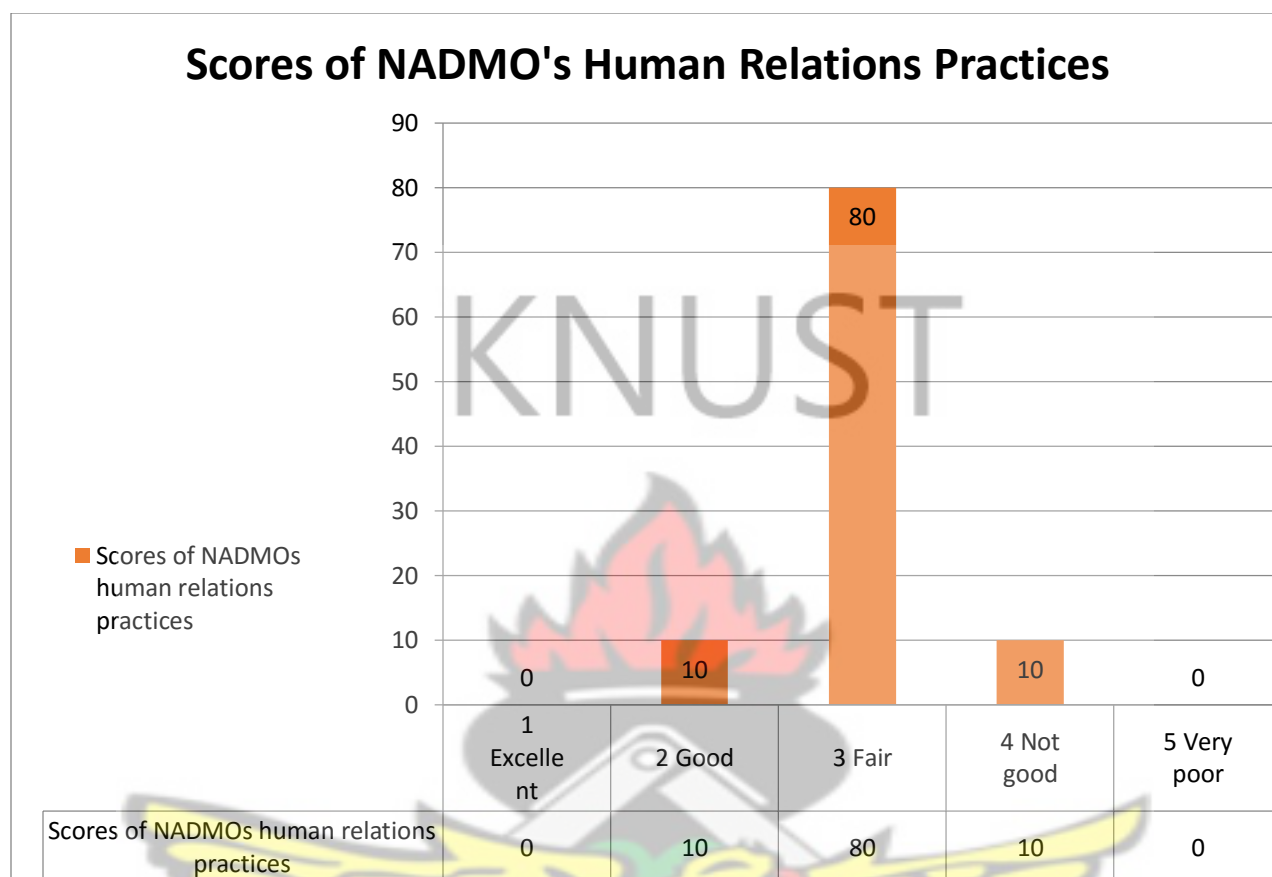


Figure 4.14 a graphical representation of NADMO's scores on human relations practices by respondents.

