

Effect of Human Resource Management Practices on the Performance of Small and Medium Hotels of Osu Klottey Sub-Metropolitan Assembly of Greater Accra

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Abstract

The study investigated the effect of human resource Management practices on performance of Small and Medium Hotels in Osu Klottey Sub-Metropolitan Assembly of Greater Accra of Ghana. Descriptive survey design was used for the study. Stratified and simple random sampling techniques were engaged to sample 200 respondents out of a total population of 501 full time workers of the hotels. Questions were formulated to guide the study. Frequency tables and charts were used to present the responses. Person's correlation was employed to test the performance of the hotels. Major findings were that correlation coefficient for the relationship between rewards and compensations and the firms' performance was, however, negative - 0.269. Also, it was found that the relationships between the hotels' performance and the human resource management practices were statistically significant at alpha (α) = 0.05. These indicate there are slightly little but positive influence on impact of the recruitment procedures on the hotels' performances though rewards and compensations had little influence on hotels performance. It also indicates that lack of rewards and compensations demotivates employees to give off their best. Based on the findings some recommendations were made, which offers a new and improved performance.

Keywords: Reward and Compensation, Small and Medium Hotels, Firm Performance

1. Introduction

Small and Medium enterprises have therefore become an important component of the economy in developing countries like Ghana. The small and medium business sector is however, a less formally organized sector in the country and the economic environment also creates structural problems which hinder competitiveness of these firms. Small and medium firms are considered as the backbone of Ghana's economy. Hanson-Thompson (2007) posited that due to the rapid economic growth the country is caught between shedding deepening old economic practices and embracing modern practices. Debrah (2001) points out that Ghana is at a critical stage in its attempts to modernise the economy and provide employment for its people. "Consequently economic conditions have had serious repercussions on employment growth and human resource management in the country" (Hanson-Thompson 2007, p;12) Ghana, a country once characterized by political and economic instability has recently developed into one of the fastest growing economies on the African continent and is gradually developing into the financial hub of Sub Saharan Africa. It is therefore a step in the right direction to view HRM practices in the new competitive Ghanaian environment (Hanson-Thompson, 2007). Janice (2000) observes that, to remain competitive in the global marketplace, small and medium firms must do more to recruits the best and brightest and then retain them, as cited in (Agyemang-Prempeh, 2005). The hotel industry is dominated by a large number of small to medium-sized enterprises. The general approach of management shows little commitment to effective management of human resource thus defeating the popular notion that people are the most valuable asset of the business. Rather, the approach is based on treating labour as a cost with management adoption of cost minimization practices. Key features of employment in the industry are low pay, low trade union density, gendered jobs, weak internal labour markets, low skill formation, low levels of human resource management professional practices and reliance on a culture of casualisation (Kelly, 2007). The increasing attention on human resource management practices in small and medium enterprises (Small and medium hotels) is a comparatively recent phenomenon (Rauf 2007). Human resource management researchers have largely ignored the Small and medium firms. A number of researchers have also point out that human resource

management practices in small and medium hotels have not received significant attention in management research; and further stress the need for future studies on these issues (De Kok, and Uhlaner, 2001). It is against this background that human resource practices like rewards and compensation are researched, to ascertain their effect on performance of small and medium hotels of Osu Klottey Sub-Metro of the Greater Accra Region of Ghana.

1.3 Research Questions

To achieve the stated objectives, the following questions are asked and answered

1. What are rewards and compensation categories that these selected hotels have for their employees?
2. How do small and medium hotels in Osu Klottey Sub-Metro measure firm's performance?
3. What is the relationship between these selected HRM practices and firms performance?

1.4 Objectives

Based on the problem statement, this research work is to examine rewards and compensation and their effect on performance of small and medium hotels. To achieve this aim the following objectives are set.

1. Examine rewards and compensation packages that selected hotels have for their employees;
2. Examine how the hotels measure firm performance; and
3. Examine the relationship between these selected human resource management practices and performance of the hotels.

