



HUNGARIAN UNIVERSITY OF
AGRICULTURE AND LIFE SCIENCES

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**PERFORMANCE MANAGEMENT SYSTEM (PMS), EMPLOYEE ENGAGEMENT AND
PRODUCTIVITY IN HOTELS: EVIDENCE FROM AN EMERGING ECONOMY**

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1. INTRODUCTION

This segment gives the background to the study. It comprises the introduction of the topic, a statement of the problem, objectives, research questions, the hypotheses tested, the significance of the study and limitations.

Performance management system (PMS) has received a lot of attention in recent times when focusing on employee performance and development (Varma et al., 2023; Abane and Phinaitrup, 2020; Sisa, E. 2014). PMS helps in trailing and constantly measuring employee performance and enables organisations to monitor individual employees, teams and departments to ensure that they are working efficiently and effectively toward the company's strategic objective. More so now that human resource management (HRM) is considered a strategic partner, it becomes necessary in the development of employee skills for enhanced productivity (Idrus et al., 2023; Abdussamad et al., 2022; Saeidi et al., 2022; Valecha, 2022). PMS structure is designed to improve employees and organisational performance by finding performance needs, providing continuous feedback, motivating and helping employees develop their careers. It also aims to build a strong organisational culture that would help shape the attitude of employees.

Aguinis (2019) defines performance management (PM) as a “continuous process of identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic goals of the organisation.” This indicates that PM is an important instrument that could be used by organisations to upgrade the potential of employees and encourage them to work towards the achievement of the organisation’s strategic goals. As suggested by Mangipudi et al. (2019), the performance and success of every organisation are dependent on its ability to gauge and optimise the performance of its employees as a vital resource. Performance Management System (PMS) establishes an immediate link between organisational objectives and employee performance, making the employees’ impact on the organisation evident.

The primary objective of a PMS is to measure and improve individual performance which would influence the quality of delivery in an organisational as well as the overall effectiveness. It is designed to help in decision-making and development. In practice, information accrued through PMS is expected to guide policy-making processes and procedures, decision-making as well as management control systems (Ohemeng et al., 2018). Mangipudi et al. (2019) again posited that employees are the key stakeholders in any organisation therefore, policies relating to performance

management systems should focus on their development and benefits. Varma et al. (2008) indicate that many studies have shown that both PMS with its subset which is performance appraisal (PA) are fundamental duties of the human resource management function.

Otoo and Mishra (2018) state that human resources are regarded as organisation's most valuable asset that can influence its success and competitiveness, particularly, a labour-intensive service industry like hotels where employees interact with guests directly. O'riordan, (2017), argued that programmes and policies relating to managing the workforce should be compatible with the comprehensive strategy of the organisation. Previous studies have shown that strategic human resource management practices impact positively on employees' performance which advertently influences the organisation's performance (Boon et al., 2018; Collings et al., 2021; Sepahvand and Bagherzadeh, 2021). Saluy et al. (2021) indicate that productivity relates directly to performance and proposes that the level of productivity equates to the level of performance.

Studies have again revealed that most hotels in advanced countries and emerging economies practice performance management system. Some hotels in countries like Ireland, China, Indonesia, India, Ethiopia and Kenya practice (Bhatnagar et al., 2004; Chen et al., 2011; Makori, 2014; O'Donovan and Linehan, 2014; Meilani and Anugrah, 2015; Girma, 2016). However, the use of PMS in the hotel industry is very different from traditional industries. For instance, Hilton Hotel China started its performance management by allowing managers to establish a code of conduct that monitors the behaviour of employees to identify excellent and poor performance. It spells out the values of the hotel, strengthens and trains employees to appreciate the values and culture of the hotel. Through the same code, employees are also able to evaluate the effectiveness of management and managerial staff (Chen et al., 2011).

PMS originated in the US and has recorded several success stories in both advanced and developing countries. For instance, in a study by Development Dimensions International (DDI), 79% of the Chief Executive Officers (CEO) surveyed indicated that PMS deployed in their firms runs the 'cultural strategies that maximise human assets' (Aguinis, 2019). Although PMS is perceived as a tool for unearthing employee potential and achieving organisational strategic objectives, studies have shown that its implementation and practice have been based on definite characteristics relating to countrywide perspectives and culture. The cultural variations make it difficult to apply certain aspects of the concept uniformly across countries (Kichigina, 2017). Some of the contextual

elements that influence the execution of PMS in a country are culture and belief system, the role of human resource, increasing customer demands, leadership behaviour, level of technological advancement, increasing competition, change in consumer behaviour etc. (Jelínková, 2017; Rusu et al. 2016).

Based on the preceding argument, it is necessary to adopt a performance management system that would factor in the Ghanaian as well as organisational cultural systems that would suit the hospitality industry to ensure success in its implementation and practice. As recommended by Boella and Goss-Turner (2020), human resource management (HRM) in hotels must adopt and implement policies and practices that would unleash the abilities and commitments of persons and teams toward their respective jobs and enhance their performance. The hotel industry was chosen because it is an industry in the service sector where employees are always in direct contact with guests. More so, hotels in Ghana suffer high employee turnover like other countries due to low salaries and low-skilled jobs (Deri et al., 2021). HR practices that would sustain and motivate employees remain vital to this sub-sector. A study by (Boadu et al. (2014) suggest that most hotels in the Ashanti Region of Ghana practice performance appraisal. Even those who evaluated their employees did not give them feedback and the employees did not understand the whole process. In another study to evaluate performance appraisal in small and medium hotels in the Central Ayawaso Metropolitan Area of the Greater Accra Region of Ghana, with a response from sixty managers, it was revealed that most (58.7%) of the hotels appraised their employees daily through individual employee discussion. The outcome of the appraisal was used in determining training needs. It also became known that while 70% of the managers preferred to support non-performing employees, 30% would rather terminate their employment (Oduro-Nyarko, 2013). Brown (2019) referred to Performance Appraisal as “a formal process in which the performance of an individual is evaluated by the supervisor over a period of time, traditionally one year.” Another study conducted by Jain and Gautam (2014) also specifies that most organisations are less inclined to adopt PMS. They, however, practiced basic HR functions like recruitment and selection, training and development, compensation and reward. Additionally, Chowdhury (2011), who conducted a study of several local and private organisations in Bangladesh found out that most of the organisations practiced different types of PMS, and some of them were not effective in bringing any positive change in the organisational growth. All of these point to the importance of implementing a PMS that has to consider a countrywide perspective.

Hotels are likewise increasing precipitously in reaction to the growing tourist trade and the openings presented by pragmatic macroeconomic strategies. The majority of its patronage are international tourists and investors who come to Ghana for possible investments, conferences and training. In addition, the burgeoning middle-income group in Ghana is also patronising the services of these hotels (Hervie et al., 2020).

The hospitality industry comprises hotels, tourism, food and beverages (Hospitality Industry in Ghana, 2020). The Bank of Ghana (Central Bank) records this industry as the 4th highest overseas exchange earner apart from remittances, gold and cocoa in 2017. That same year, the industry added USD 2.7 billion (6.2%) to the national GDP (Oxford Business Group Economic Report, 2019). A sum of 1.3 million international travellers visited Ghana during the same year, indicating a 6% rise compared to 2016. With regards to employment, the World Travel and Tourism Council reported that tourism supported 682,000 employments, which was 5.3% of total national employment, in 2017. According to the International Finance Corporation Report (2016), hotels contribute significantly to the gross domestic product (GDP) of the country. For example, in 2014, Mövenpick Hotel, one of the biggest hotels in the country's capital, Accra, contributed a little below \$24 million to Ghana's GDP and \$2.4 million in taxes. The hotel also acts as a training hub for its numerous employees who acquire important employable skills in addition to soft skills. Hotels and restaurants in Ghana contributed USD 985.8 million to its GDP in 2019. However, this was reduced to USD 640.9 million in 2020, which may be due to the impact of the COVID-19 pandemic on the sector (Sasu, 2021). The report again revealed that hotels promoted domestic economic activities through guests' spending especially, visitors who consume goods and services beyond the hotel and contribute to other local companies and transport. Furthermore, hotels create and sustain a large number of employments, particularly auxiliary and induced jobs through procuring of goods and services. For instance, even in 2021 when the hotels were recovering from the COVID-19 pandemic shock, the subsector, contributed 525.3 thousand towards employment in Ghana (Sasu, 2022).

Due to the impact that hotels have on economies, it is expedient that hotels in Ghana adopt a performance management system to leverage employee performance with organisational culture and strategy. More so, PMS does not only assist top management to achieve strategic business objectives but also helps employees develop and grow (Aguinis, 2019).

Despite the immense contribution of the hospitality industry, it remains susceptible to the frequent rate of natural disasters and pandemics (Dube et al., 2020). The declaration of the novel coronavirus as a pandemic on March 11, 2020, by the World Health Organisation (WHO), led to the closure of airports, travel restrictions, the shutdown of restaurants, amusement parks, cinemas, casinos, hotels and its major events brought an abrupt fall in revenue and occupancy in the industry globally and the end is still unforeseeable. For instance, revenue per available room in the industry fell by over 66.2% in March and cascaded downwards to 95% in April 2020, in the European hotel industry when COVID-19 started spreading (Statista, 2020). The occupancy rates in the Middle East dropped from 73.3% (with a daily rate of US149) in January 2019 to 47.3% (with a daily rate of US121) in June 2019, which declined further year-on-year to 28% and 17% separately in 2020 (Deloitte, 2020). The impact of COVID-19 is no different in Africa. For example, in South Africa, the most hit country in Africa, 69% of businesses in the industry had to close down temporarily, 58% downsized, 50% of hotels had to reduce the wages of about half of their employees and 36% had to reduce the wages of all their employees (Rogerson & Rogerson, 2020). In Ghana, three days after the president, H.E. Nana Akufo Addo announced measures to control the spread of the coronavirus, patronage in the tourism and hospitality industry dropped to about 60%. It declined further to about 80% causing some players in the industry to fold up or shut down portions of their operations (Thams et al., 2020). Over 50% of employees were laid off in this industry and the occupancy rate was reduced to less than 30%.

According to Hospitality and Tourism International (HTI) Consulting (2017), Accra has been a major engine of growth in the African hospitality market. The hospitality market in Accra started accelerating after the discovery of oil and gas, as well as a stable political climate, an increase in foreign direct investment and economic growth experienced in the entire country. For instance, between 2010 and 2015, the sector saw an increase of nearly 1400 quality rooms in hotels compared to 545 between 2000 and 2009. With this background, it is very pertinent that hotels consider the continuous improvement of the employees' performance for competitive advantage.

The purpose of this research is to examine the types of performance appraisal tools used in the hotels, if some are practicing PMS, how it is done as well as the Ghanaian (national) and organisational cultures that would help in the effective implementation of a performance management system to improve employee engagement and productivity. To achieve the aim of this

thesis, a mixed-method approach was adopted. For the quantitative, a cross-sectional survey design was used and a descriptive philosophy was employed for the qualitative data.

The thesis is divided into six (6) chapters and various subsections. Chapter one is the Introduction. It is followed by a Literature Review in chapter two and Materials and Methods in chapter three. Discussion and Results for both quantitative analysis and qualitative findings can be found in chapter four. Chapter five contains the Conclusion and Recommendation. Finally, chapter six has the New Scientific Results and Summary of the thesis.

1.1 Problem Statement

The hospitality industry is one of the fastest-growing industries in the world. International chains of hotels are establishing their presence in many countries across the globe particularly, in emerging and developing countries (Boella & Goss-Turner, 2020). For instance, Mövenpick, Holiday Inn, Golden Tulip, Best Western Premier, Kempinski Gold Coast and Ibis Hotel have found their way into Ghana. This influences the demand for human resources and practices because these international hotels require employees whose potential and competencies can be harnessed to meet today's requirements in the tourism and hospitality industry as well as contribute to the success of the hotels. Hence, the call for effective and efficient management of human resources (Boella & Goss-Turner, 2020). Performance management system is one such HR practice that aligns employees' goals to the organisations to achieve a competitive edge.

Studies have shown that most hotels in developed, and some emerging economies have adopted PMS. Examples are Ireland, China, Indonesia, India, Ethiopia and Kenya practice PMS (Meilani & Anugrah, 2015; O'Donovan & Linehan, 2014; Chen et al., 2011; Raj & Verma, 2020; Makori, 2014; Girma, 2016). Although some developed countries such as the US and Europe have chalked successes in the implementation of PMS, their practices have been met with some challenges and failures (Kaupa & Atiku, 2020; Sisa, 2014).

PMS is a tool for unearthing employee potential and achieving organisational strategic objectives. Research shows that its implementation and practice are characterised by countrywide perspectives and culture (Plaček et al., 2020; Cho & Payne, 2016). The cultural variations make it difficult to apply certain aspects of the concept uniformly across countries (Kichigina, 2017). In a study to examine the relationship between public sector reforms and culture in Bhuta, Ugyel (2021) saw culture as a crucial element that impacts the implementation of performance management reforms

in the public sector. The study revealed two key cultural issues that affect the implementation of PMS. These are (1) agreement or opposition to change during a reformation process, and (2) the foundational challenges that go with implementing new public management-associated PMS in socialist countries because of their collective culture. The study further showed that senior officials in the civil service resisted previous reforms due to cultural changes that were not addressed in the design and implementation of the performance management reforms. Anh Vu et al (2022) stated that employee performance management is often affected by both national and organisational cultural dimensions such as collectivity/individuality, uncertainty avoidance, job or employee-oriented cultures and process or results-oriented cultures. They asserted that designing an appraisal system that would be effective across diverse cultures would be problematic. This is consistent with the statement made by Kichigina (2017) that it would be challenging to apply the same aspects of PMS across countries due to cultural differences. Anh Vu et al (2022) further posited that organisational culture like interpersonal relationships impedes performance management innovation. For instance, in both China and Vietnam, organisations where interpersonal relationship was valued, managers offered varying bonuses and promotion openings to subordinates based on the quality of relationships. It is argued that national culture has a great influence on the management of organisational cultures (Khan & Law, 2018). Malik et al. (2021) also support the fact that national culture influences organisational culture and vice versa, and both have an impact on employee performance. Their study examines the effect of human resource practices in the Indian cultural context and argues that the work culture and values of Indi-Pharmaco (a company understudy) were corroborated by an important national culture known as “A guest is equivalent to God.” The study findings suggest that this concept influenced their organisational culture and values.

In Ghana, most hotels assess their employee performance through the traditional performance appraisal system. Some of the hotels do not have proper goal setting, organisational goals are not linked to individual goals, staff are not regularly trained, and decisions are taken from the top and implemented at the bottom. Low-performing employees were either encouraged to improve upon their performance or had their appointment terminated (Boadu et al., 2014). Unlike other organisations, hotels appraise their workers regularly because of the nature of their work although the assessment is not linked to the overall objectives of the organisation. Boadu et al. (2014) again stated that most hotels did not have strategic plans that flow down to guide their activities. Their study revealed the extent to which performance appraisal was practiced in the hospitality industry

in Ghana. Although a majority of the hotels practised performance appraisal, most managers and their subordinates did not understand the system, hence, necessary feedback was missing. Moreover, rewards were not measured based on performance. Hotel employees are not well-paid, leading to regular attrition, and the situation has worsened since the inception of the COVID-19 pandemic. The challenges linked to performance appraisal were also supported by Girma (2016) in Ethiopia. “Traditional” performance appraisal includes employees’ assessments once or twice a year with no continuing effort to provide important feedback and instructions or guidance for performance improvement. Appraisal only gives a systematic description of employees’ weaknesses and strengths. Also, performance appraisal practice generally does not involve all-encompassing and constant feedback that an employee could use to enhance their performance. Moreover, employees expect professional development activities in organisations, and where there is none, some may decide to quit. Hence, modern organisations are shifting more from the narrow focus of performance appraisal to a broader, comprehensive, and total performance management system of which performance appraisal forms an integral part (Pandita & Ray, 2018).