(Source: Researcher's field study, February 2018)

4.11 Analysis and Discussions on Factors Contributing to NADMO's Inability to Live Up to its Human Relations Expectations

Respondents were asked to state the reasons for their score, that is, explain why they will rank the organization as excellent, good, fair, not good, or poor in its human relations practices. It was interesting to notice that, all the respondents, thus all the 400 respondents, unanimously stated that, politics within the organization is the cause of the organization's poor human relations practices. There is great sense of political interference, in the sense that, the ruling party takes charge of the organization's administration, and its leading members are replaced by the ruling

political party, this causes a situation of tension among the members of staff from the party in opposition. Some face victimization from their bosses, while, others are transferred to certain areas they would not wish to go. Some are also discriminated against in the cause of their duties. As worriedly, expressed by one of the staff:

“Now that there is change of government, only god knows where some of us will find ourselves in the organization. Politics is not making the organization good for the workers to enjoy their work.” NADMO staff, February 18, 2018

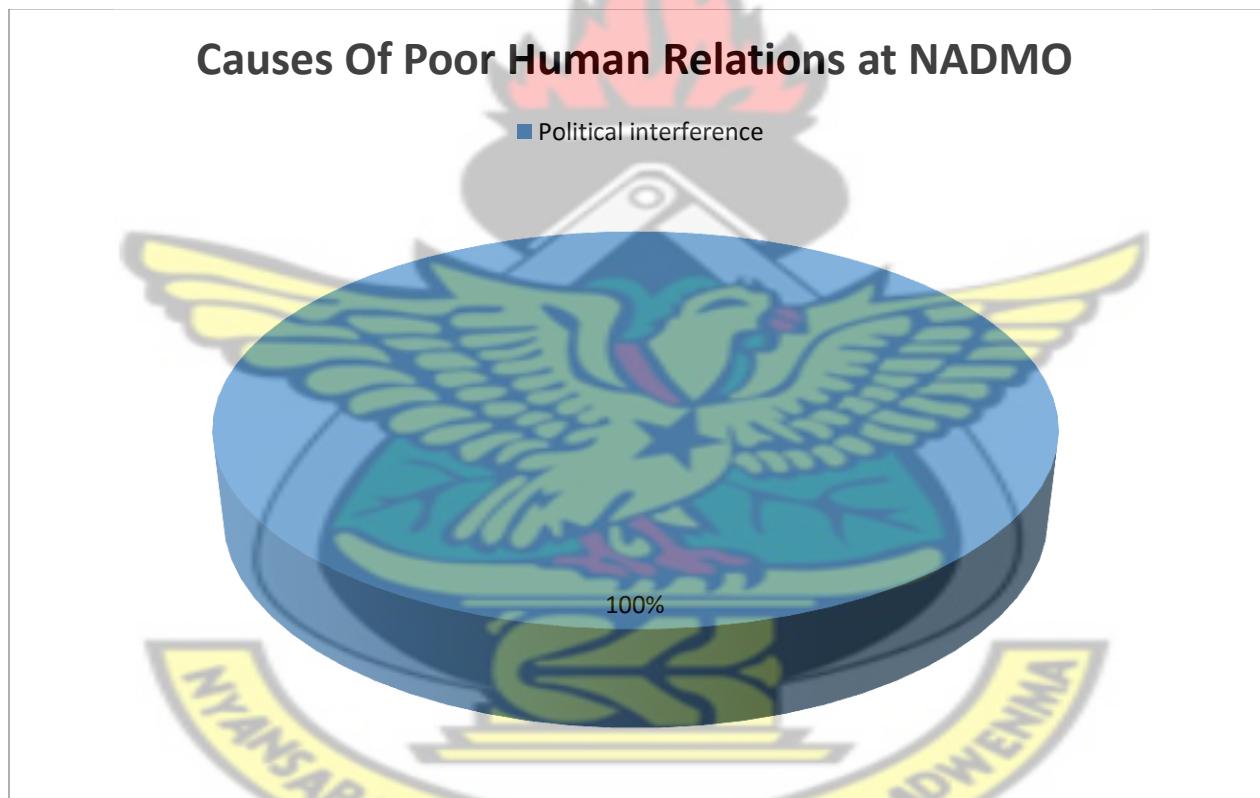


Figure 4.15 a pie chart summarizing responses on the causes of poor human relations at NADMO

(Source: Researcher’s field work, February, 2018)

4.12 Analysis and Discussion of Ways of Improving NADMO's Human Relations Practice

Respondents were asked to suggest the possible ways the organization can adopt to improve upon its human relations practices. Since politics, is identified as the main cause of its human relations practice problems, as expected, all the suggestions centered round separating politics from the organization. Although 60 respondents, thus 15% of them, suggested that, staff members need to be promoted regularly to boost their morale.