2. Research Methods

2.1 Research Design

The ability to select a suitable method for any research is very important since it is a key to determining the reliability of research findings (Banuro, 2008). For this reason, the methodology for this research was chosen to meet the requirement of a study which is capable of giving robust results. The research design used for the study was survey.

2.2 Study Location

The research was conducted to ascertain the effect of human resource management practices on performance of small and medium hotels in Osu Klottey Sub-Metro of Greater Accra Metropolis.

2.3 Population

To get the sample population, simple random sample technique was used to select forty (40) small and medium hotels from the metropolis.

2.4 Sample and Sampling Procedure

All things being equal, the population should be a good representation of what really goes on in whole organization. Total number of staff of the forty (40) hotels involved in the study was five hundred (501), out of which two hundred (200) were sampled comprising forty (40) management personnel and one hundred and sixty (160) employees. The population was randomly picked to answer questionnaires, interview schedule and conversational guide. According to Appaw-Agbola, Afenyo-Dehlor and Agbola (2011) small and medium hotels ranges from hotel A which is 3 star to hotel G which is managed by husband and wife. Qualitative and quantitative approaches are discussed below.

Table 1:
 Sample population of the hotels

Category Staff	Hotels Size	Interview	Questionnaire	Conversation	Total
Managers	Small	5	30	5	40
	Medium	5	10	5	20
Employees	Small	10	60	5	75
	Medium	10	50	5	65
Total		30	150	20	200

2.5 Data Collection Instruments

Amongst the various research instrument used in social research, the researcher employed questionnaire, interview and conversational schedule to gather data for the study. Questionnaire, interview and conversational schedule are research instruments consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The questionnaire, interview and conversational enabled the researcher obtain a substantive grasp of primary data on the study. The researcher adopted these instruments because they are cheaper to administer. However, it was time involving in developing them.

2.6 Pre-testing of Instrument

A pilot survey was conducted in order to ascertain and detect any ambiguities, questions that were not easily understood or poorly constructed and even those that were irrelevant or scary to the respondents. Frankel and Wallen (2000) supported the idea by saying that, the pre-testing of the questionnaire or interview schedule can reveal ambiguities, poorly worded questions that cannot be understood. From the responses, remarks and comments received on the pilot survey, the entire questionnaire was refined and improved upon to take care of the observed shortcomings to enhance the validity, and make the questions easier to answer and more response-friendly.

Table 2
 Reliability Statistics

Category of Staff	Cronbach's Alpha
Managers	0.851
Employees	0.763

Table 2 also shows Cronbach's Alpha values of 0.851 and 0.763 for managers and employees' questionnaires respectively. These imply that the variables measuring the characteristics of the Recruitment and selection practices above in the hotels measure them reliably well.

2.7 Data Collection procedure

The data required for the study were both primary and secondary. The data was collected through the design and administration of questionnaires, interview guide and conversational schedule analysed. Two sets of questionnaires one for a managers and four for other employees were administered by trained students of thirty (30) from the Accra Polytechnic to thirty (30) hotels. In all a maximum of four weeks (4th October – 2nd November 2012) were used for administration and retrieval of the questionnaire.

2.8 Data Analysis

The statistical package for social sciences (SPSS) was used in the analysis of the data that were collected in this research as the researcher deemed it the most appropriate given its versatility and considering the nature of the data collected. The results were presented in tables.

3. Results and Discussion

3.1 Demographic Characteristics of Respondents

A description of the general characteristics of both managers and general employees is presented in Table 3 and discussed under this section.