Further, during data collection, it came to light that some of the star-rated hotels (both local and international) practiced performance management system. However, there is no literature to support this claim. More than 80% of the literature on PMS in Ghana focused on the local governance environment (Abane & Brenya, 2021; Ahenkan et al., 2018; Bawole & Ibrahim, 2017).

It is against this background that this research seeks to examine the types of performance appraisal tools used in the hotels in Ghana and how the Ghanaian culture and organisational culture would influence the implementation of an effective performance management system in hotels in Ghana. A system that would motivate and enhance management as well as increase employee engagement and productivity which would in the long run lead to a competitive edge in employee delivery and strategic objective achievement.

Further, although literature has considered the six dimensions of national culture (Hofstede, 2011) Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation and Indulgence/Restraint, given the cultural differences in Ghana, the national culture of Politeness and Hospitality has not been considered in the hotel subsector. Using foreign cultural contexts from Europe, America, Bhutan, India, or even African countries such as Kenya or Ethiopia to implement PMS in Ghana may not be successful due to cultural differences.

This study would contribute to the literature by considering the implementation of PMS in the Ghanaian cultural context of Hospitality and Politeness.

Again, many corporate culture dimensions have been considered in literature (Hardiyanti et al., 2022; Akinlabi et al., 2021; Wang et al., 2021 & Sawalha et al., 2012). They include Interpersonal Relationships, Empowerment, Competence Development, Fair Rewards, Information Sharing, Trust, Competent, Harmonious, Loyal, Adaptive, Collaborative, Creation, Adhocracy, Clan, Market, and Hierarchy cultures. However, the last four dimensions (Adhocracy, Clan, Market, Hierarchy) are well-known across the globe. Although the culture of **Hierarchy** has been extensively studied, it has not been measured under human resource management in the hotel industry in Ghana. In addition to the **national culture of Politeness and Hospitality**, this study seeks to contribute to performance management literature by looking at how the Ghanaian **corporate culture of Hierarchy and Respect for the individual, supportive and experience** would assist in its effective implementation in the hotel industry.

1.2 Objectives of the Study

The primary objective of this study is to investigate appraisal systems being practised by hotels in Ghana, if some are practicing PMS, how it is done and consider the cultural factors that would help in the effective implementation of a performance management system to improve employee engagement and productivity.

To further contribute to the knowledge and understanding of the performance management system, the following secondary objectives have been set:

1. Investigate whether national and organisational cultures directly influence the relationship between effective PMS and employee engagement and productivity in hotels in the Greater Accra Region.
2. Investigate whether national and organisational cultures directly influence the relationship between Performance appraisal and employee engagement and productivity in hotels in the Greater Accra Region.
3. Investigate whether national and organisational cultures directly influence the relationship between selected HR practices and employee engagement and productivity in hotels in the Greater Accra Region.

4. Investigate whether national and organisational cultures would mediate the relationship between effective PMS and employee engagement and productivity in hotels in the Greater Accra Region.
5. Investigate whether national and organisational cultures would mediate the relationship between performance appraisal and employee engagement and productivity in hotels in the Greater Accra Region.
6. Investigate whether national and organisational cultures would mediate the relationship between selected HR practices and employee engagement and productivity in hotels in the Greater Accra Region.
7. To investigate if there are underlying factors that influence the relationships between performance management system, employee engagement and productivity.

1.3 Research Questions

The primary research question for this study was to investigate “In what ways do performance management system relate to employee engagement and productivity?” Specifically, the study sought to answer these secondary research questions:

1. Would national and organisational cultures directly influence the relationship between effective PMS and employee engagement and productivity in hotels in the Greater Accra Region?
2. Would national and organisational cultures directly influence the relationship between performance appraisal and employee engagement and productivity in hotels in the Greater Accra Region?
3. Would national and organisational cultures directly influence the relationship between selected HR practices and employee engagement and productivity in hotels in the Greater Accra Region?
4. Would national and organisational culture mediate the relationship between effective PMS and employee engagement and productivity in the Greater Accra Region?
5. Would national and organisational culture mediate the relationship between Performance Appraisal and Employee Engagement and Productivity in the Greater Accra Region?
6. Would national and organisational culture mediate the relationship between selected HR practices and employee engagement and productivity in the Greater Accra Region?

7. To what extent do the underlying factors, if any, influence the relationships between performance management system, employee engagement and productivity?

1.4 Research Hypotheses

The research hypotheses were divided into two main items – national culture and organisational culture. Twelve hypotheses were tested for (i) Total and Direct Effects Model, and (ii) Mediation Model:

Total Effects Model for Organisational Culture

- H1: Effective Performance Management System has a positive and significant relationship with Employee Engagement and Productivity.
- H2: Performance Appraisal system has a positive and significant relationship with Employee Engagement and Productivity.
- H3: Selected HR has a positive and significant relationship with Employee Engagement and Productivity.

Total Effects Model for National Culture

- H4: Effective Performance Management System has a positive and significant relationship with Employee Engagement and Productivity.
- H5: Performance Appraisal system has a positive and significant relationship with Employee Engagement and Productivity.
- H6: Selected HR has a positive and significant relationship with Employee Engagement and Productivity.

Mediation Model for Organisational Culture

- H7: Organisational Culture mediates the relationship between Effective Performance Management and Employee Engagement and Productivity.
- H8: Organisational Culture mediates the relationship between Performance Appraisal and Employee Engagement and Productivity.
- H9: Organisational Culture mediated the relationship between Selected HR practices and Employee Engagement and Productivity

Mediation Model for National Culture

H10: National Culture mediates the relationship between Effective Performance Management and Employee Engagement and Productivity.

H11: National Culture mediates the relationship between Performance Appraisal and Employee Engagement and Productivity.

H12: National Culture mediates the relationship between Selected HR practices and Employee Engagement and Productivity.

1.5 Significance of the Study

This study contributes to knowledge and theory but also contributes to good performance management practices in the hospitality industry, which may extend to other organisations. This is because the study revealed some performance management system implementation strategies that would enhance team and individual performance and increase motivation which may ultimately result in the achievement of organisational goals and high productivity. Realistic but challenging, measurable and achievable goals are set under the PMS. National and organisational cultural elements that could help in the implementation of PMS in Ghana were unearthed.

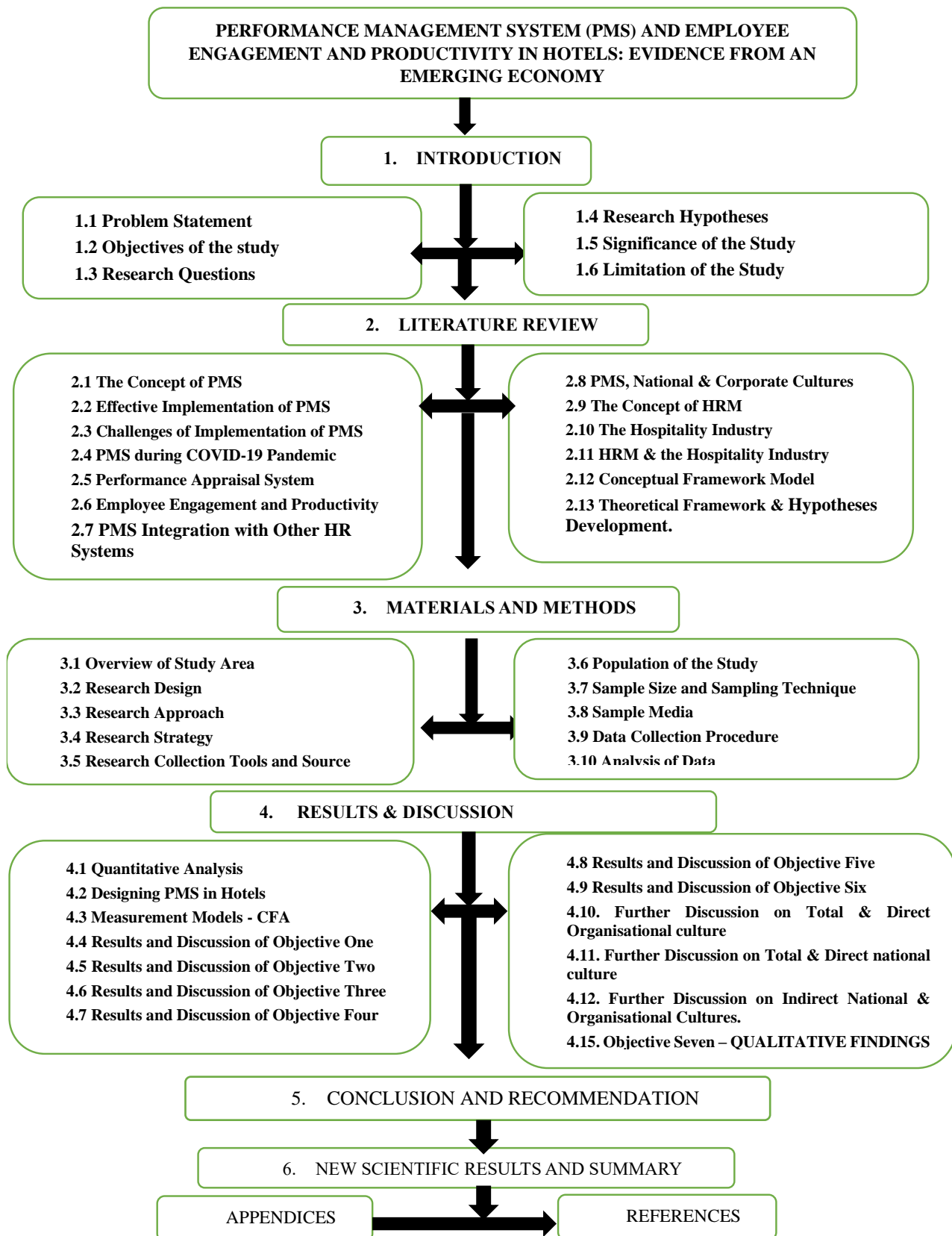
This study serves as a focal point to motivate other researchers to undertake further studies into performance management system in the tourism and hospitality industry in Ghana and across Africa as well as other industries or sectors where performance is arguably low so that more information could be obtained on performance management and its relevance in organisational effectiveness. It also gives an avenue for further studies as to how cultural perspectives could be inculcated into people management to effectively unearth the potential of the workforce.

1.6 Limitations of the Study

The dearth of sufficient literature and data on performance management system as well as culture in the hotel industry in Ghana was a limitation. Moreover, although some of the star-rated hotels (national and international) practice performance management system, enough research has not been conducted in this area.

Although analysing the hotels covered in the study into categories is expedient, the primary aim of this study did not emphasise conducting a detailed analysis of national and organisational cultures for each category. This limitation is recommended for incorporation into future studies to enhance the depth of analysis and understanding in this regard.

Figure 1. The flow chart of this Research Thesis



Source: Author's own construct

2. LITERATURE REVIEW

Introduction

This section concentrates on the reviewed literature in the area of study, delving into key concepts and theories.

Fisch & Block (2018) state that literature review forms an integral part of any research. It is the bedrock for advancing knowledge and theory. Sascha et al. (2021) also indicate that literature advances knowledge and greater insight into related fields, issues and perspectives. This section reviews literature on the thesis topic.

2.1 The Concept of Performance Management System (PMS)

Before delving into the concept of PMS, it is important to determine what performance is. Aguinis (2019) described performance as a “combination of behaviour (what an employee does, or action taken) and results (the outcomes of the employee’s behaviour)”. Both behaviour and results impact each other. Literature had shown that there is no standard definition of the word performance, various studies had defined it differently (Ghalem et al., 2016). After analysing several definitions, they concluded that performance could be defined in two simple terms, these are effectiveness and efficiency. Ghalem et al. (2016) further stated that depending on the perspective under which the term performance is used, other elements (such as economic relevance could be added to its definition. Studies have again shown that there are three diverse approaches to studying performance. They consist of individual differences approach (persona, motivation, skill and reasoning), a situational approach, which deals with moderators and barriers to performance and the regulation that guides the performance process (Houldsworth, 2015).

According to Altin et al. (2018), many attempts have been made to examine the development of performance management system in some sections of the services sector, such as financial institutions, retail and insurance. However, no significant studies have been done focusing on the performance management literature in the hospitality and tourism industry. Yasin and Gomes (2010) attributed it to the complexities linked to the unquantifiable nature of diverse services. Aguinis (2019), defines performance management as “a continuous process of identifying, measuring, developing the performance of individuals and teams and aligning their performance with the strategic goals of the organisation”. Heathfield (2020) also defines Performance management “as the process of creating a work environment in which people are enabled to

perform to the best of their abilities. Performance management is an entire work system that starts when a task is well-defined as required and concludes when a worker quits the organisation”.

According to Ferreira and Otley (2009: 264), performance management system (PMS) is defined as “the evolving formal and informal mechanisms, processes, systems, and networks used by organizations for conveying the key objectives and goals elicited by management, for assisting the strategic process and ongoing management through analysis, planning, measurement, control, rewarding, and broadly managing performance, and for supporting and facilitating organisational learning and change.”

Demartini (2014) deduced three key characteristics from this definition, and they are:

- a. Different types of processes (both formal and informal).
- b. The efficacy of strategy achievement.
- c. The PMS’ purpose, i.e., enabling the organisation to accomplish its goals, through learning and change.

PMS is frequently used across human resource management (HRM) systems and is consistent with controlling employee behaviour. performance management comprises planning work and establishing expectations, constantly examining performance, improving the ability to perform, occasionally rating performance briefly and comprehensively, and rewarding excellent performance (Broadbent & Laughlin, 2009). Gruman and Saks (2011) argued that the entire process of Performance management encompasses organisational practices, policies and design features working together resulting in employee performance. This consolidative perspective denotes a relative dispositional approach to strategic HRM that claims that the sequence of HR activities is important in accomplishing organisational goals.

Performance management handles confronting organisational challenges by identifying, assessing, and promoting employee performance with the final objective of enhancing organisational performance. It entails numerous stages of analysis and is evidently connected to strategic human resource management (HRM) and assessment of performance (Den Hartog et al., 2004). It is a vital stimulus that transmutes people’s ability into a strategic business benefit.

2.1.1 Main Features of PMS

Engagely (2018) indicates the ideal features of performance management system. These are:

- **Planning** The first step in PMS is to identify performance plans by setting clear, smart and challenging goals for employees. Goals are set at the beginning of the institutional year or quarterly. Managers meet with their subordinates and set clear targets for them. This is done from the top and cascades to the bottom. During this stage, managers plan by what means their employees should accomplish their targets and results.
- **Implementing** The next step is implementation. Managers are expected to link employee goals to those of the organisation and motivate them to achieve their assigned goals. Employees are also required to comprehend how their individual contributions would help the organisation achieve its overall goals.
- **Evaluation** There should be a culture of regular communication and actual feedback between superiors and subordinates about team goals, training and so on. This becomes possible when effective PMS is in place. Constant communication of feedback motivates employees to unearth their potential and initiatives, as well as bring out the best in them. It also helps managers to keep up with employee progress periodically and suggest ways of performance improvement without waiting till the annual performance appraisal period. Managers fill out employee appraisal forms and conduct performance appraisals during this stage.
- **Review: Performance Review and Suggestions** Ideally, appraisees are allowed to assess their performance and then subsequently, be appraised by their respective managers over a certain period. Suggestions of areas of improvement and how they are communicated to the appraisee. An effective PMS aligns every individual in the organisation with its mission and vision.