“Staff needs to be promoted” suggested by one of the respondents, February, 2018

The remaining 85%, thus, 340 respondents believe that, taking politics away from the organization holds the key to ensuring that, staff needs are well taken care of.

“the organization should focus on its core mandate rather than the politics i.e., when there is a change in government, and the bosses are replaced, the relationship between the worker and the new boss is something else because, the new boss thinks you are from a different political background and it's not helping the organization” NADMO staff, February 2018

Another staff ns his response, just simply said: *“take politicians from it”*

Summary of responses is represented graphically in the bar chart below:

Ways of Improving NADMOs Human Relations Practices

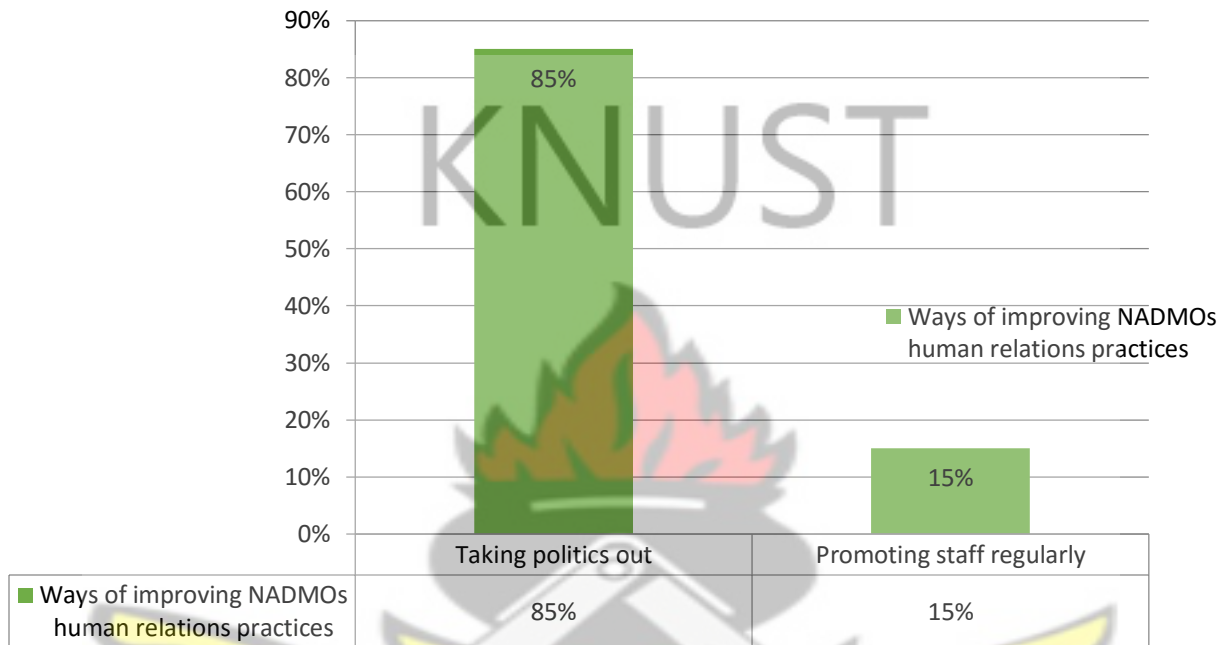


Figure 4.16 a bar graph summarizing the responses on ways of improving human relations at NADMO

(Source: Researcher's field work, February, 2018)

Conclusion

This chapter analyzed the various data obtained from studying 400 participants out of which 340 were males, while 60 are females. 80% of the participants were between the ages of 30-39. 180 of the participants have a tertiary qualification while, the remaining 220 were senior high school graduates. From findings, job security, good working relationships and financial incentives were identified as the most motivating factor that makes employees committed to an organization. Other aspect of human relations practices employees deem important are: respect and recognition, involvement in decision making, flexibility at work to attend to personal matters, policies that support personal and career development, and atmosphere of friendship at the

workplace. Human relations practice at NADMO is ranked as fair. This leaves more room for improvements. Low productivity, unhappiness at work, tension and conflict, lack of commitment to organizational rules are some of the identified consequences of poor human relations practices in the organization. Politics was identified as the root cause of the organizations inability to live up to human relations expectation. Separating politics from the leadership of the organizations as well as promoting staff regularly were suggested as some of the ways to improve human relations in the organizations.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter is the concluding chapter of the study; it summarizes the researcher's findings, the conclusions drawn and the possible recommendations. National Disaster Management Organization was selected from public sector organizations in Ghana, using a purposive sampling technique. A sample size of 400 was obtained from the staffs of National Disaster Management Organization. These were drawn from three regions of Ghana; Ashanti, Brong Ahafo, and Eastern region. Data was collected using self-administered questionnaires and interviews as well as other secondary sources.