Table 3
 Response Rate

Category of Staff	Response		Non-response		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Managers	28	20.6	4	2.7	30	23.3
Employees	112	72.7	6	4.00	120	76.7
Total	140	93.3	15	6.7	150	100.0

Out of the 150 questionnaires (30 for managers and 120 for employee) sent to the hotels in the Osu Klottey Sub Metropolitan Assembly, 140 were returned (28 from managers' group and 112 from employees). This represents 93% response rates for both groups (Table 3) which is quite appreciable. It can be observed that most of the respondents were males. This is because about 61% of the managers as well as about 53% of the employees were males. It can also be seen that a little over half (53.3%) of the employees were between the ages of 21 and 30 years as most (about 71%) of the managers were within the 31 to 50 age brackets with most (39.3%) of them being with 31 – 40 years. This implies that the general employees of the hotels in the Osu Klottey Sub Metropolitan Assembly were quite youthful. Expectedly, as about 14% of the employees had only attained the basic level in education all the managers had gone beyond that level. Furthermore, whilst only a little over half (55.1%) of the employees had attained a tertiary level education, almost all (about 90%) of the managers had had a tertiary level experience in education. This implies that the hotels had, appreciably, skilled employees. About 63% of the managers and about 69% of the employees, of the respondents had been in their current position for between 1 and 6 years (Table 3). Also, a few of them (about 10% of the managers and about 17% of the employees) indicated that they had worked for the hotels for less than a year. This indicates that most of the respondents had not worked with the hotels for so long a time. It can be observed that before joining their present employment, as expected, most (about 67% managers and 40% employees) of the respondents were had worked in similar positions. However, a one-third of the employees had no experience before joining the hotels whilst about 15% of the managers had started from scratch. It can be observed that over three-quarters of the hotels in the Osu Klottey Sub Metropolitan Assembly were of either budget or one-star status. This is because about 80% of the managers and about 75% of the employees indicated that they worked for either budget or one-star hotels. Since the means through which the respondents became employees of the hotels, their position or designation and the category of employees of the respondents were not shared by both managers and employees, analysis on them were carried out separately and presented in Tables 4 and 5.

Table 4
 Means of becoming a Manager

Means	Frequency	Percent
Applied in response to an advert	17	56.7
Inherited it	5	16.7
Founded it	2	6.7
Appointed	3	10.0
Other	3	10.0
Total	30	100.0

It can be observed from Table 4 that most (about 57%) of the managers indicated that they got to the management position by responding to adverts through written applications. A little over a quarter (about 27%) of them indicated that they were either appointed to the position (about 10%) or inherited it from their relatives (about 17%). A very few (about 7%) of them also indicated that they established the hotels themselves. On the other hand, it can be seen from Table 4 that a little over a half (about 55%) the ordinary employees either responded to adverts by sending in their applications (about 34%) or by sending in their application personally as part of their quest of searching for jobs (about 21%). Table 6 also shows that quite a good number (about 38%)

of the ordinary employees indicated that they had their employment either through the recommendations or word of mouth of friends and existing workers (about 33%) or through family relations (about 5%). This suggests that the managements of the hotels employ their members of staff through the usual process of allowing them to go through the submission/filling of application letters for perusal.

Table 5
 Other Demographic Characteristics of Ordinary Employees

Characteristic	Categories	Frequency	Percent
Designation/ Position	Receptionists	24	24.2
	Housekeepers	23	23.2
	Account Clerks	11	11.1
	Waiter(ess)	4	4.0
	Cooks	6	6.1
	Security Officers	4	4.0
	Bar Attendants	3	3.0
	Human Resource Officers	3	3.0
	Marketing Officers	3	3.0
	Office Assistants/Clerks	3	3.0
	Others	15	15.2
	Total	99	100.0
Means of becoming an employee	Applied in response to an advert	35	34.3
	Recommendation/word of mouth by a friend/existing worker	34	33.4
	Applied by self	21	20.6
	Family member	5	4.9
	Through internship	7	6.8
	Total	102	100.0
Category of employee	Operational (Workers)	79	74.5
	Supervisory (Head of Units, etc)	27	25.5
	Total	106	100.0

3.2 Rewards and Compensation

The rewards and compensations to the employees of the hotels in Osu Klottey Sub Metropolitan Assembly based on the assessment of their performances are presented and discussed under this section. These are discussed by looking at assessment of employee performance and its frequency, means of assessing employees' performance, provision of benefits or rewards, incentives, needed safety tools and equipment to employees, and actions against consistently low-performing ones. Like victory comes at the end of a battle, rewards and compensations come at the end of some accomplishments. In view of this, the study sought to find out if the hotels assesses the performance of the employees and, if they did, how frequent do they do that. However, from the interview and conversational analysis, it can be seen from Table 12 as about 63% of the managers indicated that the frequency of the assessment of their performance depended on the type of work, a quarter (25%) as well as about 44% of the ordinary employees indicated that their hotels assessed their performance every year. The disparities in the responses of the managers and the ordinary employees tend to suggest that the hotels in the Osu Klottey Sub Metropolitan Assembly were not assessing the performances of their members of staffs regularly.