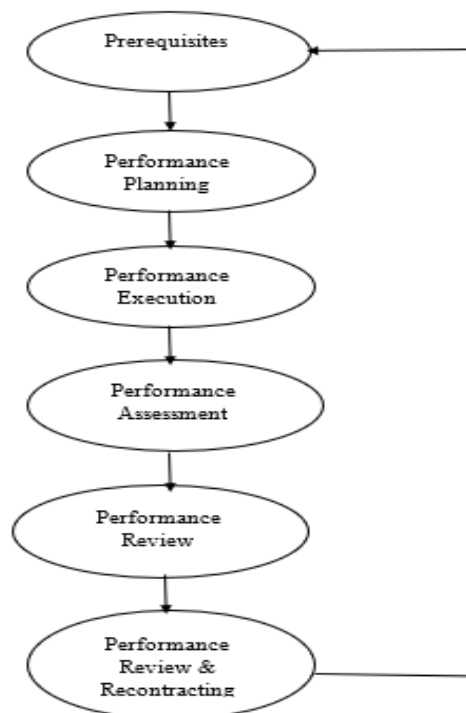
2.1.2 Performance Management Process

Studies show that the process of performance management begins with strategy development which involves the definition of vision, mission, values and determination of strategic objectives. Detailed action plans are developed to implement the goals (Bititci et al. 2016; Eckerson, 2010; Armstrong, 2009; Busi & Bitici, 2006 & Pope, 2004). Hung and Monastyrsky (2017), state that organisations aim for performance management processes is to assist employees to develop, enhance employee-manager communications, link individual and organisational goals, and support employees and teams to reach their maximum potential.

The execution of the developed actions and attainment of the objectives are observed and scrutinised (Bititci, Cocca and Ates, 2016; Busi & Bitici, 2006; Parthiban & Goh, 2011; Radnor & Barnes, 2007 and Stiffler, 2006). Regular monitoring and review of performance and strategy guarantees the achievement of expected results and is in line with organisational goals. Bititci, Cocca and Ates (2016), suggest that the reviews carried out during the PMS process should be event-based and not calendar-based. This would ensure flexibility to the alterations in the organisation's operational situation. He further stated that performance procedures must be reviewed when changes are made to strategies to maintain their relevance and alignment with the organisation's objectives. Effective and suitable means of communication would create dedication, enthusiasm and encourage suitable behaviour in employees towards the attainment of desired goals (Barnes & Radnor, 2008; Verweire & Van Den Berghe, 2004).

Aguinis (2014), also gave the following steps as the process in PMS (**Figure 2**). He mentioned (1) **two prerequisites** to PMS implementation, and these are knowledge of the organisation mission and strategic goals which gives a sense of direction and purpose. The second is to understand the job in question through job analysis.

Figure 2: Performance Management Process.



Source: Aguinis (2014)

During the (2) **planning phase**, employees are oriented to get a detailed understanding of PMS. At the beginning of the PMS cycle, managers and subordinates meet to review and agree on performance expectations and how they should be carried out. Performance planning involves discussions of results, behaviour and development plans.

The (3) **performance execution phase**: has some important elements that must be present. These are:

- a. **Commitment to goal achievement:** Employee must be committed to the goals that were set. This could be achieved if employees play an effective role in the process of goal setting.
- b. **Ongoing performance feedback and coaching:** Employees should seek regular feedback and coaching from their managers where necessary.
- c. **Communication with supervisor:** Supervisors may be busy with numerous commitments, and so the onus is on the employee to freely and frequently communicate with the supervisor.
- d. **Collecting and sharing performance data:** The employee should feed the manager with regular updates on accomplished targets, in connection with behaviours and outcomes.
- e. **Preparing for performance reviews:** The employee is expected to engage in a continuing and pragmatic self-assessment to allow for ongoing curative action if required. The effectiveness of the self-assessment process could be improved by collecting unofficial performance data from colleagues and clients (both internal and external).

Referring to the aforementioned, it can be seen that the employee has key responsibilities for his/her performance. However, the supervisor also has a role to play particularly when it comes to monitoring performance. Below are some of the major responsibilities of the supervisor:

- a. **Observation and documentation:** Supervisors have the responsibility to monitor and record performance daily. It is crucial to maintain a file of both good and poor performance.
- b. **Updates:** Supervisors must update and revise original goals, standards, important accountabilities and in the area of competency as the organisational goals are modified.
- c. **Feedback:** Supervisors would have to provide their subordinates with regular feedback on development toward targets and coaching to enhance performance.
- d. **Resources:** Supervisors should give employees the means and chances to participate in skills enhancement events. Consequently, they should promote (and sponsor) involvement

in training, classes, and special assignments. Generally, supervisors have the duty to provide the necessary logistics and funding for employees to perform their jobs unhindered.

- e. **Reinforcement:** Supervisors should reinforce effective behaviours and progress toward goals by acknowledging exceptional performance. Equally, feedback on negative performance and solutions should be provided. Performance challenges must be detected on time, and proper steps must be taken immediately after the problem is uncovered.

(4) **Performance Assessment:** The manager and the subordinate should evaluate the latter's performance. Employee participation in the process raises employee ownership and dedication to the system. Additionally, it offers critical information to be considered during the performance review.

(5) **Performance Review:** The performance review phase comprises a discussion between the employee (appraisee) and the supervisor (appraiser) to review their assessments. This meeting is typically known as the appraisal discussion or meeting. It is a very crucial discussion because it offers an authorised environment where the employee receives feedback on his or her performance. Despite its significance in performance management, the appraisal meeting is often viewed as the "Achilles' heel of the whole process." As a result, numerous managers are not comfortable giving performance feedback, mostly when the employee has underperformed. This high level of discomfort, which often turns into angst and the evasion of the appraisal interview, could be alleviated through training those responsible for providing feedback.

(6) **Performance Renewal and Recontracting:** According to Aguinis (2014), the last phase in the performance process is renewal and recontracting. This is the same as the performance planning component. The key difference is that the renewal and recontracting stage utilises the perceptions and data obtained from the other phases. For example, some of the objectives may have been set unreasonably high given an unanticipated economic downturn. This would result in setting less elaborate goals for the upcoming review period.

The performance management process is a cycle. After the Performance Renewal and Recontracting phase, the process begins again. Because of changes in markets, customers' preferences and needs, and changes in products, continuous monitoring of the prerequisites is

important to ensure that performance planning and all the ensuing phases are in accordance with the organisation's strategic goals (Aguinis, 2014).

Figure 3. Keywords in the PMS Process



(Source: Author's own Compilation)

2.1.3 Objective of Performance Management

Hans-Peter (2014) stated that PMS is an important tool used by high performing organisations to effectively manage and develop their employees. It helps in the improvement of organisational practices, proper monitoring and motivation of employees, determination of training needs and development of employees. McMahon (2013) also indicates that PMS enhances employee performance and increases their motivation toward the desired direction emanating from interactions between managers and their subordinates.

Hans-Peter (2014) emphasised that although the main purposes of PMS are decision-making and employee development, both objectives cannot be implemented together since one may be given more support than the other. He reiterated that when a PMS is employed for decision-making, the information gathered from the evaluation is used as a foundation for salary raises, promotions, reassignments, tasks and responsibilities, reductions in force, or other administrative HR actions. Managers make reward decisions based on performance ratings. On the other hand, when a performance management system is utilised for development, the evaluation report is used to guide the training, job experiences, mentoring and other developmental activities that employees would undertake to improve their competencies.

2.2 Effective Implementation of PMS

Whitford and Coetsee (2006), gave the following criteria for effective PMS:

- Employee and team goals should be aligned with the organisations. This is done by communicating organisational strategy and measurable goals at all levels to employees and teams.
- Employees should be informed of what must be done and how it should be done. Behavioural competencies are necessary when transmitting expected performance.
- PMS should be connected to HR planning, training and development, reward and compensational activities (HR processes and systems) as well as linked to organisational goals.
- Both managers and employees should own and take responsibility for PMS. It empowers employees to become more involved in their jobs. Hence, moving away from the directive approach to the supportive approach (taking instructions to take initiatives - the value of participation and empowerment which underlines PM philosophy).
- Line managers know the nuances and complexities of their respective units, they take and offer feedback to their subordinates. Training for the line managers is therefore imperative for the success of PMS. Furthermore, training would improve the performance appraisal and enhance the objectivity of the entire process. It equips supervisors with the skills to provide constructive feedback. On the part of the employees, training would help them in planning, target setting, development and appreciating the entire process.
- To attain continuous improvement, there is a need for constant revision, transformation and development of the PMS. Therefore, it must be adaptable to satisfy the evolving requirements of the hotel industry. This, according to Whitford and Coetsee (2006), could be achieved through a system that encourages and empowers employees.

Furthermore, an efficient performance management system must be able to incorporate organisational, departmental and individual assessment methods. Cooper (2005) is of the view that incorporation can be accomplished if performance targets and performance definitions at all operational levels are agreed upon in the organisation. Moreover, PMS should motivate employees in an organisation to anticipate how their individual targets and evaluation measures can be linked with organisational viewpoint. Manville and Greatbanks (2013) highlighted that if performance measurement systems are not able to meet the expectation and facilitate decision-making, it ends up as a fruitless and worthless exercise. Preferably, PMS should be feasible to give a complete

performance appraisal drawn on employee or departmental numbers involved in the organisation. This would assist in future decision-making and planning. Well-implemented and established performance measurement frameworks help an organisation to enjoy perpendicular and parallel practical cooperation to attain organisational distinction (Longo & Cristofoli, 2007).

2.3 Challenges with the Implementation of PMS

In a study to identify the challenges confronting the implementation of PMS, Seotlela and Miruka (2014), indicate that inadequately constructed and executed PMS would generate a negative outcome. They gave the following as some of the problems associated with the implementation of PMS: Lack of commitment from leadership, employee resistance to change, the ability to connect job description to performance management, and the ability to keep the system active since according to them, studies had shown that 44% of 218 businesses with PMS had altered the systems within two years and 29% were in the process of doing same.

Ohemeng (2009), also argued that culture, institutional disintegration, and lack of well-established structures for training, rewards and punishments are some of the key factors that drawback effective PMS.

According to Pulakos and O'Leary (2011), effective implementation of PMS has been frustrating irrespective of the fact that several studies and practices had generated techniques, tools, and procedures for its successful implementation. In addition, Pulakos and O'Leary (2011), mentioned that further studies have shown that employees' negative mindset about PMS, leniency in employee evaluations, system failure to give valuable feedback and setting clear expectations have been some of the challenges in implementing PMS.

Mucha (2011), in his study, indicates that poor outcomes of performance measures may have negative implications on assigned jobs. Moreover, PMS could be considered as intricate and laborious demanding huge effort, and given resource constraints, less use of information collated during the entire process could be regarded as a waste of time. These challenges must be considered when designing PMS for hotels in the Greater Accra Region.

2.4 Performance Management System During COVID-19 Pandemic

The labour market worldwide has been severely impacted by the COVID-19 pandemic which has brought some challenges to human resource management in organisations across the world. Companies were compelled to disrupt and cut back on their operations due to the impact and measures taken by governments to curb the spread of the virus. It led to the loss of revenues hence, many had to either slash salaries or lay off workers in order to cut costs (OECD, 2020). Most employees were as a result obliged to work remotely, communication often became impersonal and performance reviews were affected particularly during the lockdown in many countries. Human resource departments and managers were faced with the new challenge of managing teleworking employees and the application of appropriate information and communication technology (ICT). There are still difficulties managing employee performance even as the rate of infection has dropped significantly (Fernandes et al. 2023). Aguinis and Burgi-Tian (2021) affirmed this by specifically indicating that the embargo on employment and reduction in salaries, cancellation of bonuses, changes in the job routine, increase in work-related stress and fatigue during the COVID-19 pandemic have made it problematic for organisations to execute the state-of-science PMS. Organisations rather focused on annual performance assessments with a minute effort to furnish their subordinates with the continuous requisite feedback and coaching. Further, they suggested that the inability to align employee performance to business strategic objectives, the concentration of HR functions and the absence of significant contribution deduced from performance appraisals and review practices have led to firms delaying or suspending performance appraisals.

Parisi, et al. (2022) suggested the application of a continuous performance management system as a framework to nurture and retain skilled employees. In a study to identify an innovative approach to performance management and employee engagement, using an industries research approach, Risley (2020) argued that tackling the challenges posed by the COVID-19 pandemic requires flexibility, agility and smart thinking. He stated further that adopting evidence-based systems and developing positive behaviours were crucial to creating and retaining these systems. Hybrid and remote working have to be fused into the previous full-time office work. It is imperative to train employees to be able to adjust to the “new normal” and improve upon it.

Furthermore, Rahman et al. (2020) assessed the effectiveness of the performance of human resource management with the use of ICT as well as keeping social distancing during the coronavirus pandemic and found that applying ICT to their daily tasks ensured efficacy in their

performance. Hence, there is the suggestion for HR practitioners to embrace ICT as a tool to modify their functions during these trying times. Aguinis & Burgi-Tian (2021) recommended the following to assist companies to modify and enhance PMS during and after the COVID-19 pandemic: ‘(1) measure results as well as behaviour’, ‘(2) measure adaptive performance’, ‘(3) conduct retention interviews for top performers’, ‘(4) apply a multisource PMS’, ‘(5) compile and utilise performance promoters scores.’ Narayanamurthy & Tortorella (2021) in a study to investigate the effects of the COVID-19 pandemic on employee performance outcomes as well as the ‘moderating role’ of technologies in the fourth industrial revolution (I4.0). Their findings showed that work-related changes caused by the pandemic influenced employee performance. However, the moderating role of I4.0 technologies improved their performance. They stated that the level of moderating differs depending on the job repercussions and performance measurement under study.

2.5 Performance Appraisal System (PAS)

Asare-Bediako (2013), states that the foundation of an effective PMS is the creation of clear-cut targets, allowing both employees and their supervisors to compare performance against targets periodically. The assessment of employee performance against standards set is what is known as performance appraisal, and it is usually done at the end of the PMS cycle (the end of the institutional year). Performance Appraisal System (PAS) is fundamental to human resource management and development in an organisation. It is a tool used to assess the performance of employees using the job description and other assigned duties vis-à-vis the established rating. Performance appraisal and human resource management are the two components of a performance management system (Sisa, 2014). According to Leonard (2019), it is crucial for managers to assess the performance of their employees through objective metrics. It would allow them to distinguish basic HRM issues from operational problems. The assessment process could help the organisation to utilise the potential and skills of employees by providing indicators pertaining to an employee’s future in the organisation. It is also a strategic management tool for employee improvement as an organisation grows (Tziner & Rabenu, 2018).