5.1 Summary of Findings

Respondents were asked to answer questions in relations to the research objectives; the questions were directly linked to the research questions by the researcher to achieve set objectives.

5.1.1 Summary of Demographic Characteristics of Respondents

It was found out from the studies that, majority of the respondents are males. The dominant age groups were the ages between 30-39 years and, 39-40 years. This might be an indication of the youthfulness of the members of staff of the organization. Again, the educational background of the respondents indicate that, most of the respondents have a minimum of Secondary/High school qualification while quite a significant number of respondents, have a post-secondary qualification. None among the respondents had a post graduate qualification. All the respondents have been working for the organization for over 5 years.

5.1.2 Summary Discussions on Factors Motivating Workers

It was gathered from the study that high salary is, and will always remain, the number one motivation to workers in the public sector. This was proven from the responses received from the participants stating the reasons why they would like to work for another organization instead of NADMO, if they had the option to do that. The public sector organization that topped the list was Ghana Cocoa Board and the reason is that, members of staff of that organization receive bigger salaries. This indicates that, all other things being equal, employees will always consider higher paycheck as their biggest motivation to work in a public sector organization in Ghana. Hence, in order to get employees of the public sector organization to give their best to the organization is pursuing its goals; improvements in the paycheck will be a good place to start from.

5.1.3 Factors Influencing Employees Commitment to Organizational Goals

In examining the factors that will make employees committed to working for an organization, apart from the salaries they receive at the end of the month, respondents listed many factors. But the ones that were mentioned most, thus the top three, were identified as job security, good working relationship and allowances (risk, medical and extra duty allowance). Job security was acknowledged as the most influencing factor in ensuring that employees are committed to their duties. When employees believe in the sustainability of their jobs, they are more committed to what they do for the organization than, when they work in constant fear of not knowing where they will find themselves next in the near future. Job security is one of the greatest reasons why people would prefer to work in a public sector organization. This is due to the fact that, the tendency of getting fired from a job in a public sector organization is low, the worst that could sometimes happen to employees is a transfer to a lower position or to another location. This

gives public sector employees the peace of mind of not hopping from one job to the other to make a living.

The next identified influencing factor, according to the study, that influences employees' commitment to an organization is a good working relationship among employees and between subordinates and superiors. Good working relationship fosters peace and enforces team work. It also ensures that organizational rules, and of course, orders from superiors are followed diligently by subordinates.

The next influencing factor that ensures employees' commitment to organizational goals, as identified according to this study, is the various forms of allowances that is given to employees such as; medical allowances for employees and their family, risk allowances and all other forms of allowances that ensures that certain needs of the employee is taken care of, are employees are adequately compensated for by the organization for their contribution, makes them committed in what they do within the organization. These three factors thus, job security, good working relationships and allowances were identified in this study as the top influencers in ensuring employees' commitment to organizational goals.

5.1.4 Expectations of Employees on Worker-Supervisor Relationship

It was gathered from the study that, good relationship between employees and their superiors has a great impact on the performance of the employee. The study identified that, the expectations of subordinates in terms of their relationship between their superiors centered on three arrears: separating politics from work, respect and recognition by superiors and, involvement in decision making. Therefore, when it comes to subordinate-superior relationships, it is expected that there is cordial relationship between the subordinate and superordinate. As revealed by this study,

workers expect that, their superiors do not treat them differently or discriminate against them because of the difference in their political ideologies, that is, political beliefs must be distant from work, where all workers will be accorded the same respect, treatment, favors and disciplinary actions within the organization irrespective of which political party they support or against and regardless of which political party is in government or in opposition. Equal rights and fairness is highly expected from superiors in dealing with their subordinates.