Table 6
 Frequency of Assessment of Employees' Performance

	Assessment of Performance			
	Yes			
	Managers		Employees	
Frequency of Assessment	Frequency	Percent	Frequency	Percent
Depends on the type of work	5	62.5	3	18.8
Daily	1	12.5	5	31.3
Fortnightly	0	0.0	1	6.3
Yearly	2	25.0	7	43.8
Total	8	100.0	16	100.0

The study further sought to find out the means through which the performance assessments of employees were carried out. Table 14 presents the result of the analysis. It should also be noted that Table 14 is a multiple-response contingency table in which the respondents were allowed to choose more than one response. Due to that the percentages and totals were calculated based on the total number of respondents in each employee category: 26 for managers and 82 for employees.

Table 7
 Means of Assessing Employees' Performance

Means	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Rate each employee on performance of their duties	23	88.5	66	80.5
Rate each employee on his/her daily/weekly production	0	0.0	6	7.3
Rate each employee on quality of service or quality of production	2	7.7	29	35.4
On the basis of a record of their key behaviour on the job	19	73.1	60	73.2
Compare their performance with those of other employees in similar positions	8	30.8	26	31.7
Based on a written description of their strengths and weaknesses	2	7.7	17	20.7
Based on the extent to which they have achieved their targets	6	23.1	43	52.4
Based on their own self-appraisals	5	19.2	44	53.7
Based on appraisals by their peers	12	46.2	29	35.4
Based on appraisals by their supervisors/management	20	76.9	57	69.5
Total	97	373.2	377	459.8

Percentages and totals are based on respondents. Number of managers = 26; Number of employees = 82

Table 6 reveals that about 70% and more of both the managers and the employees indicated that their performances were assessed by rating each employee on performance of their duties; keeping a record of their key behaviour on the job and based on appraisals by their supervisors or managements. Furthermore, a little over 52% of the employees indicated that the assessments of their performance were based on the extent to which they have achieved their targets (about 52%) and their own self-appraisals (about 54%). This implies that the hotels assess their employees' performances by rating each employee on performance of their duties; keeping a record of their key behaviour on the job and based on appraisals by their supervisors or managements, the extent to which they have achieved their targets and their own self-appraisals

In going further, the study sought to find out the kinds of rewards and benefits which were available to the employees. Like Table 13, it should also be noted that Table 7 is also a multiple-response contingency table in which the respondents were allowed to choose more than one response. Due to that the percentages and totals were calculated based on the total number of respondents in each employee category: 29 for managers and 84 for employees.

Table 7
 Provision of Benefits or Rewards to Employees

Benefits	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Health Care	19	65.5	43	51.2
Accident Insurance	10	34.5	21	25.0
Pay for time not worked	0	0.0	10	11.9
Unemployment compensation	0	0.0	6	7.1
Worker's compensation	9	31.0	23	27.4
Social Security	27	93.1	72	85.7
Pensions	19	65.5	21	25.0
Employee Service	8	27.6	33	39.3
Total	92	317.2	229	272.6

Percentages and totals are based on respondents. Number of respondents = 29; Number of respondents = 84

It can be seen that most of the respondents (about 93% managers and about 86% employees) indicated that their social security payments were being made. Also, a little over half of them (about 66% of the managers and about 51% of the employees) indicated that their health care needs were met by their employers.