Evaluation of employee performance has been in existence since ancient China and the attempt to determine merit rating could be traced back to the 19th Century (Denisi & Murphy, 2017). The prime objective of PAS is to promote human growth as well as meet the organisational goals and

development of every employee irrespective of the level in the organisation. PAS gives employees a clearer perception of their status, tasks and obligations towards the organisation (Barimah, 2019). PAS usually happens annually between an appraisee (subordinate) and appraiser (manager/supervisor), guided by a set of standards. Information collected serves as the bases for management to execute both administrative and developmental decisions like recruitment, selection, placement, transfers, promotions, rewards, training as well as development and termination. This information was asserted by Lin and Kellough (2019), who state that performance appraisal ratings could help an organisation to take decisions with respect to transfers, promotion, termination or dismissal, training, retention as well as reinstatement. It is also consistent with the study of Azwir and Kalinggo (2019) when they suggested that performance assessment could be used in taking decisions relating to human resource development. Lin and Kellough (2019) added that although performance appraisal is a means to improve employee motivation, cardinal to strategies for performance management and achievement of organisational goals, the appraisal process was beset with faulty standards, overstated scores and a lack of cooperation. Azwir and Kalinggo (2019) found the challenges with the system to be the non-standardised criterion, bias and discrepancies in the review method. Further, in a study to ascertain employees' perception of PAS at Tehran University of Medical Sciences, although the institution was ready to embrace the system, it was discovered that the PAS was ineffectual, lacked proper performance measurement tools, could not assess employees' performance as well as had other operational shortfalls (Homauni et al., 2021). Susanto et al. (2021) also discovered that performance evaluation and motivation did not influence employee performance. However, in a study to determine if performance assessment has an effect on employee performance at a bank in Indonesia, using quantitative analysis, Hayati and Sari (2019), showed a positive and significant impact between performance appraisal and employee performance with a value count of $50.352 > t \text{ table } 2.101$, and $\text{sig. } 0,000 < 0,05$. The result is in accordance with the study of Ushakov (2021), who wanted to ascertain the link between performance appraisal satisfaction and employee performance with fairness being the facilitator. It was found that equity is achieved by the implementation of performance appraisal satisfaction, which could lead to an increase in employee productivity. In another study to examine the influence of performance assessment on the commitment of bank employees in India, Singh and Rana (2015) concluded that satisfactory performance evaluation in addition to performance-based pay systems could result in employees' commitment to the organisation. There is therefore a call for a shift from the comparatively narrow traditional

performance appraisal to a broader area of the performance management system (Tziner & Rabenu, 2018; Asare-Bediako, 2013).

2.6 Employee Engagement and Productivity

Employees are the most critical assets for every organisation. Employees form an integral part of an organisation to reach its success and productivity levels (Olasanmi et al., 2021). They are the most important tools through which organisational objectives are met. The world has become a global village, so companies are compelled to increase their competitiveness. Organisations have to harness their human, financial, material and other resources to achieve this. Anitha (2014) posited that human resource is the most valuable asset for every organisation since they cannot be easily replicated and are useful in achieving a competitive edge. Employee engagement is therefore very important and critical, more so in a service-oriented sector like the hotel industry.

Employee engagement is one of the significant issues in management that both practitioners and researchers often discuss due to its link with employee well-being, performance, conduct and attitude. It is broad and encompasses all aspects of task performance (Saks, 2022). According to Sun and Bunchapattanasakda (2019), well-engaged employees are enthusiastic and effectively linked with their jobs and consider themselves as being fully acquainted with their work. This is consistent with Saks (2022) who argued that good human resource management practices improve employee engagement, impacting positively their attitude and behaviour leading to employees investing their time, potential, and skills into their job performance for the betterment of the organisation. In a study to explore the connection between internal branding and employee engagement in pursuit of precursory reasons why health workers deemed employee engagement to be crucial when it comes to internal branding. The study found eight pre-existing reasons, which include HR practices, organisational culture, working conditions, physical environment, status and values, training as well as communication (Suomi et al. 2021). Turner (2020) similarly confirmed that engaged employees have a sense of belonging with their organisations, would go the extra mile to achieve their set targets and support to project a positive corporate image. The turnover rate of employees who are well-connected to their organisation is significantly low. They have higher productivity levels, strong client satisfaction and creativity, resilience to change and are proactive. Barinua and Deinma (2022) argued that employee engagement could be seen as a mindset, emotional and demeanor. Engaged employees are loyal, reliable and perform at a remarkably high standard, which increases the productivity of the company. Motyka (2018) describes employee

engagement as being constructive, rewarding, and occupational mentality typified by enthusiasm and commitment. Myrden and Kelloway (2015) also define employee engagement as “represents an employee’s enthusiasm, passion and commitment to their work and to the organisation, the willingness to invest themselves and expand their discretionary effort to help the employer succeed.” All these definitions and assertions point to the fact that for PMS to succeed, hoteliers must focus on motivating and improving employee engagement since it is one of the major factors that could drive organisational performance and employee productivity.

Saluy et al. (2021) define productivity as ‘the number of products divided by the company's organisational input’. Hanaysha (2016) states that productivity is the amount of output gained from an employee in a timeframe. Employee productivity is the capacity of an employee to accomplish a given task which is closely related to job quality, performance and timeliness (Kaur, 2016). Mohammed et al. (2022) posited that an employee’s productivity could be used to the maximum when the human resource is supported by environmental factors such as a reward system, workplace safety, necessary operational tools and a conducive environment. As well as organisational capital which includes corporate infrastructure, information technology, organisational policies and procedures, organisational culture and structure, information and communication. These elements help in increasing the productivity of employees. Further, the human talent in an organisation consists of skills, knowledge, capabilities and competencies which impact productivity and are a requisite for organisational success. Tunio et al. (2021) affirmed that employee productivity is the engine of growth in an organisation. The right attitude to work and productivity leads to an increase in revenue. These statements are consistent with Singh (2019), who stated that employees are the most important assets in an organisation and their optimum utilisation is the target of every business. High-productive employees are believed to have a good track record when it comes to meeting targets and responsibilities (Virgiawan et al. 2021). In a study to find out if employee work, training and teamwork have a positive impact on employee productivity, it was found that all three elements have a positive influence on employee productivity (Hanaysha, 2016). The study concluded that human capital strategies are needed to improve employee productivity and the success of the organisation. This affirms the importance and the need for the implementation of a performance management system in hotels in Ghana to help revamp the ailing industry.

2.7 PMS integration with other HR Systems

Hans-Peter (2014) recommended that before an organisation decides to establish a performance management system, there should be HRM practices to support the entire process. PMS must be aligned with the HR system for it to succeed. This is because, for instance, the values of the organisation underpinning PMS should be identical to those used for HR functions such as recruitment, staffing, training and development. Hans-Peter (2014) argues that it guarantees that new employees are recruited, trained and assessed based on consistent crucial work requirements as well as conveying a clear message, both inside and outside the organisation about its standards and culture. He reiterated that results from PMS usually support other HR processes and therefore it is necessary for organisations to have a mutual value framework or competency profiles fundamental to all the HR processes.

Brudan (2010) further suggested an integrated strategy to link all the levels of management together during the implementation of PMS to enhance its knowledge and use both in practice and research. In a study to determine the effect of HRM practices on employee outcomes in both public and private banks in Indonesia, the results showed that there is a significant impact of HRM practices and employee outcomes (Onsardi et al., 2021). Siraj et al. (2022) affirmed this when they mentioned that managers had to employ well-designed HR practices in their administrative operations to influence employee job performance. Patel et al. (2020) reiterated that to integrate the fundamental components of PMS into HR subsystems, HR Specialists play a critical role in ensuring their effectiveness and success. They further mentioned some of the HR functions connected to PMS as performance appraisal, reward and compensation, training and development, succession planning and employee retention. In a study that analysed the reasons why PMS in the public sector of developing countries was beset with challenges, Ohemeng (2021) admitted that the key impediment to the implementation was the poor combination of the various facets of performance management into a consistent system. It is necessary to note that there is no literature on the integration of the HR system and PMS in the hotel subsector in Ghana.

2.8 Performance Management, National and Corporate Cultures

Globalisation has resulted in many international businesses accessing new markets, functioning in different cultures, and collaborating with locals in many countries (Jwijati et al., 2022). The

hospitality industry is gradually becoming globalised, expanding intercultural networks between customers and industry workers (Liu et al. 2022). Hofstede (2001) suggested that certain aspects of national culture could be connected to organisational culture and the fact that national culture forms an integral part of the cultural environment of an organisation, has some influence on the organisational culture. Jwijati et al. (2022) argued that national values, norms, and belief systems percolate through the organisational culture through societal practices and principles. In Ghana's hospitality industry, for instance, several international hotels such as Ibis Styles, Marriot, Kempiski Goldcoast, Mövenpick Ambassador, Holiday Inn, Novotel etc. have been operating. For these reasons, many studies have recommended that both national and organisational culture should be considered when designing and implementing PMS (Moussa et al. 2022; Anh Vu et al. 2022; Plaček et al., 2020 and Aguinis, 2019).

Khan & Law (2018) see culture as the values shared by individuals, groups or society in a particular jurisdiction or nation. "Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others"(Hofstede, 2011). The Global Leadership & Organisational Behavior Effectiveness (GLOBE) defines culture as "shared motives, values, beliefs, identities and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations".

Khan & Law (2018) further identified national culture as "a set of historically evolved, learned and shared values, attitudes and means. The term nation refers to culture, social, economic and political institutions that influence how organisations are managed in different environments."

Udin (2019) defines national culture as beliefs, values and attitudes that differentiate a group from other groups. The values and beliefs establish and forbid certain dispositions of the people in the country. These definitions imply that culture, as well as national culture, distinguishes a set of people by their belief system, behaviour, norms, principles and practices from one country to another. These beliefs, norms, and principles turn to influence the attitudes and behaviours exhibited in society as well as in organisations.

"Organisational culture is defined as the shared beliefs, values, and norms among people who work in a specific organisation and is considered as one of the essential internal components" (Almaamari & Alaswad, 2021). Singh (2019) opined that corporate culture comprises useful values and rules that promote a healthy workplace environment. Further, such values motivate employees to perform and enhance their productivity. Cho and Payne (2016) argued that HR processes and

procedures may not necessarily function the same in diverse cultures. For instance, human resource management practiced in Europe may not be appropriate in the US, because the former has high regulatory demands. This argument holds for other parts of the world. Further studies are therefore needed to understand performance evaluation across the national cultural framework.

Singh (2019) reiterated that the achievements of employees and an organisation as a whole rely heavily on organisational culture. The study recommended further research in the United Arab Emirates to analyse the impact of organisational culture on employee productivity since it is an international commercial center.

Studies have confirmed that national culture has an enormous impact on corporate culture in many aspects. Some areas of influence include human resource management practices, decision-making, management techniques, communication, organisational strategy, motivation, etc. (Szydło & Grześ-Bukłaho, 2020; Owusu Ansah & Louw, 2019; Khan & Law, 2018). This assertion is supported by Anh Vu et al. (2022) who mentioned that corporate culture is established from various elements such as experiences in the work environment, leadership style and qualities including national culture.

In a study to ascertain the impact of organisational culture on employee engagement and performance, Hardiyanti et al (2022) found a positive and significant effect of corporate culture on both employee performance and employee engagement. This result aligns with the study of Virgiawan et al. (2021), who sought to identify problems at the Ministry of Public Works and Public Housing in Indonesia, using variables such as corporate culture, motivation, transformational leadership and employee performance, it was revealed that corporate culture had a positive and significant impact on the Ministry particularly, in the area of time management at work. This argument was further affirmed in the study of Hartnell et al. (2016) when they mentioned that corporate values influence employee performance to attain expected results and organisational goals. Ehtesham et al. (2011) also argued that an average employee could perform exceptionally in a strong and positive cultural environment while a weak and negative culture may discourage an excellent employee from underperforming. Hence organisational culture plays a direct and active role in performance management. Singh (2019), however, emphasised that although corporate culture impacts positively on employee performance and the organisation as a whole, there must be changes in the organisation to support its culture.

In a study to show the analytical effect of performance management instruments on the public sector in the Czech Republic, Plaček et al. (2020) confirmed that certain techniques and processes (for example, lack of funds and performance information are not added to daily operational decision making due to incompleteness of PM instruments, etc.) work differently in developing nations compared to developed countries. Hence, PMS practiced in advanced countries may not be applicable in emerging economies. This was affirmed by Ugyel (2021) when posited that several nations had shown that performance management system relating to the new public management reforms has not yielded a positive outcome in countries with a national culture of collectivism. In an attempt to decipher the impact of national and corporate subcultures on performance management outcomes of local governments in Ghana, Abane and Phinaitrup (2020) revealed that both national and organisational norms have positive effects on performance management. They, however, suggested that there was a lack of evidence on whether the implementation of performance management has had an influence on performance and whether is linked with productivity. The limited information was attributed to some contextual elements like top management support, organisational capability, national and organisational culture. Abane and Phinaitrup (2020) reiterated that the success of PMS would depend on how effectively these contextual factors which include national and organisational culture would be planned and implemented in the PMS process. This assertion was affirmed by Jones and Bouckaert (2017). They indicated that using performance management as a tool for change has given varied outcomes in diverse situations. Jones and Bouckaert (2017) emphasised that elements such as leadership, organisational values, culture, etc. play a role in the implementation process. Aguinis (2019) suggested that local context is necessary when designing PMS. Cultural values are key considerations in establishing a person's social comportment (Guo et al. 2018).

2.9 The Concept of Human Resource Management (HRM)

As mentioned earlier, HRM is one of the two main structures of PMS and PMS has to be integrated into other HR practices in an organisation to ensure its effectiveness. PMS is part of HRM.

Boella and Goss-Turner (2019) picked their definition of HRM from John Storey which states that HRM is “A distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques”. Ahammad (2017) defines HRM as “the process of recruitment, selection of employees, providing proper orientation and induction,

providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees' safety, welfare and health by complying with labour laws of concern state or country”.

Armstrong and Taylor (2020) also saw HRM as a philosophy of management of the workforce supported by theories of individual and organisations behaviour. Heathfield (2021) sees HRM as an “organisational function that deals with issues related to people such as compensation, hiring, performance management, organisation development, safety, wellness, benefits, employee motivation, communication, administration, and training.”

Wilkinson and Johnstone, (2016); Boella and Goss-Turner (2019) deduced the following from John Storey's definition of HRM:

- HRM is an approach that clearly pursues a ‘competitive edge’.
- HR policies are progressively incorporated into business strategies.
- HRM emphasises the significance of suitable corporate culture or individual commitment and affinity of goals and values of both the employee and the organisation.
- The stress on culture, structure and personnel technique mutually gives importance to HRM policies and practices. These elements influence employee behaviour, workplace ‘ritual’ to communication and reward system.
- HRM has an operational aspect.
- All of the above cover styles of people management. They are performed by the HR department or unit, line managers and supervisors, as a vital component of their everyday operational management of employees.

Wilkinson and Johnstone (2016) emphasised that HRM has become the primary term used for the theory and practices of people management in the workplace. The phrase HRM was first used in the United States of America and extended to the United Kingdom and other countries across the globe getting to the end of the twentieth century. Initially, other terms were used which, in differing levels, generally relate. These comprise personnel management, personnel administration, people management, employee relations and employee management.

Many studies were conducted in this area and most studies connected HRM with elements very important to the business environment, particularly, its success. HRM was incorporated with business strategy, business performance, high-performance work systems, organisational culture and workplace relations (Boella and Goss-Turner, 2019). The term HRM became more prominent when organisations started regarding their employees as assets in the twenty-first century due to the rise in workforce agility and cooperation. The term human capital was sometimes used in place of human resource (Obedgiu, 2017).