It is again expected that, superiors will see their subordinates as individuals, who are worthy of respect and then, accord them with the necessary respect and, also recognize their daily contributions towards the success of the organization, irrespective of their position within the organization. This will boost their confidence to make them feel as part of something hence, will do their best to discharge their duties effectively; knowing their contribution is being appreciated by their bosses. Likewise, they tend to relax in their duties, when they know their superiors don't really cherish what they do hence, they feel their contribution do not matter in the organization, which could lead to wrong impressions and misgivings.

Finally, it is again expected that, superiors will value the inputs of their subordinates enough, to involve them in decision making, rather than, just imposing orders on them. Involvements in decision making makes them committed, in implementing those decisions, to ensure that, there is ownership of those decision, instead of just being indifferent towards them due to, the feeling of contempt. These expectations, if achieved, will go a long way to boost the relationship between workers and their superiors in ensuring that there is effective team work, support and trust between them, and synergy derived from such positive relations, makes the attainment of organizational goals more effective and efficient.

5.1.5 Impact of Poor Human Relations Practices on Employee's Performance

Positive human relations practices are impactful on the performance of employees. Likewise, poor human relations practices have dire consequences on employee performance and the success of the organization in achieving its stated goals and objectives. As revealed by the study, poor human relations at the workplace lead to unhappiness on the job. There is no excitement in the performance of duties whenever workers feel they are not treated as important part of a bigger organization. This affects their morale and even, their emotions at work. Imagine an unhappy person serving a client in need. Obviously, what is expected of that person is going to be below average. There will be lack of attention, due to the preoccupation of their minds on whatever is bothering them. There is a tendency of lack of interest in ensuring that someone else's needs are taken care of; it takes a happy person to give back happiness to another; hence, unhappy employee at work will not be able to perform his or her duties to the satisfaction of the people they are meant to serve.

As a consequence of poor human relations, it is also revealed that, tension and many other forms of conflict are likely to evolve in the organization as result of conflicting interests at play. Moreover, due to the atmosphere of distrust, unhappiness and ill feelings among and between employees when there are poor human relations practices, it leads to the diversion of the organization's resources in terms of time. A lot of time is wasted on engaging and settling these conflicts instead of spending the time on productive activities in pursuing the organization's goals and objectives.

Moreover, when there are these kinds of conflicts and tension at the work place, non-compliance of organizational rules and regulations, will be on the rise since; workers tend to take matters into their own hands and may act in ways that will go contrary to the rules and regulations of the

organization. Again, as a way of getting back at superiors or management, workers may act in ways that will jeopardize the success of their superiors through acts of insubordination.

Low morale at work and lack of commitment towards organizational goals, and objectives, is also an identifiable consequence of poor human relations practices on employees' performances. When the morale of employees is high, they tend to give their best to the organization, even when, they are having challenges on their jobs. The possibility of them finding solutions to work on those challenges to succeed on the job, is higher than when, there is low morale. Low morale will make employees question everything and give excuses for not giving their best to the organization. This ultimately takes away their commitment to the organization. Once workers are not committed to the organization they work for, the impact is damaging; the organization's goodwill is at stake because, it is proven that, employees play a much bigger role in the projection of the image of their organization to the outside world, if the projection is bad because of the lack of commitment, the organization's goodwill is lost. An organization without goodwill is unattractive to work for hence, doom to fail.

Poor attitude of employees towards work is, unavoidably, a consequent of poor human relations practices in an organization. When employees feel that, their views do not matter to management, or feel that, the organization does not really care about their needs, they tend to act indifferently towards their duties, and the goals of the organization in general.

Productivity is lost at the end of the day due to poor human relations practices. The biggest impact that arises from poor human relations practices on employees' performance, as identified by the study, is low productivity; if workers are not happy enough, there is tension and conflict here and there, no morale and commitment, organizational rules and regulations are not complied with, employee turnover will be high, the overall productivity of the organization will be low,

and employee performance and that of the organization, will be below standard. Since the little output achieved was done inefficiently. The bottom line is that, workers will smile to the bank at end of the month, while; the people, who the organization is meant to serve, will suffer for not getting the satisfactory services they desire.