Table 8 is also a multiple-response contingency table, like Tables 7 and 8, in which the respondents were allowed to choose more than one response and so the percentages and totals were calculated based on the total number of respondents in each employee category: 26 for managers and 78 for employees. It presents the result of the analysis on the provision of incentives to employees (members of staffs) to motivate them to give out their best.

Table 8
 Provision of Incentives to Employees

Provided incentives	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Merit pay	4	15.4	17	21.8
Piece-rate	0	0.0	2	2.6
Incentives	18	69.2	47	60.3
Bonuses	21	80.8	65	83.3
Group Incentives	3	11.5	6	7.7
Gain sharing	0	0.0	2	2.6
Profit sharing	1	3.8	6	7.7
Total	47	180	145	185.9

Percentages and totals are based on respondents. Number of managers = 26; Number of employees = 78

Table 8 reveals that most (about 81% managers and about 83% employees) of the respondents reported that they were provided bonuses as motivation. Furthermore, a little over 60% (about 69% managers and about 60% employees) of them indicated that their hotels provided them motivation by giving them diverse incentives. On

the other hand, the most of the respondents (about 61% of both managers and ordinary employees) from the interview and conversational analysis, in Table 16, reported that the hotels they work for did not provide rewards for initiatives taken by employees. A few (about 39% of both managers and ordinary employees) of them did so, though.

Table 9
 Provision of Rewards for Employees' Initiatives

Reward	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Yes	5	38.4	7	38.8
No	8	61.5	11	61.2
Total	13	100.0	18	100.0

Furthermore, Table 10 reveals that most, about 71% of the ordinary employees and about 80% of the managers, of those who reported that they received rewards for taken initiatives (in Table 9) indicated that they were rewarded with monetary bonuses and based on the kind of initiative respectively.

Table 10
 The Type of Rewards for Employees' Initiatives

Reward	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Depends on the initiative	4	80.0	1	14.3
Monetary bonus	2	40.0	5	71.4
Incentives (drinks and items)	1	20.0	2	28.6
Praise (Word of mouth)	1	20.0	3	42.9
Total	8	160.0	11	157.2

Percentages and totals are based on respondents. Number of managers = 5; Number of managers = 7

Also, quite a good number of the ordinary employees (about 43%) and an appreciable percentage of the managers (about 20%) indicated that they were praised for such initiatives. These suggest that the hotels do not reward and or compensate their members of staffs for taking initiatives; the rewards and compensations which the hotels provided to their members of staffs were their social security and healthcare with monetary bonuses and material incentives as the their incentives for motivation.

Table 11
 Action against Consistently Low-Performing Employees

Action	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Encouraged to improve performance through training	22	81.5	69	71.1
Terminate employment	3	11.1	10	10.3
Cautioned	2	7.4	8	8.2
Rebuked and asked to do it well	0	0.0	4	4.1
Others	0	0.0	6	6.2
Total	27	100.0	97	100.0

It can be seen from Table 18 about 82% of the managers and about 71% of the ordinary employees indicated that their outfit encourages them to improve performance through training. Also, about 11% of the managers and about 10% of the employees indicated that the hotels terminate the employment of the members of staffs.

3.3 Performance Measures

The measures for performance of the hotels are presented and discussed under this section. The section was discussed under the following subheadings: indicators for determining hotel's performance and reasons for using such indicators. In trying to know the economic indicators which the hotels used to determine their performance, the respondents were asked to list the indicators that they used and the result of the analysis is presented in Table 12.

Table 12
 Indicators for Determining Hotel's Performance

Means	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Occupancy rate	13	54.2	48	64.0
Increase in revenue or profit margin	10	41.7	26	34.7
Renovation and infrastructure development	3	12.5	21	28.0
Salary increment	0	0.0	12	16.0
Meeting set targets	8	33.3	0	0.0
Customer satisfaction	2	8.3	13	17.3
Total	36	150.0	120	160.0

Percentages and totals are based on respondents. Number of managers = 24; Number of employees = 75

Over 54% of the respondents (about 54% managers and about 64%) indicated they used the occupancy rate of the rooms to determine the performance of the hotels. Also, a little over one-third of them reported that they used increase in revenue or profit margin to check how well they are doing. Expectedly, as the managers (about 33%) were using their ability to meet set targets to determine the performance of the hotels, the ordinary employees (about 16%) were using increment in their salaries to do so. In view of the indicators, provided by the respondents, in Table 12 to determine the performance of the hotels, the respondents were asked to give reasons for using for such indicators but not others. The result is shown in Table 13.