The last thirty years have seen HRM increasingly penetrating the language and discussion of daily business operations around the globe. Employees alluded to their HR department when employment issues had to be solved. Job positions have been similarly revamped to indicate the contemporary phenomenon of HRM (Boella & Goss-Turner, 2019).

For about two decades ago, HRM as a strategy has been shifting towards sustainable HRM. According to Macke & Genari (2019) the discussion on the significance of sustainable HRM started in Switzerland, Australia and Germany. And is considered to have several dimensions which include environmental, social, economic and the wellbeing of HR. Sustainable HRM practices facilitate the accomplishment of organisational ecological, social and financial goals with external and internal stakeholders (Mohiuddin et al. 2022). Kramar (2014) indicates that sustainable HRM is a tactic that aims at connecting HRM to sustainability (sustainable development goals).

In a study to examine and hypothesise employee flexibility, work engagement, employee performance and sustainable HRM practices, using a Chinese perspective to support their theoretical ideal. The outcome revealed that sustainable HRM has a positive impact on employee flexibility which led to high employee work engagement. Employee flexibility also has an implicit effect on employee performance through work engagement (Lu et al. 2022).

2.9.1 Functions of Human Resource Management

Armstrong (2020) indicates that HR functions are connected to managing and developing people in organisations. The HR department plays the role of developing and executing HR strategies, policies and people management activities including organisation development, human resource planning, talent management, knowledge management, recruitment and selection, learning and

development, reward management, employee relations, health and safety, welfare, HR administration, fulfillment of statutory requirements, equal opportunity and diversity issues, and any other issues connected to an employment relationship.

Ahammad (2017), also stated that the main role of HRM is to balance the organisation's people and processes to best achieve its goals and strategies. HR combines business activities and strategies across a broad range of cultures, outputs and ideas. HRM performs the following functions: learning and development, training and development, staffing, career development, performance evaluation, benefits and reward, safeguarding workforce diversity and compliance with the law and performance management. Fatile (2019), on the other hand, mentioned six important HR functions that could be performed in both large and small organisations. These are recruitment and selection, health and safety, employee relations, compliance, compensation and benefits, and training and development. A competently managed human resources department could support an organisation with a structure that meets corporate goals through efficient management of its employees.

The primary objective of HR functions is to help organisations develop HR strategies, policies and practices that provide an effective structure for employment and develop employees' relationships between them and management. Again, HR function could play an important role in establishing an environment that allows individuals to make the most effective use of their abilities and potential to the benefit of both the organisation and them. Basically, it offers advice and services that allow organisations to get the job done through people (Armstrong, 2020).

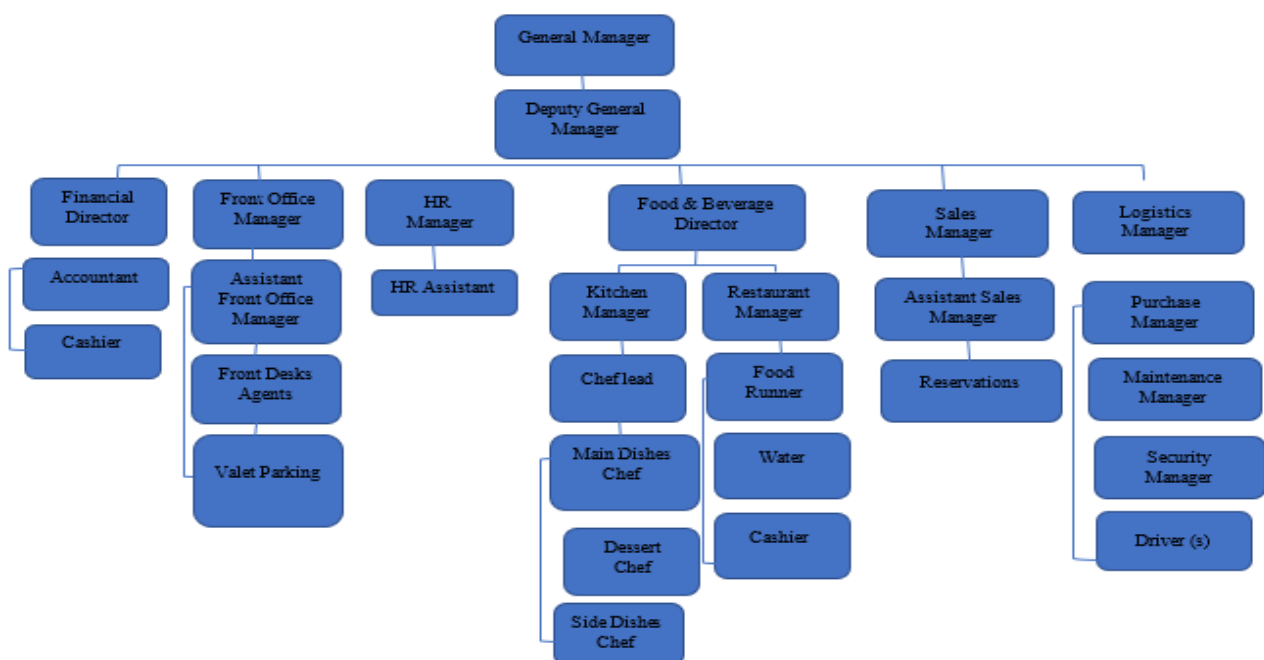
2.10 The Hospitality Industry

The hospitality industry as part of the service sector was booming across the world with customers more insistent, complex and knowledgeable until the COVID-19 pandemic. The industry has been keeping up with the demand by providing excellent services through technological advancement, service quality and continuous improvement (Seal, 2019). Hogan (2008) sees hospitality as a place that allows individuals to feel extraordinary and broadens their persona and elegance. It is a type of enterprise that facilitates relaxation, enjoyment and comfortability in people who visit their facilities. Djajasinga et al. (2021) describe the hotel sector as a single entity that deals with one or several hospitality services as generally recognised, including four areas: hotels, lodges, restaurants and clubs.

The hospitality industry comprises tourism and hotels, this fits in the definition of the United Nations World Tourism Organization (UNWTO) (2022) “Tourism as a collection of activities, services and industries which deliver a travel experience comprising transportation, accommodation, eating and drinking establishments, retail shops, entertainment businesses and other hospitality services provided for individuals or groups traveling away from home”. Walker (2010) emphasised that hospitality is a group of businesses referred to as tourism and travel that helps in providing goods and services to travellers. The hospitality industry includes the lodging industry alongside food and beverage departments which offer accommodation, food and beverages and other entertaining activities to the customer. Singh (2014), further states that hospitality entails profitably delivering value at whatever cost, whilst displaying your distinctive points of difference.

Figure 4. is a generic organisational chart for a hotel. The hierarchy may be longer or shorter depending on the size of the hotel and whether it is local or international. The general manager and the heads of the six departments form the top management level. Each department has subunits with subheads.

Figure 4. A generic organisational chart for a hotel.



Source: <http://www.orgcharting.com/hotel-organizational-chart/> Accessed March 19, 2021

2.10.1 Types of Hotels

According to setupmyhotel.com, hotels can be categorised by size, location, target market and the levels of service, offered facilities, number of rooms, ownership and affiliation. The classification allows hotels with comparable sizes to assess operation practices and statistical outcomes:

Target Market Hotels are categorised according to the markets or guests they try to attract (listed in the diagram below). Luxury hotels are the biggest in the classification of hotels and their prime targets are corporate travellers, tourist groups, individual travellers and conference categories.

Airport Hotels also target business customers, airline passengers with overnight travel layovers or flight cancellations and airline crews. They mostly provide free airport shuttle services. Suites Hotels are trending rapidly growing sections of the hotel sector. These hotels have a sitting room and a private bedroom. Business professionals like accountants, lawyers, businessmen, etc. find such hotels appealing because they can work and at the same time amuse themselves.

The **Extended Stay Hotels** are comparable to the suites but typically have kitchenette facilities in the room. These hotels are for clients who wish to remain for over one week and do not want to spend money on hotel facilities e.g., Airbnb. Service Apartments/Residential Hotels offer long-term or permanent accommodation to guests. Normally, the customers make a lease contract with the hotel for at least one month to one year. The apartments usually include a living room, bedroom, kitchenette, private terrace, washing machines, kitchen facilities, etc. They provide once weekly cleaning and maintenance service.

Resort Hotels are largely situated in the hills, on a small island, close to the beach, or in some glamorous locales away from cities. Such hotels offer many unique leisure opportunities, a panorama of tennis, golf sailing, skiing and swimming. Resort Hotels give their guests a pleasurable and impressive experience that promotes return visits. Bed and Breakfast/Homestays are rooms transformed into accommodations. Some have up to 10 guestrooms and the owners usually reside in the buildings and are in charge of serving breakfast to the visitors. Timeshare/Vacation Rentals, here the guests buy the ownership of the accommodation for a specific period. Sometimes, the owner may rent it out to companies.

Casino Hotels are hotels with gambling utilities. Conference and Convention Centers concentrate on meetings, symposiums and overnight lodging for meeting participants. They make provisions for video conferencing, LCD projectors, audiovisual equipment, business services, flip charts, pinboards, flexible room arrangements, etc. Such hotels are on the outskirts of cities and have recreational facilities.

Levels of Service: There are three levels of service; world-class, mid-range and budget or limited services. **The world-class** service hotels are luxurious five-star hotels that target top business executives, entertainment celebrities, high-ranking political officials, wealthy individuals and families. They deliver glamorous restaurants and lounges, polished, concierge services and exclusive dining rooms. **Mid-Range services-** 3 to 4-star hotels offer services to attract the largest part of the travelling community. They do not provide sophisticated services and have enough staffing. They give uniformed service, food and beverage room service, in-room entertainment and Wi-Fi. **Budget/Limited Service** – These hotels give fresh, relaxed, safe, economical accommodation and assist customers by meeting their essential needs. Such hotels attract budget conscious guests who wish to have a comfortable room with the least services and facilities.

Ownership and Affiliations: Independent/Single Owner Hotels – These hotels do not have recognisable ownership or management affiliation with other properties. For instance, family-owned hotels. **Chain Hotels** – These hotels are part of a hotel chain and have ownership that enforces specific minimum requirements, regulations, procedures and practices to curb affiliate activities. Usually, the more centralised the administration, the tougher the authority over individual property. **Figure 5** shows the categorisation of hotels.

Figure 5: Categorisation of hotels



Source: setupmyhotel.com (16/09/2020)

2.10.2 Importance/Contributions of the Hospitality Industry

The World Travel and Tourism Council Report (WTTC) (2021) mentioned that the hospitality industry is one of the key drivers of value creation in the world. In 2019, the sector contributed USD9.2 trillion to the globe's GDP (10.4%), 334 million jobs, USD1.7 trillion in visitor exports (6.8 % total exports and 28.3% world services exports), and USD19 billion in global capital investments (4.3% of the world's total investments). In addition, the hospitality and tourism

industry offered job prospects to one out of ten job seekers and created one new job out of four for the past five years.

Based on Hotel Statistics (2021) from Condor Ferries, a travel and tour organisation based in the United Kingdom, in 2019, hotels grew beyond 700,000 all over the world with 4 million hotel rooms and the sector was worth USD570 billion. Moreover, international tourism accounts for 8% of greenhouse gas emissions and some hotels (Hilton, Marriot, etc.) have begun implementing environmentally friendly practices to help in sustaining the development.

In Africa, the sector has added 8.5% to the continent's GDP and supported the labour market with 24.3 million (6.7%) employment. Uganda and Kenya have initiated thriving business travel to boost their events services (Jumia Hospitality, 2019).

Ghana's hospitality placed 4th highest foreign currency earner aside gold, cocoa and remittances in the country according to the Central Bank of Ghana listings in 2017. In the same year, the sector contributed \$2.7 billion to Ghana's GDP and supported 682, 000 jobs, or 5.3% of total national employment representing a 6% rise compared to the previous year (Oxford Business Group Economic Report, 2020). One of the major factors for expansion in the industry is the advancement of the mining sector in Ghana. Foreigners and miners patronise the activities in the hospitality industry thereby creating a business boom. The growth in the mining sector has increased the wealth of the locals, creating a large middle class who could afford the services in the hospitality industry. Another contributory factor to the growth of the hospitality industry in Ghana is the political stability and the upsurge of Ghana's economy which guarantees tourists' safety. Owing to tourism and the potential growth, big international hotel brands like Marriott and Radisson opened hotels in Ghana in 2016 (Hospitality Industry in Ghana, 2020).

According to Africa.com (24/03/2021), hotels and lodges in Ghana increased to 2,723 as of May 2017. **Table 1** shows the dissemination of hotel accommodation in Ghana from 2005 to 2014. From **Table 1**, 4 & 5 Star hotels increased from 5 in 2005 to 9 in 2014, 3 Star increased from 28 to 36 in 2014. 2 Star and 1 Star grew from 137 to 214 and 154 to 351 respectively during the same period. Budget hotels which were in the majority grew more than 100% over the period (837-1804). Guesthouse although started well but decreased along the line. The same applies to hotels and home lodgers' category. For the latter, data from 2011 to 2014 was not available.

Table 1. Categories of hotels and lodging in Ghana from 2005-2014

| Type of hotel | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 4&5 Star | 5 | 5 | 5 | 5 | 6 | 6 | 7 | 7 | 7 | 9 |
| 3 Star | 28 | 30 | 20 | 26 | 17 | 23 | 27 | 27 | 34 | 36 |
| 2 Star | 137 | 138 | 133 | 149 | 165 | 163 | 185 | 185 | 200 | 214 |
| 1 Star | 154 | 169 | 154 | 188 | 184 | 225 | 278 | 278 | 290 | 351 |
| Guest House | 171 | 194 | 129 | 120 | 181 | 137 | 157 | 157 | 147 | 156 |
| Budget | 837 | 867 | 963 | 1,054 | 1,135 | 1,176 | 1,482 | 1,482 | 1,550 | 1,804 |
| Hostels & home lodgers | 4 | 24 | 28 | 53 | 87 | 67 | – | – | – | – |
| Total | 1336 | 1427 | 1432 | 1595 | 1775 | 1797 | 2136 | 2136 | 2228 | 2570 |

Source: Ghana Statistical Service Report (2017)

2.10.3 The Impact of COVID-19 on the Hospitality Industry

The hospitality industry is one of the industries that has suffered a severe impact globally during this COVID-19 pandemic compared to the previous outbreak of severe acute respiratory syndrome (SARS) in 2003 and the World Economic Crunch in 2008. It has affected their operations, business, profitability and finance (Thams et al., 2020). The effects of the preventive measures taken across the globe; lockdown of countries, closure of airports, hotels, restaurants, tourists' sites, tour operators, affiliated businesses and cancellation of conferences, workshops, minimising the number of social gatherings during the first and second waves of the coronavirus pandemic have significantly affected the tourism and hospitality industry. According to Sasu (2021), the annual contribution from restaurants and hotels to Ghana's Gross Domestic Product (GDP) declined from nearly USD 985.8 million in 2019 to USD 640.9 million in 2020, presumably owing to the impact of the coronavirus pandemic. This was contrary to the overall consumer spending on hotels and restaurants in Ghana estimated at USD2,43 billion in 2021.