5.1.6 Impact of Poor Human Relations Practices on the Future of Public Sector Employees

The study revealed that, organizations that do not practice good human relations face the risk of losing good employees with the expert knowledge that could help the organization to advance in its goals. Every employee will like to serve in an environment that appreciates their efforts, and get rewarded for their efforts. In organizations where this is lacking, the organization is going to lose its competent employees to other organizations that pay attention to employee's needs. As discovered in the study, the organization does not contribute in any way to the personal or career development of its employees. Moreover, most of the employees do not see themselves still working for the organization in the next ten years, that is, if within that ten years period, they find better options, they are likely to quit the organization. Only one (1) person, out of the lot, was confident enough to see himself in a higher position, in the next ten years within the organization. This proves that, the employees within the organization, given the current circumstances of its human relations practices, has no future in the organization. This can also mean that, the organization will keep losing employees to other organizations.

5.1.7 Thematic Areas of Human Relations Practices Considered Important to Workers

It was again revealed that workers consider certain human relations issues important to them. These are: involvement in decision making, respect and recognition, policies that support their personal and professional development, atmosphere of friendliness, flexible time to attend to

personal matters, and attention of management to their personal needs. However, when these issues were ranked, according to priority by the respondents, it was realized that, the respect and recognition workers get from their superiors, as well as, the attention management gives to the personal needs of workers were considered to be of high priority to workers. Next in priority, are the policies that support the personal and professional development of employees, and an atmosphere of friendliness; where workers relate well with their co-workers and their superiors, is considered as a second in priority. Last on the priority list, is involvement in decision making, followed by a flexible time period at work to enable staffs to attend to personal needs. This is a very important discovery because; it means that, although all the areas are important to employees, they certainly prefer some of them above others. Hence, if they can tolerate anything at all, not when they are not respected and recognized by their superiors or not when, organizational policies do not support personal and professional advancement. According to the study, it does not really matter to workers, if they are not really involved in decision making or their work takes all their personal time, they are fine with it even though, an improvement in that area will also be appreciated by them.

5.1.8 Performance of National Disaster Management Organization in Human Relations Practices

National Disaster Management Organization was scored on the scale of 1 to 5, in order to assess its performance in human relations practices. The organization was scored fair (3). This means that, there is more work to be done by the organization, to improve upon its human relations practices. Although a few of the employees believe it is good, while others believe it is not good, the majority think the organization is in between good and not good hence, the organization can do better to improve on its score.

5.1.9 Factors Inhibiting the Organization's Ability to Practice Good Human Relations

Politics is unanimously identified as, the one and only, culprit for the organizations inability to excel in its human relations practices. Political interferences are doing more harm than good in the organizations' goal attainment. This is due to the atmosphere of insecurity, tension and conflicts between and among employees of opposing political interests. The study reveal that, the constant change of bosses and certain key members of the organization, whenever, there is a change of a political party in government, is serving as a huge hindrance in ensuring positive relations among staff, especially, between superiors and subordinates from opposing political parties. Some members of staff are discriminated upon, while others do not feel safe from fear of transfer to undesired locations. Moreover, it was revealed that, the organization is not able to pay attention to staff needs because most of the heads appointed, are political party gurus who spend most of their time on running political party errands. They are more likely to be working to achieve party goals than working towards organizational goals. This is having dire consequences on employees' performance and that of the organization in general.

5.1.10 Ways of Improving on the Organization's Human Relations Practices

According to the study, the best way the organization can improve upon its human relations practices is to distance its activities and control from political parties. The organization will be better off as an autonomous and independent organization devoid of any political interference. Only then, can the organization be able to focus on its core mandate and also create conducive atmosphere for employees to go about their duties without fear of persecution for their divergent political views. When employees feel safe and secured in their positions, they will be able to offer better services to the people they are meant to serve.

Regularly promoting staff has also been identified as one of the major ways the organization can improve upon its human relations practices. Although the organizations condition of service stipulates that, a staff is entitled to promotion after serving the organization for four years; many have worked for over 7 years, and still find themselves at the same rank, without any recognition, and advancement. This demoralizes their zeal to continue working hard, or even, want to go the extra mile, to try hard to help the organization achieve its goals, under such circumstances. It was quite shocking, when one of the staff remarked that, even in ten years, he still sees himself holding same rank and position within the organization. No one will appreciate working in such an environment, hence, it is highly suggested that the organization should take regular staff promotions seriously, if it wants to get the best out of its human resources.