Table 13
 Reasons for Using such Indicators

Reasons	Managers		Employees	
	Frequency	Percent	Frequency	Percent
Without them there will be no business	2	15.4	30	57.7
Gives you a clear indication of how the hotels are performing	11	84.6	34	65.4
Total	13	100.0	64	123.1

Percentages and totals are based on respondents. Number of managers = 13; Number of employees = 52

As part of the reasons for which the hotels used the indicators in Table 18 to determine their performance, about 85% and about 65% of the managers and the ordinary employees, respectively, indicated that those indicators gave them a clear indication than any other. This aspect of the report deals with the analysis of the relationships between these selected human resource management practices (recruitments procedures, selection processes and rewards and compensations) and performance of the hotels. In establishing how the Human Resource Management (HRM) practices relate with or influence the firms' or hotels' performance, the data was subjected to Correlation analysis and the result is presented in Table 14.

Table 14
 Correlations

		Firms' Performance	Recruitment Procedures	Selection Processes	Rewards and Compensations
Pearson Correlation	Firms' Performance	1.000	0.350	0.374	- 0.269
	Rewards and Compensations	- 0.269	0.104	0.111	1.000
Sig. (1-tailed)	Firms' Performance		0.001	0.000	0.006
	Rewards and Compensations				

Table 14 shows that the recruitment procedures and selection processes had correlation coefficient of 0.350 and 0.374 respectively. The correlation coefficient for the relationship between rewards and compensations, and the firms' performance was, however, negative, - 0.269. Also, it was found out that the relationships between the hotels' performance and the HRM practices were statistically significant at alpha (α) = 0.05. These indicate there are slightly little but positive influence or impact of the recruitment procedures and the selection processes on the hotels' performances though rewards and compensations had little but negative influence. It also indicates that lack of rewards and compensations demotivates employees to give off their best.

3.4 Other Findings

Apart from the findings the study made based on the objectives, the study further had some other findings.

Table 15
 Problems Encountered by Workers

Problems	Managers		Employees	
	Frequency	Percent	Frequency	Percent
None	1	12.5	2	25.0
Not much	7	87.5	2	25.0
Disrespectful/arrogant guests	0	0.0	5	62.5
Meager salaries	0	0.0	6	75.0
No regard for contribution into decision-making	0	0.0	6	75.0
Noise	1	12.5	4	50.0
Total	10	112.5	15	312.5

Percentages and totals are based on respondents. Number of managers = 8; Number of employees = 8

It is revealed by Table 15 that only about 13% of the managers had problems with noise in the hotel's environment whilst about 87% of them indicated that they encountered little or no problem. On the other hand, between 50% and 75% of the ordinary employees indicated that they encountered disrespectful or arrogant guests (about 63%); managements' no regards for their contribution into decision-making (about 75%) and being given meager salaries (about 75%). Notwithstanding the workers enumerating their difficulties at the workplaces in Table 15, they had some reasons for continuing to work with the hotels and their motivations are presented in Table 16.

Table 16
 Workers' Motivation for Giving out Their Best

Motivation	Manager		Employees	
	Frequency	Percent	Frequency	Percent
Monetary issues (Salaries, Tips and gifts)	3	27.3	3	18.8
Nothing/Lack of work	0	0.0	7	43.8
Relationship/Treatment	3	27.3	5	31.3
Job satisfaction (Challenge from task given)	5	45.5	0	0.0
Total	11	100.1	15	93.9

Percentages and totals are based on respondents. Number of managers = 11; Number of employees = 16