International Labour Organisation (ILO) Sectoral Brief (2020) envisaged 305 million job losses globally because of the impact of COVID-19 and mentioned that the tourism and hospitality industry is one of the industries to be most affected by this unemployment. They reiterated that the global tourism economy could shrink between 45% to 70% due to the worldwide efforts to stop the spread and contain the COVID-19 pandemic. In a study to examine the extent to which the COVID-19 pandemic has affected hotel employees in Accra, Hervie et al. (2022) found that about

409 (80%) out of 511 respondents had a salary cut particularly, during the closure of Ghana's borders, airport and the total shutdown.

Like the rest of other continents, Africa's impact from the COVID-19 pandemic has been drastic. Tourist arrivals in Africa from abroad totaled 1.2 million in December 2020 compared to over 6.3 million in December 2019 (Sasu, 2021). Hotel occupancy dropped drastically from 79.2% to 16.9% across Africa between January to July 2020. The average daily rate (ADR) fell 9.8% to USD93.83 as revenue per available room (RevPar) dropped 75.8% to USD15.91(Hospitality.net, 2020).

Ghana has lost over US\$170 million of revenue from the tourism and hospitality industry as a result of downsizing. Most small and medium enterprises operating in the sector had collapsed or had downsized. Occupancy rates have dropped to about 30% (KPMG, 2020). Over 50% of the labour force in this sector also lost their jobs.

The Russian-Ukraine war which started in February 2022, may have dire consequences on the recovery of tourism and the hospitality industry in Europe. According to UNWTO (2022), the war may hinder confidence in global travel. The surge in oil prices and rising inflation if persisted due to the war could lead to a loss of revenue of USD14 billion in tourism receipts (accounting for 3% of global expenditure on international tourism as of 2020).

2.11 HRM and the Hospitality Industry

The hospitality industry depends greatly on its human resources because they are the first point of contact for guests and clientele. The human resources in the hospitality industry are expected to provide high-quality service to all customers and clients particularly, in this era of advanced technology, increased use of social media and mobile technologies. Hence, employees of hotels play a crucial part in the success of the organisation. Boella and Goss-Turner (2019), indicate that for hotels to implement useful and cost-effective management, both line managers and HR officials/departments would have to be completely aware of the various elements and characteristics of persons who constitute the labour force. Boella and Goss-Turner (2019), stressed that it is necessary for HRM to develop policies, and procedures, and implement practices that motivate individuals and teams towards commitment to their jobs and high performance in their work.

The responsibilities of HR in the hospitality industry include recruitment and selection, training and development, compensation and benefits, employee relations and work structure. Each of these main responsibilities has several sub-concepts (Amirtharaj et al., 2011). Managing employees in the hotel sector may be different from other businesses since the hotel business is solely client driven. They deal mainly with tourists, guests from distant lands, and people with different languages, ethnicity, religion and creed (Amirtharaj et al., 2011).

Globally, there is a perception about the caliber of human resource employed in the hospitality industry due to the personalised nature of the services they engaged in. Both industry employees and wider society view hotel and catering workers as having relatively low status (Martins & Machado, 2003). A huge percentage of the employees are young and “unskilled” with a set of capabilities that are easily interchangeable between hotel units. These create an excess of resources that maintain salaries low leading to high employee turnover (Martins & Machado, 2003). According to McGunnigle and Jameson (2000); Hoque (2000), it is very important to comprehend the hospitality industry and its HRM traits like work-related skills shortage and precarious employee turnover, because of the enumeration of the diverse and largely non-standard labour force.

2.11.1 HRM Issues in the Hospitality Industry

Although hotels have economic issues to tackle, globally, human resource management challenges have been the most persistent in the hospitality industry. This was revealed in a study conducted by Enz, 2001 and Enz (2009a), on 170 hospitality managers in 25 countries and 243 hospitality managers in 60 countries respectively at different periods. This evidence was attested by (Yang & Fu, 2009; Hewagama, 2015; Boella & Goss-Turner, 2019). Some of these HRM issues are low salaries, extended and unsocial hours, poor engagement terms and conditions, shortages of appropriately skilled staff, high employee turnover, a despotic management style unobstructed by labour union pursuit, lack of training and low emphasis on modern human resource management practices (Boella & Goss-Turner, 2019).

Yang and Fu (2009) reiterated that the reasons that led to high employee turnover in the hotel industry were a lack of job satisfaction, restricted managerial commitment and accessibility of alluring alternatives. Other external influences were housing facility, transport, or the natural

environment; and individual reasons such as illness or damage, poor supervision, a poor working environment, and insufficient rewards. They also proposed that some managers did not appreciate the connection between employee retention and company profitability and accepted employee attrition as an inevitability. Employee turnover is more costly for luxurious hotels than for lower-budget ones because the former spends so much on training due to their complex operating systems (Yang & Fu, 2009).

The International Society of Hospitality Consultants (ISHC) in the 2007 report noted among other things that long hours, together with nights and weekends, made employment in the hospitality industry unattractive occupational options for college-educated Gen-Xers, Gen-Yers and millenarians, who wanted more elasticity and brilliant job prospects. Inadequate attention to employee training and satisfaction had hampered the industry (ISHC, 2007). Another problem is that most positions in the hospitality and tourism industry had no written job descriptions.

2.11.2 HRM Best Practices:

Amirtharaj et al. (2011), gave the following outline as the best HR Practices in the hospitality industry:

- **Staffing:** A range of assessments in the recruitment and selection process should be monitored to choose applicants with the best attitude, values, capabilities, relational and problem-solving skills fit for the industry. This idea was supported by Nasurdin et al. (2015), as they said that recruitment selectively comprises several activities, which require meticulously fitting job candidates with its conditions and making a deliberate attempt to lure the most talented people from the labour market. This would result in finding employees who would buy into the organisation's values and goals.
- **Retention:** The need to avert attrition among employees by introducing retention bonuses.
- **Teamwork:** Promotion of team culture.
- **Training and Development:** It is important to train and develop employees particularly, those at the operational level with team spirit and human relation skills to enhance their "service orientation". For managers to also develop additional facilitating and coaching styles of leadership.
- **Appraisal:** Shift from traditional top-down methods of appraisal system to modern evaluation systems like the 360 or 720 that support customer evaluation, peer, team-based performance

and the assessment of supervisors by subordinates. The focus should be on quality service to clients. Ultimately, a performance management system should be introduced.

- **Rewarding quality:** An innovative system of incentives for employees who achieve quality service targets should be established.

2.12 Model Conceptual Framework showing how performance management system influenced by both national and organisational culture can lead to its successful implementation in the hotel industry in Ghana.

This model conceptual framework (**Figure 6**) was developed based on literature. It is meant to elaborate on how effective performance management system, performance appraisal and selected HR practices in the hotel industry could be influenced by both national and organisational culture, to result in employee engagement and productivity. Through this model conceptual framework, the study determines the correlation between the variables to ascertain whether they are positive and significantly related.

The mission and vision of the hotels indicate the reason for their existence and what they sought to achieve. Out of these two variables, the hotels would deduce and communicate their organisational culture, values and objectives, which must be adapted by the employees.

Strategic planning is an activity by the hotel management to set out priorities in terms of resource availability, establishing the overall organisational goals and the means to achieve them, and giving a sense of direction to ensure competitive advantage and success. The strategic plan which is generated during the planning stage is influenced by the core values, culture and other contextual factors like motivation, measurement and reward, and the role of HR in the organisation. It contains the important components developed during the planning stage and determines the behaviour of employees. Subsequently, the departments, units/teams and individual employees set their strategies, objectives and their timelines.

Setting clear objectives would guide employees to steer their efforts toward a particular target (Aguinis, 2019). Setting targets is very crucial in performance management. A target is a goal, standard or result to be achieved within a particular period (Asare-Bediako, 2013). The targets that are set for employees should be aligned with the hotels' objectives and should be specific,

measurable, achievable, realistic and timely (SMART), and challenging enough to help guide improvement in employee performance on the job. During the execution of targets, managers meet with their subordinates regularly to communicate work-related issues and give appropriate and relevant feedback.

The key performance measures involve the decision of measurements to be selected and should align with operations, targets, and whatever needs to be measured. According to Ferreira and Otley (2009), elements that determine performance measures include the management structure of the hotel, its competitors and policies. The performance measurement to be chosen should be concise to maintain its effectiveness. Examples of performance measurements are employee productivity in terms of satisfying customers (since hotels belong to the service sector), rate of absenteeism, readiness of hotel rooms on time during lodging and departure, rapid request response to guests, promptness of picking guests who may not be able to find their way to the hotel and lost in town.

According to Ferreira and Otley (2009), performance review forms an integral part of management control and should be conducted at every level of the hotel, from departments, units, and teams right down to individual employees. Performance review is done annually or bi-annually between managers and their subordinates. Ideally, the review should be objective to either help in decision-making or employee development.

Rewards systems are meant to serve as incentives for employee performance and motivation. The reward could be intrinsic (internal) or extrinsic (external). It could be in the form of financial or non-financial rewards. Examples are recognition, promotion, bonuses, salary increment, team-based incentives like profit sharing and goal-based rewards. A conducive work environment could also improve employee productivity.

Hans-Peter (2014) recommended that before an organisation decides to establish a performance management system, there should be HRM practices to support the entire process. PMS must be aligned with the HR system for it to succeed. This is because, for instance, the values of the organisation underpinning PMS should be identical to those used for HR functions such as recruitment, staffing, training and development. Patel et al. (2020) reiterated that to integrate the fundamental components of PMS into HR subsystems, HR Specialists play a critical role in ensuring their effectiveness and success. They further mentioned some of the HR functions

connected to PMS as performance appraisal, reward and compensation, training and development, succession planning as well as employee retention.

Aguinis (2019) suggested that local context is necessary when designing PMS. In designing a performance management system, the national and organisational cultures of the country should be considered. Particularly in the service industry like hotels. Singh (2019) indicates that the achievements of employees and an organisation as a whole rely heavily on organisational culture. Studies have also confirmed that national culture has an enormous impact on corporate culture in many aspects. Some areas of influence include human resource management practices, decision-making, management techniques, communication, organisational strategy, motivation etc. (Szydło & Grześ-Bukłaho, 2020; Owusu Ansah & Louw, 2019; Khan & Law, 2018). Abane and Phinaitrup (2020) stated that the success of PMS would depend on how effectively contextual factors such as top management support, organisational capability, and national and organisational culture would be planned and implemented in the PMS process.

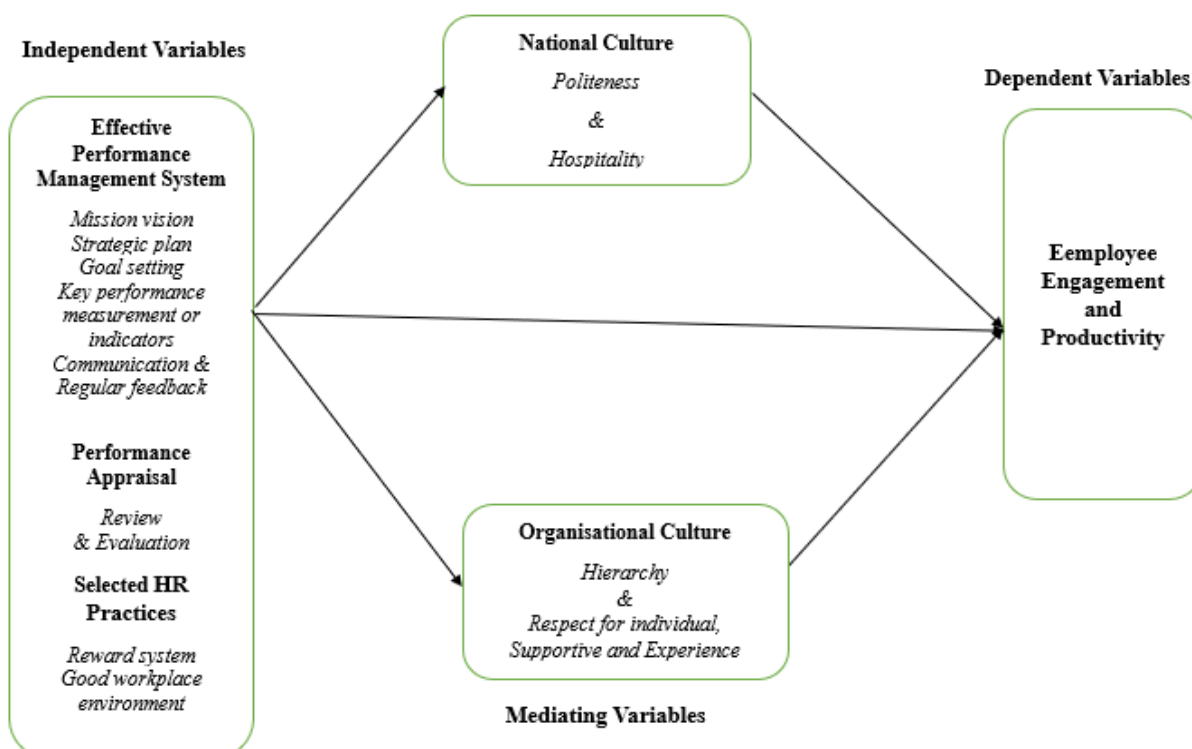
Although literature has considered the six dimensions of national culture (Hofstede, 2011) - Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation and Indulgence/Restraint, given the cultural differences in Ghana, the national culture of Politeness and Hospitality has not been considered in the hotel subsector. This study would contribute to the literature by considering the implementation of PMS in the Ghanaian cultural context of Hospitality and Politeness.

Further, many corporate culture dimensions have been considered in the literature (Hardiyanti et al., 2022; Akinlabi et al., 2021; Wang et al., 2021 and Sawalha et al., 2012). They include Interpersonal Relationships, Empowerment, Competence Development, Fair Rewards, Information Sharing, Trust, Competent, Harmonious, Loyal, Adaptive, Collaborative, Creation, Adhocracy, Clan, Market, and Hierarchy cultures. However, the last four dimensions are well-known across the globe. Although the culture of **Hierarchy** has been extensively studied, it has not been measured under human resource management in the hotel industry in Ghana. In addition to the **national culture of Politeness and Hospitality**, this study seeks to contribute to performance management literature by looking at how the Ghanaian **corporate culture of Hierarchy and Respect for the individual, supportive and experience** would assist in its effective implementation in the hotel industry.

Productivity and employee engagement directly influence the performance of an organisation. They both go together – when the latter is addressed, the former is superintended. Employees who are well engaged impact their attitude, behaviour, commitment and ability. They are motivated to get results leading to the optimisation of productivity (PossibleWorks, 2023). Moletsane et al. (2021) in their study to investigate whether the sugar industry in South Africa was ruined by low productivity and employee engagement, found among others that there is a significant relationship between employee productivity and employee engagement. They suggested that to enhance productivity, employee engagement should be improved through job satisfaction and dignity in the organisation. PossibleWorks (2023) again argued that employee recognition process, rewards, building a better corporate culture, setting clear goals for managers and employees as well as creating transparent channels of communication enhance employee engagement and productivity. Teamwork, Managers and Subordinates’ relationship, Job satisfaction, Motivation and Training and Development are used as specific factors under the dependent variables.

Figure 6. Model Conceptual Framework showing how performance management system influenced by both national and organisational culture can lead to its successful implementation in the hotel industry in Ghana.