5.2 Conclusions

Human resources are every organizations greatest asset and sense of pride. Good human relations practices have proven to be, one of the best approaches to harnessing the potential of human capital. As proven by the study, human relations have great impact on the effective performance of employees. If the public sector wants to be able to provide satisfactory services to the public, it has to start with its human capital. Human relations in this regard, relates to how employees are recognized and respected, paying attention to their personal and social needs and also integrating their personal goals into that of the organization.

The study sought to examine the nature of human relations practices at the public sector, using the National Disaster Management Organization as a case study. The goal is to examine the consequences of human relations practices on employee performance, the factors that inhibit the practice of good human relations and also, to determine the ways that can be adopted to improve upon the practice of human relations in the public sector.

It was demonstrated from this study that, indeed, poor human relations has dire consequences on the performance of employees. Unhappiness, tension and conflict, non-compliance to organizational rules and regulations, poor attitude towards work, low morale, and low productivity, were identified as, some of the severe consequences of poor human relations practices on employees' performance, and that of the organization at large.

It was also identified that, the organization's human relations practices was average. Political interference was named as, the main cause of the organization's inability to practice good human relations effectively. Hence, separating politics and politicians from the organization, as well as, regular staff promotions were identified as the major ways of improving upon human relations practices in the organization.

5.3 Recommendations

The study offered a great insight into the nature of human relations practices at the public sector with a focus on National Disaster Management Organization of Ghana. If an organization is not able to manage its human relations effectively, it faces the risk of losing good employees to its competitors hence; the following recommendations are being made.

- Public sector employees must have a clear job description with precise indication of responsibilities and expectations
- Public sector organizations must adhere to its human resource policies to ensure that, whatever a staff member is due is fairly allocated to the employee. Promotions and annual salary incremental policies must be duly followed, and employee grievances, as well as, challenges properly addressed

- Although it would be hard, politicians must not be appointed as heads of public sector organizations. Political party interests must be separated from the operations of public sector organizations to ensure, they run independently to focus on their core mandates
- Regular staff appraisal must be carried out to identify staff challenges and aspirations and the possible ways the organization can assist them in addressing those challenges and how to achieve their aspirations.
- Superiors must endeavor to maintain good relations with their subordinates, respect and appreciate their efforts, give credit where credit is due, and criticize constructively, irrespective of one's political ideologies



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APPENDIX 1

QUESTIONNAIRE

Institute of Distance Learning (IDL)

Kwame Nkrumah University of Science and Technology-Kumasi

Questionnaire

Target group: National Disaster Management Organization (NADMO) staff

Introduction

This seeks to investigate the practice of human relations at the public sector of Ghana

1. The information you provide will be solely for academic purposes and will be treated confidentially.
2. From your experiences working in NADMO, kindly provide responses that represent the truth in relation to the issue being studied in this research
3. Thank you very much for your time and willingness to participate in this study

Instructions:

Kindly tick the appropriate answer that applies to you in the check boxes provided. At places where spaces are provided, kindly write down your answers.

1. Age (years)

- | | |
|--------------|--------------------------|
| Less than 30 | ☐ |
| 30-39 | ☐ |