It can be observed from Table 17 that the managers were motivated to continue to work at the hotels due to the satisfaction they get after accomplishing a task (about 46%); the relationship between them and the management or owners (about 27%) and the monetary issues (about 27%). The ordinary employees on the other hand, indicated that they were still working with the hotels because of lack of work (about 44%); the relationship existing between them and management (about 31%) and the issue of the salaries, tips and gifts they receive from some guests (about 19%). This gives the indication that as the ordinary employees were still working at their various workplaces due to high unemployment rate in the country the managers were still working there due to the job satisfaction they get after being able to accomplish some task given them. The study also wanted to know the reasons on which the hotels would terminate a worker's appointment and so the respondents were asked to give the grounds on which their hotels would do so. The result of the analysis on the grounds for terminating one's appointment is presented in Table 17.

Table 17
 Grounds for Terminating Workers' Appointments

Grounds	Manager		Employees	
	Frequency	Percent	Frequency	Percent
Theft	9	81.8	15	83.3
Insubordination/Disrespectfulness	9	81.8	14	77.8
Drinking on duty	3	27.3	8	44.4
Flirting with guests in the hotel	2	18.8	6	33.3
Quarrelling or fighting	2	18.8	6	33.3
Frequent absenteeism without permission	6	54.5	5	27.8
Others	7	63.6	2	11.1
Total	38	346.6	56	311.0

Percentages and totals are based on respondents. Number of managers = 13; Number of employees = 18

Table 17 indicates that at least 78% of both managers and ordinary employees reported that a worker's appointment would be terminated if he or she got involved in insubordination or disrespectfulness (about 82% managers and 83% employees) and theft (about 82% managers and 78% employees). Drinking on duty (about 27% managers and 44% employees) and frequent absenteeism without permission (about 55% managers and 28% employees) were also found to be grounds on which the hotels terminate the appointments of their workers.

4. Summary, Conclusions and Recommendations

This final chapter presents a summary of the research activities and the conclusions which have been reached based on the findings of the study. Recommendations for policy makers, practitioners, and future research are also presented.

4.1 Summary

The summary of the findings is discussed under two headings: overview of the study and key findings.

4.2 Key Findings

Concerning rewards and compensation on performance, from the responses, before rewarding and compensating the workers their performance had to be assessed to determine deserving ones. However, on the contrary, it was found that the hotels were not assessing the performances of their workers regularly. With the provision of rewards and compensations to the workers, it was seen that the hotels did not usually reward and or compensate their workers for taking initiatives but, however, provided their workers with social security and healthcare as rewards and compensations as well as monetary bonuses and material incentives as their incentives for motivation. However, with the consistently low-performing workers, most of the respondents indicated that their outfit encouraged them to improve their performance through training whilst some management terminates the employment of such workers. With regards to performance of the hotels, it was found that the hotels were currently not doing very well since over half of the hotels used the occupancy rate of the rooms and increase in revenue to determine the performance of the hotels since they gave them clear indications than any other. Moreover, lack of rewards and compensations demotivates employees to give off their best to achieve organizational objectives.

4.3 Conclusions

On the basis of the findings from the study, it could be concluded that: the low levels of salaries demotivate employees to put up their best. The employees faced some problems from customers as compared to the managers. It was realized that whilst most of the managers encountered little or no problem, the ordinary employees encountered disrespectful or arrogant guests. Management inability to factor the employee contribution in the decision making is a serious problem. The finding revealed managements' disregard for employees contributions into decision-making and being given meager salaries

4.4 Recommendations

Following the research findings and conclusions, the following recommendations have been made as a guide to the hotels to improve their operations. The small and medium hotels should be renovated and improved upon their rating to help them attain international standards for them to earn more foreign currency. The employees' salaries should be increase from time to time to motivate them perform creditably because a good salary is another form of motivation for worker to give off their best. Management should take into consideration the contribution of the employees in the decision making to make them feel part of the decision making process of the organisation. The study did not cover large hotels in Osu Klottey and it is therefore recommended that further studies be carried on HRM practices on performance of the large hotels to find out if findings also available to the large hotels and otherwise.

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