(Source: Field Data, (2022))



2.13 The Theoretical Framework and Hypotheses Development

2.13.1 Motivational Theories

In a review article on Performance Management Theory by Ugaddan (2013), he stated several important motivational theories that could be used to improve performance management. Some of these theories are the Expectancy theory (Guest, 1997), Justice Theory (Latham et. al, 2005), and Self-Determination Theory (Ryan & Deci, 2000). Ugaddan (2013) further stated that Expectancy Theory, Equity Theory, Cognitive Evaluation Theory, Goal-Setting Theory, Control Theory and Social Cognitive Theory are the most utilised in recent times. A few of these motivational theories would be elaborated on based on the objectives of this study.

According to Agarwal (2011), the concept of performance management has two fundamental theories:

- a. The goal-setting theory.**
- b. Expectancy theory.**

The goal-setting theory was suggested by Edwin Locke in the year 1968. This theory indicates that the specific objectives created by a worker play an important part in influencing the employee for superior performance. The reason is that employees would persist in pursuing their targets. If these targets are not accomplished, they either increase their performance or alter the goals to make them more feasible. Performance improvement would lead to the attainment of performance management system objectives.

Lunenburg (2011) also indicates that Locke and Latham gave a well-established goal-setting theory of motivation, which underscores the critical connection between goals and performance. Skills and self-effectiveness are the key incentives that influence goals. Studies reinforce projections that the most prominent performance is an outcome of setting specific and challenging goals, which is tied to giving the necessary feedback through effective communication and creating commitment and acceptance.

Expectancy theory was propounded by Victor Vroom in 1964. This theory was built on the assumption that people modify their behaviour in the organisation on account of the expected fulfillment of valued targets set. People alter their behaviour in a manner most likely to lead them to reach these goals. This theory lies behind the concept of performance management because it is

believed that performance is inspired by the anticipations pertaining to events in the future. These two theories have significant implications for the design of performance management processes (Agarwal, 2011).

Social Cognitive Theory explains how psychological behaviour influences three mutual factors: work environment, the individual and the behaviour itself (Bandura, 2001). Ugaddan (2013), reiterated that social cognitive theory is a theory that backs performance management. The collaboration among the factors offers a robust system view of performance. The motivational effect of targets could be influenced by facilitators like skill and self-effectiveness. Time limits enhance the efficacy of goals and the knowledge of goals brings about improved performance.

Control theory supports PMS by identifying types of control between the organisation and the systems within. In accordance with control theory, measures of all systems could be harmonised with the overall goals and objectives of an organisation (Barrows & Neely, 2012). Chetty (2016), indicates that control theory forms an integral part of strategies and approaches that streamline the process of PMS and make it more efficient. Some of these control mechanisms which are used at all levels of the organisation are organisational structure, performance measurement mechanisms and behavioural controls such as organisational policies and standards.

These theories reveal the extent to which motivation theories explain with deep meaning how performance management functions. Goal-setting theory is pertinent to performance standards, control theory gives a strong foundation for analytically examining the feedback aspects of performance management. Expectancy theory explains people's behaviour in anticipation of reaching goals. And finally, social cognitive theory offers clarifications supportive of performance management through the three interacting factors. The collaboration of the three components shows a solid system view of performance. Self-belief stresses what performers think of themselves, as they set or react to goals, observe and decide their performance, and appropriate behaviours by applying self-regulation tools (Ugaddan, 2013).

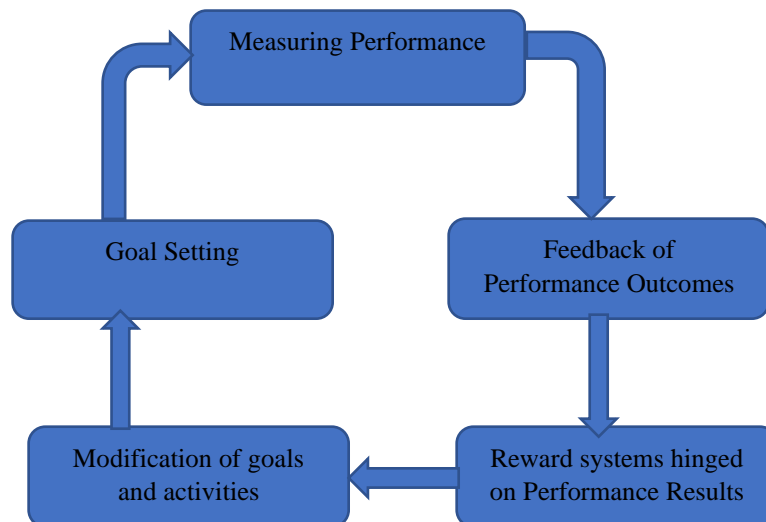
2.13.2 PMS Models

According to Agarwal (2011), performance management does not have a generally agreed model. Different experts have described the concept using their own format. She adopted (Mabey et al., 1999), Performance Management model described in a “performance management cycle.

Model 1 (Figure 7): The cycle has five components that proposed how PMS should be executed in an organisation. These five components are:

1. Setting goals.
2. Measuring performance.
3. Feedback on performance outcomes.
4. Reward systems hinged on performance results.
5. Modifications of goals and activities (Agarwal, 2011).

Figure 7. Performance management system model



Source: Agarwal (2011)

Model 2 (Figure 8): The People Process Model

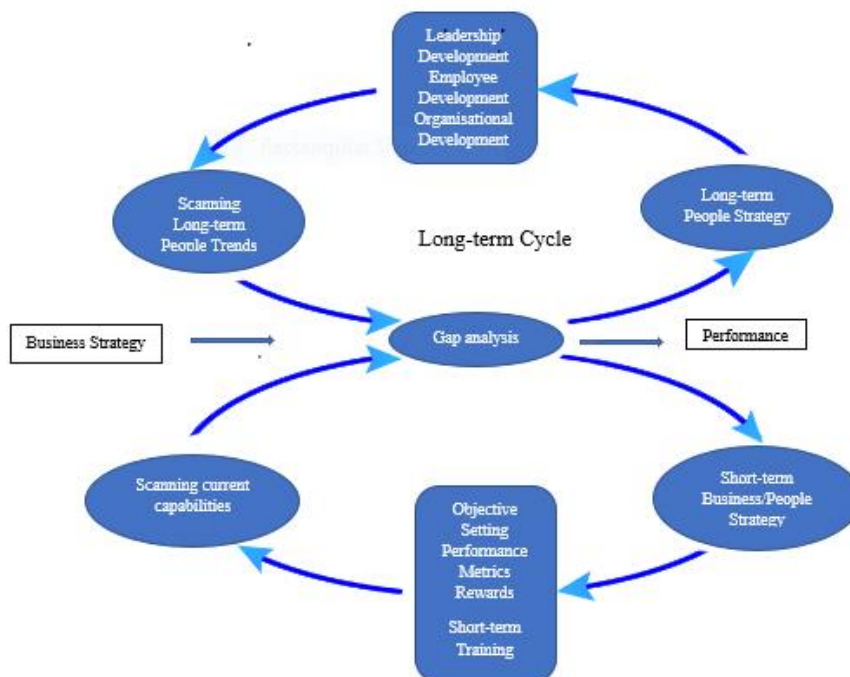
Gratton et al. (1999), in their study to identify the real characteristics of human resource management that would trigger discussion on people management matters, selected 7 huge multiplex businesses from different sectors of the United Kingdom economy as a case study using different research methods with diverse aims to conclude that some people processes are more connected to business strategy. They built their conclusion on several studies carried out to prove companies' strategies are transformed through human resource strategies and people processes into a person and organisational performance.

The study was conducted over two years, and they identified both vertical (the connection between a company's strategies, individual behaviour, team and business performance) and horizontal connections. (The connection between process having crucial influence in guaranteeing critical people processes are coherent and consistent) To achieve a competitive advantage which PMS stood for, Gratton et al. (1999), argued that there should be a third linkage, which is the long-term strategy of the company (strategic plan).

Gratton et al. (1999), built their findings into a people process model connecting individual employee performance to organisational strategy. They identified four (4) important people processes that could help in achieving organisational goals in the short term. These are as follows:

- a. Being able to set clear goals that can be linked constantly with organisational objectives.
- b. Being able to create performance measurement system that can assess and report behaviours and outcomes of performance that indicate organisational objectives.
- c. Rewarding performance that is related to organisational objectives.
- d. Providing training that would support the implementation of short-term goals.

Figure 8. The People Process Model: Incorporating Profound Transformation



Source: Gratton, L., Hope-Hailey, V., Stiles, P. and Truss, C., (1999)

2.13.3 Human Resource Management Theories

Erasmus and Schenk (2008), state that HRM is recognised all around the world as a difficult, vibrant and evolving field of theory and practice. Mayrhofer et al. (2019), mentioned two main sets of HRM theories that could be used to clarify the differences in HRM: cultural theories and institutional theories. Cultural theories deal with traditions, language and value systems whilst institutional theories handle law and fiscal regulations that guide consideration of forces beyond the organisational borders. Institutional theories affect the rules, norms and beliefs that define realism for the organisation.

HRM principles and methods for managing people in organisational settings are derived from theories discovered in various disciplines (Itika, 2011). Some of these important theories underlying HRM as mentioned by Itika (2011) are organisational change theory, organisational learning theory, human capital theory, strategic contingency theory, institutional theory, role behaviour theory, organisational life cycle theory etc.

Organisational change theory proposes the enhancement of organisational transformation and performance by utilising analytical means suitable for developing effective change policy in HRM (Itika, 2011). The organisational learning theory believes that the success of every organisation is its capacity to adapt and learn from evolving knowledge relatively faster than its competitors (Schuler 2000). The human capital theory believes in investing in human resource because they are a valuable asset of the organisation (Schuler 2000). Strategic contingency theory holds that several studies have shown that organisations work and succeed in a complicated environment. Hence, management must adopt HRM strategies that would increase gains and reduce environmental risk (Scott 1992; Robbins 1990). Role behaviour theory believes that the methodology employed by an organisation to send information about role controls role response (behaviour). Therefore, HRM ought to concentrate on improving role information for employees (Schuler, 2000).

Cameron & Whetton (1981) propounded the organisation life cycle theory which states that organisations grow in phases, from set up, growth, maturity, decline and revival. The prime mover for these phases is the caliber of the organisation's human resource. An organisation can survive after maturity if its workforce had been built on proper teamwork, creativity and high performance to outwit the competitors (Itika, 2011).

The essence of studying HRM theories would help managers appreciate the role HR plays in organisations. Some of these roles are managing cost-effectively, HR planning (getting the right people for the job), influencing employee potential through good HR policies and practices, and maintenance of cordial relationships among employees through effective communication at the workplace.

2.13.4 Theory of National and Organisational Culture

Serrat (2017) describes culture theory as part of “anthropology, semiotics, and other related social science disciplines like political economy, sociology, communication, etc. It seeks to define empirical concepts of culture.” Culture theory enhances growth and knowledge, particularly in the areas where individuality is encouraged, and collective relationships dominate.

Geert Hofstede National Cultural Dimensions

Geert Hofstede is well known for his extensive study of national culture. His study focused on determining how workplace values are influenced by culture. Data were collected from employees of International Business Machines (IBM) in 40 major countries between 1967 and 1973. The study resulted in the development of Hofstede’s first four main dimensions of distinctive cultural models. The research was later extended to about 74 countries on different continents, groups and individuals from varying professional backgrounds for validation of results. These are Power Distance Index - PDI, Individualism versus Collectivism - IDV, Masculinity versus Femininity - MAS, and Uncertainty Avoidance - UAI. A fifth cultural dimension was added after Hofstede’s study to match up the uncertainty avoidance element to the Asiatic culture. And that is Long Term Orientation versus Short Term Normative Orientation (LTO) and later, the sixth cultural element was also added Indulgence versus Restraint (IVR). The study was published in 1980 and further developed in 2001 (Hofstede, 2009; Hofstede, 2011). Hofstede’s model of national cultural dimensions is explained in Table 2.

Table 2. Hofstede's Model of National Cultural Dimensions

| National Culture Dimension | Characteristics | |
|--|---|---|
| Power Distance Index | <p>The Power Distance Index (PDI) indicates the degree to which 'less powerful' in society (families, organisations, institutions, leaders, countries, etc.) anticipate and recognise that power is unequally distributed.</p> <p>The level of inequalities in power recognised by people in society varies from one culture to another. Although it is accepted generally that all societies are disproportionate, some are more unequal than others. The underlying question is how society manages inequalities among people.</p> <p>Societies that show a greater measure of PDI accept a hierarchical order and members seek advice from their managers.</p> | |
| Individualism (IDV) versus Collectivism | Individualism (IDV) societies are where people's primary interests are themselves and their immediate families. The link or relationship among individuals is loosely knitted. | The opposite is collectivism , where individuals prefer an integrated, closely knitted society, extended family system and unified cliques. Collectivised society expects their relations or members of a particular in-group to care for them in return for their allegiance and inclination. |
| Masculinity versus Femininity (MAS) | <p>In a Masculinity dimension society, people prefer and work toward accomplishments, decisiveness, bravery and material incentives for success. Such countries are largely more competitive.</p> <p>From a business perspective, masculinity is referred to as "tough culture"</p> | <p>Femininity dimension countries on the other hand prefer collaboration, simplicity, empathy and quality of life. Such societies believe in solidarity.</p> <p>From a business perspective, femininity is referred to as "tender culture"</p> |
| Uncertainty Avoidance Index (UAI) | Uncertainty avoidance index communicates the level at which societies are distasteful when confronted with unpredictable, uncertain and ambiguous situations. Countries showing strong UAI tend to be rigid in their belief system, exhibiting prejudiced and unconventional behaviour. The fundamental question is how society addresses the reality that the future is unknown and cannot be controlled. | On the contrary, countries with a low uncertainty avoidance index tend to be more adventurous, permissible to change, and forceful. They have a casual mindset that traditions are more important than tenets. |
| Long-Term Orientation versus Short-Term Normative Orientation (LTO). | Every society has a connection with its past as they address present demands and that of the future. Societies have different approaches to dealing with these facts of life. Long-term orientation societies take a more practical approach to planning and investing in modern education as a means of preparing for the future. Long-term orientation is known as 'pragmatic in business circles. | Short-term societies comply with social commitments, traditions and norms, but are skeptical of changes in society. Such societies are referred to as normative in business. |
| Indulgence versus Restraint IVR | Indulgence measures the degree to which society accepts fundamental and innate drives in relation to gratification and pleasures of life. | Restraints focus on society that stifles the drive for the gratification of needs by enforcing stringent social standards and rules. |

Source: (Dartey-Baah, 2011; Țîmbalari, 2019; Hofstede Insights,2022)

In a study to determine the consistency and functionality of Hofstede's model, using evidence from 56 countries, Minkov (2017) indicates that the lack of data during the Hofstede study prevented large-scale tests. He further states that the dynamism of today's world has changed and the depth of information about cross-cultural disparities has improved globally. For instance, contrary to Hofstede's results, Confucian societies are now more individualistic in spite of the fact that the sampling was more representative comparatively.

Minkov (2017) argued that Hofstede's theories were built on the premise of a positive relationship between social phobia and social unpermissiveness about rules and laws, supporting the Uncertainty avoidance measures, and a negative relationship between masculinity and femininity values. These relationships must be verified to further authenticate Hofstede's model.