- 40-49 ☐
50 and above ☐

2. Gender

- Male ☐
Female ☐

3. What is your highest level of education?

- Secondary School ☐
Tertiary ☐

4. How long have you worked for NADMO?

5. What is your position within the organization?

6. At what rank did you start with the organization?

7. Which region and District are you stationed?

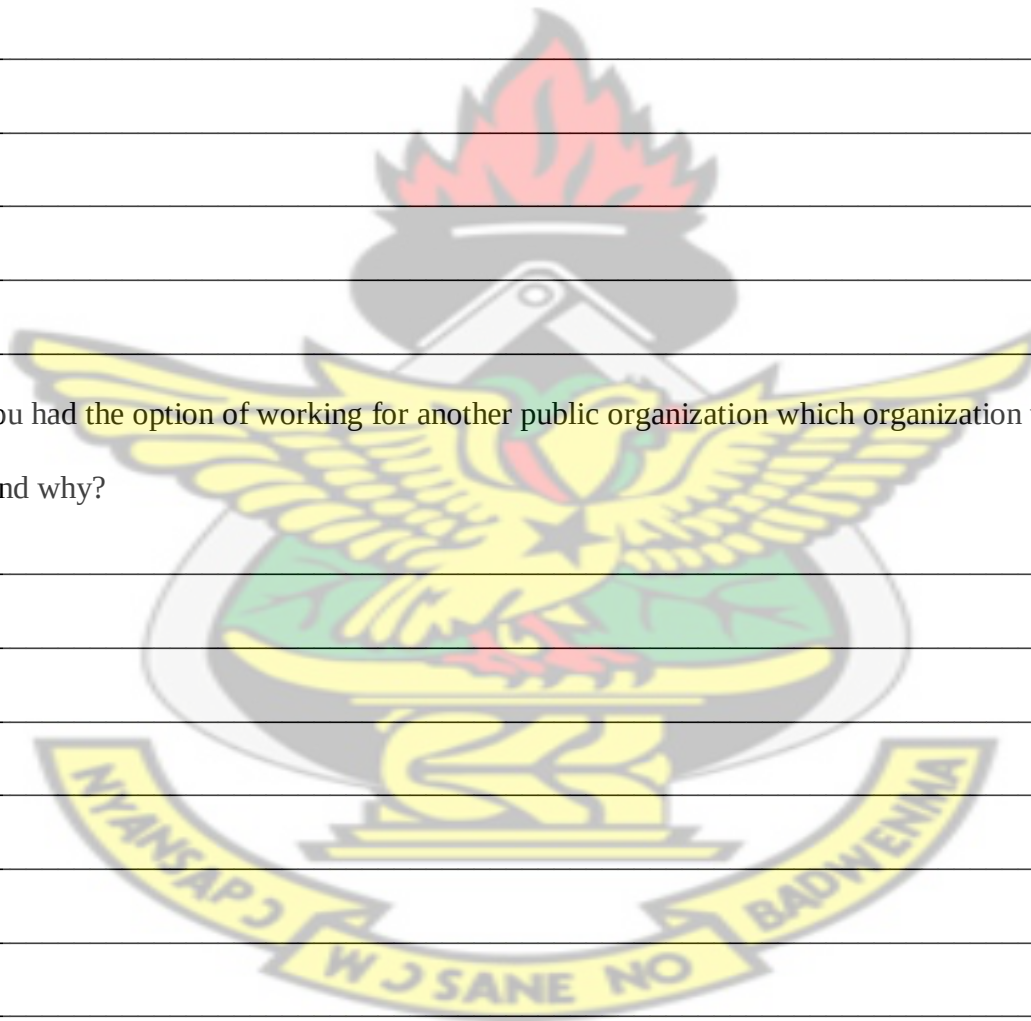
8. What is your current rank?

9. What motivates you as a worker?

10. What do you expect from your superior in terms of your interpersonal relationship with each other?

KNUST

11. If you had the option of working for another public organization which organization will you go for and why?



12. Apart from a good salary, what else will make you committed to working for an organization? Name any three (3)

13. What impact will poor human relations at the work place have on your performance? (Poor human relations here refers to lack of attention of management, to your personal and social needs)

14. What is your career objective?

KNUST

15. Where do you see yourself within the organization in the next 10years?

17. Are you currently pursuing any news skill or education?

Yes ☐

No ☐

16. How is the organization contributing to your personal/professional development?

18. If yes, in which area?

KNUST

19. Select all that applies to you on the things you cherish from your employers:

- A Respect by and good interaction with bosses
- B Policies that support personal and social needs of staff
- C Atmosphere of friendliness at work
- D Atmosphere of friendliness at work
- E Flexible time to attend to personal matters

20. Arrange your selection of the above according to importance or priority to you e.g. D, A, B,
C

21. Does NADMO offer you any of the above?

Yes ☐

No ☐

Maybe ☐

22. In what ways can the organization improve upon that?

23. On the scale of 1 to 5, rate NADMO on its human relations practices (1 Excellent, 2 Good, 3 Fair, 4 Not good, 5 Poor)

24. In your opinion what accounts for such a performance?

25. What do you recommend for the organization to do in order to improve upon, or maintain its current human relations practices?



APPENDIX 2

INTERVIEW GUIDE

1. Position and Rank?
2. How long have you served the organization?
3. How do human relations, both good and bad, between you and your subordinates affect your performance?
4. What is the nature of human relations practices at NADMO?
5. How will you rate the organizations human relations practices?
6. What are the challenges faced by the organization in its human relations practices?
7. How the organization address those challenges