Minkov (2017) revision of Hofstede's national dimensions found that for instance, the modern individualism and collectivism index (IDV-COLL) is an improved version of that of Hofstede's. Moreover, the power distance index is a component of IDV-COLL and uncertainty avoidance (UA) needs core consistency when it comes to job security, reliability, racial discrimination, etc. masculinity-femininity (MAS-FEM) measures also require cohesion. The long versus short-term orientation was however found to be consistent and effective.

Global Leadership Organisational Behaviour Effectiveness National Culture Model (GLOBE)

The Global Leadership Organisational Behaviour Effectiveness (GLOBE) is a research programme established by Robert House in 1991 and is made up of 170 researchers across the world analysing the interrelatedness between social culture, societal culture, societal effectiveness and organisational leadership. The outcome of their first study was published in 2004 and 2007.

Applying a standard psychometric method to measure national cultural values and practices, with over 17000 middle managers across 62 cultures (countries), the GLOBE study identified nine (9) cultural dimensions. These are:

- **Performance Orientation:** The extent to which a group promotes and gives incentives to group members for improved and excellent performance.
- **Assertiveness:** The measure at which people are (and should be) confident, belligerent and forceful in their relationship with others.

- **Future Orientation:** The degree to which people engage (and should engage) in future-oriented behaviour such as planning, deferring satisfaction and future investment.
- **Humane Orientation:** The level at which society motivates and rewards (and should encourage and reward) people for being honest, selfless, charitable, compassionate and generous to others.
- **Institutional Collectivism:** The measure to which organisational and socially established practices promote and reward (and should encourage and reward) collaborative allocation of resources and teamwork.
- **In-Group Collectivism:** The measure to which people express (and should express) dignity, commitment and cohesion in their families or organisations.
- **Gender Egalitarianism:** The measure to which society reduces (and should reduce) gender discrimination.
- **Power Distance:** The degree to which society recognises and approves authority, changes in power and opportunities associated with one's status.
- **Uncertainty Avoidance:** The level to which a society, organisation or group depends (and should depend) on social standards, laws and practices to lessen the volatility of future events. The greater the desire to prevent uncertainty, the more people seek uniformity, coherence, structure, official practices and laws to cover situations in their daily lives.

The primary objective of Hofstede's research was to develop a set of measurable dimensions in order to gain average values for a particular society and hence a measure of their cultural characteristics. The GLOBE study aimed at replicating Hofstede's (1980) research and testing several hypotheses on the subject of leadership. The nine cultural measures are both real and 'should be' societal values and practices in diverse cultural environments (Venaik and Brewer, 2008).

Schwartz National Culture as Value Orientations

Schwartz used data compiled from 1988 to 1992 and considered theoretical elements that deal with motivational values. He also adapted factor analysis and a multi-dimensional scaling approach arranging variables on a parallels and differences basis (Kaasa, 2021).

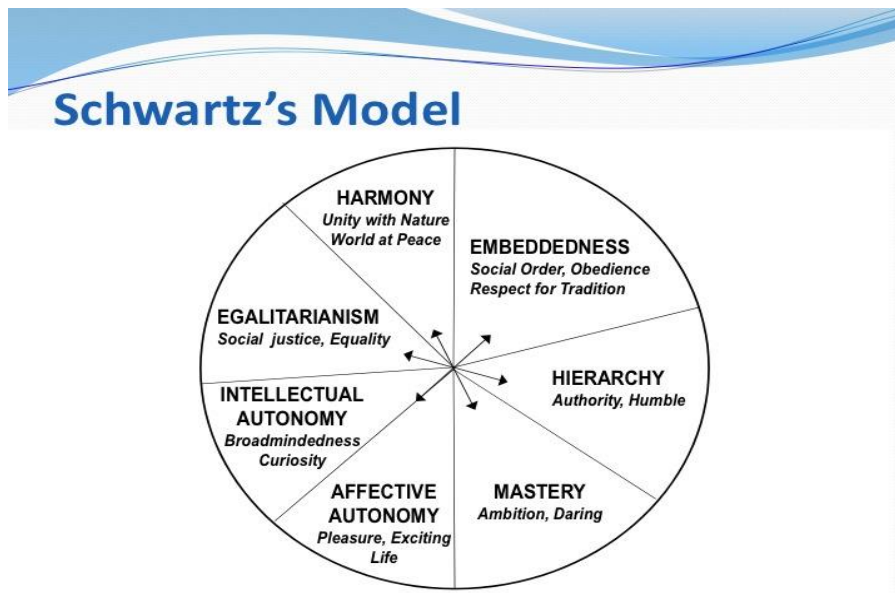
Schwartz's theory of culture indicates a consistent, unified system of relations among seven cultural directions, which form three simultaneous variables. An empirical study of these cultural orientations showed that cultures of different societies hardly demonstrate conflicting values. The 7 cultural dimensions correlate and overlap with one another in a circular format that shows the

motives each value conveys, and it describes the variations and similarities among the values that remain culturally common (Schwartz, 2014). Schwartz's theory of national culture is an alternative to Hofstede's. They are:

- **Autonomy versus Embeddedness:** The first question is to describe the interactions and limits between an individual and a group. People are perceived as independent and bound in autonomous cultures. Encouraging them to develop and communicate their feelings, inclinations, ideas, and abilities, and identify their individuality. There are two types of autonomy: **intellectual autonomy** and **affective autonomy**. The former urges people to objectively focus on their cognitive and conceptual interests. While the latter supports persons to engage in emotionally successful experiences for themselves. In **Embeddedness cultures**, individuals are perceived to be rooted in collectivity. That is, people are believed to be part of and identify with social groups, contributing to and aiming at achieving shared goals. Embedded cultures stress preserving existing conditions and avoiding circumstances that might disturb the status quo.
- **Egalitarianism vs. Hierarchy:** The second variable is to ensure that the behaviour of citizens protects social structures. That is, people are expected to be responsible, engaging in productive activities that would maintain society. Stressing on interdependences of individuals in society. **Egalitarian cultures** encourage individuals to see each other as moral equals who share fundamental interests as humans. It expects people to cooperate, being concerned about every person's welfare. **Hierarchy cultures** officially depend on structures of hierarchy to assure accountable and constructive conduct. Such societies acknowledge unequal allocation of authority and conform to commitments and rules regarding the hierarchies. In organisations, subordinates are expected to respect their superiors and their positions.
- **Harmony vs. Mastery:** The third social problem is managing people's attitudes toward human and natural resources. **Harmony cultures** accentuate the integration into the social and natural world, appreciating and accepting rather than changing, directing, or exploiting. **Mastery cultures** promote effective, purposeful mastery, direct, and alter the social and natural climate to achieve personal or group goals.

In summary, the theory identifies three inconsistent components of culture that characterise different solutions to the three problems that provoke all societies. A society's cultural direction in one dimension means a distress on the conflicting cultural elements.

Figure 9 is the Schwartz Model.



Source: Wittenkamp (2022)

Organisational Culture

“Organisational theory is the sociological study of the structures and operations of social organisations including companies and bureaucratic institutions” (Indeed Editorial Team, 2022). Organisational theory is one of the means of studying efficiency and productivity within firms and establishments, and understanding it helps managers to strategise. Indeed Editorial Team, (2022) discussed six key organisational theories these are classical theory, neo-classical theory, modern theory, contingency theory, motivation theory and open systems theory.

The classical theory focuses on an effective and efficient way of showing the hierarchy of relationships among departments, units and managers in an organogram. The main aim of this theory is to assist firms in generating organisational structures that would help in achieving organisational goals. The four principles of the classical theory comprise:

- **Division of Labour:** This is the principle of dividing the production of goods into different manufacturing divisions and employees work within the divisions based on their specialised area. The outcome is highest production with the lowest costs.
- **Scalar and functional processes:** The scalar process oversees the relationship between managers and their subordinates. The vertical growth of an organisation.

- **Structure:** The principle of structure defines the forms of professional behaviour that helps in the achievement of organisational goals. It builds relationships between all facets of the organisation.
- **Span of control:** Assigning a suitable number of subordinates to a supervisor, granting them sufficient time to manage their employees.

The neo-classical theory deals with the emotional and psychological factors of employees' behaviour. This theory claims that social acceptability and a sense of inclusion form an integral part of constructive performance in the workplace. This implies that successful managers know how team dynamics may contribute to the overall accomplishments of the organisation.

The modern theory or modern organisational theory involves various management improvement methods. It looks at the relationship and interactions between individuals in the workplace and its environment.

This theory was developed using behavioural sciences and statistical tools, hence organisations that seek to apply this theory would have to adopt quantitative and scientific information to make corporate decisions as well as the welfare and development of their employees.

Contingency theory, also known as **decision theory**, perceives firms as a construct consisting of policymakers with no one best way of taking decisions. This theory maintains that the best decisions made would depend on the internal and external elements of a firm. Further, contingency theorists think that management has the responsibility of evaluating corporate conditions to solve business problems or issues.

Herbert A. Simon, a major contributor to the contingency theory, determined that decisions are made at all levels of the organisation, higher level managers have the most influence and make important decisions.

Motivation theory involves the study of what stimulates and encourages employees to work toward organisational goals. Supporters of this theory indicate that managers who accurately motivate their employees get the best out of them. Hence, management of organisations needs to know the behavioural patterns and choices of their employees through intrinsic and extrinsic factors to understand how to support them in the most impactful way. The goal is to encourage employees to work effectively and efficiently to increase productivity and profits.

Open System Theory: This theory postulates that organisations are affected by their environment and therefore, knowledge of the level of impact may assist managers to effectively strategise their organisation.

According to the theoreticians, these environmental factors come in 2 forms: immediate and general. The specification includes the organisation's distributors, competitors and government regulatory agencies. The general includes major elements in the geographical environment of the organisation that affects it. These are:

- **Economic conditions:** Economic trends and events such as economic downturns and upturns in the physical location of an organisation can influence its growth and success.
- **Cultural values:** The cultural values of society influence the company's customers' perceptions and principles, which may impact their support for the organisation. Organisations can use this theory to adapt to local cultural context.
- **Education system:** Companies in technological sectors or demand employees with high academic qualifications may thrive in societies with robust educational systems.
- **Legal consideration:** The political and legal environment, involving regulations and taxes on firms' operations may influence their strength and safety. It would impact on their productivity as well as success.
- Another organisational theory worth mentioning is Denison's organisational model which is established on four cultural characteristics namely involvement, consistency, adaptability and mission, which have an impact on organisational performance (Denison, 1990; Denison et al., 2006; Ehtesham et al., 2011).
- Summary of the four elements in Denison's organisational model (Denison et al., 2006):
- **Involvement:** Successful organisations engage and empower their employees by developing their organisations over teams and their capacities at every level. The employees develop a deep sense of belonging and accountability and feel their work contributes directly to organisational goals.
- **Consistency:** Organisations tend to be effective when they are integrated and consistent. When the behaviour of managers and employees is rooted in a value of conformity in diversity, consistency leads to strength and conformity with an outcome of a common mindset and a high level of agreement.
- **Adaptability:** This argues that well-integrated organisations find it challenging to change. customer-driven, risk-taken, change management and shared values, develop a sense of

identity with clear expectations for all. Different functions and departments of the organisation could collaborate to reach overall goals. There is continuous improvement as a result of constant change in the system.

- **Mission:** Effective organisations have a clear orientation and purpose that defines strategic objectives and goals and states a vision of the future of the organisation. Any change in its fundamental mission causes a change in other facets of the organisational culture.
- Ehtesham et al. (2011) conducted an empirical investigation into the relationship between the four elements of Denison's organisational culture and performance management practices as well as developing its knowledge base. They found out among other things that organisational culture has a positive significant relationship with performance management practices.

Based on previous discussions and the aforementioned literature, the hypotheses for the study were proposed to find out how the independent variables (Performance Management System, Performance Appraisal System and Human Resource Management Practices influence the dependent variable (Employee Engagement and Employee Productivity) with National and Organisational Cultures acting as Mediators.

3. MATERIALS AND METHODS

This segment explains how the research was carried out and the study area's description. It focuses on the research design, and the method used, which includes the required instruments, sample technique and size, population and the primary data collection process. Techniques for data analysis were also discussed in this chapter.

Igwenagu (2016) defines methodology as ‘the systematic, theoretical analysis of the methods applied to a field of study’. It comprises a theoretical examination of approaches and tenets linked with a field or discipline. He further described research methods as the logical technique used in guiding research. Anora (2020) describes research methods as important components of the theory useful for the development of science. A collection of techniques or approaches that help in the study of a phenomenon. This chapter discusses the research methods adopted for this study.

3.1 Overview of Study Area

Accra is the capital and the largest city in Ghana with an area covering 225.67 square kilometers and a population size of 2,605,40. It is the most urbanised and has experienced fast growth since the 1990s with chains of hotels, (both national and international), restaurants and other huge buildings (World Population Review, 2022). Accra is also the administrative seat of government as well as the economic and educational center of Ghana. The Greater Accra Region has the largest number of licensed hotels (about 813 in 2018 but reduced to about 650 in 2020 due to the impact of COVID-19). According to Sasu (2022), most of the leading hotels could be found in the Greater Accra and Central regions of Ghana as of the year 2022, particularly, hotels with rooms available for use by guests.

3.2 Research Design

This study adopts a mixed method as its research design. For the quantitative, survey design method was used. This method adopts a survey as an instrument for data gathering (Thomas & Zubkov, 2023). The survey design has two methods, the cross-sectional survey and the longitudinal survey. The Cross-sectional survey was chosen for this study because of its function. Cross-sectional survey designs comprise gathering data at a point in time that serves the purpose (Sullivan & Calderwood, 2016).

Akhtar (2016) sees research design as a structure and plan for an intended study. Durrheim (2006) indicates that research design is “a strategic framework for action that serves as a bridge between

research questions and the implementation of the research”. It is the proposal that directs the plan of requirements for the collection and analysis of data to reach the aim of the study. Usually, a good study design maximises the consistency of the data gathered and analysed as well as reduces biases. A research design that allows for the consideration of various facets of a problem and generates detailed information is regarded as the most efficient and appropriate design (Pandey & Pandey, 2021).

According to Headley and Plano Clark (2019), top researchers argued that mixed method designs are compatible with social science investigations since they help in closing the gap between theory and practice. They reiterated that studies conducted using mixed methods produce robust and sophisticated results. Creswell et al. (2011) also indicate that quantitative and qualitative methods are integrated together with analytical tools for results that surpassed conclusions drawn from either of them. Teddlie and Tashakkori (2003) also posited that mixed methods are appropriate in providing superior probability for answers to research questions, allowing useful assessment of the credibility of research findings to conclude them. It helped in understanding the operations of the hotels and elucidated the necessary information that is appropriate for the implementation of effective PMS in the hotels in the study catchment area.

In addition to the cross-sectional survey, the researcher employed a phenomenological approach (descriptive philosophy) in posing interview questions to the human resource departments of selected hotels that already practice PMS to identify the process of implementation, challenges, solutions deployed, recommendations and if the hotels’ opinion about scaling up PMS to other hotels in Ghana.

A descriptive philosophy is a type of phenomenological approach used for qualitative inquiry in which the research seeks to find out the experiences and perceptions of the participants under study and to acquire an in-depth understanding of the phenomenon that is being studied from the perspective of the participants (Cresswell, 2014). Petty et. al, (2012) also posit that phenomenological design focuses on the lived experiences of the study participants and the exploration of the phenomenon under study, which is useful to satisfy the aim of the study. Given the above, this design is useful in eliciting information from a participant interrogatively, which goes a long way to satisfying the aim of the research.

3.3 Research Approach

Williams (2007) mentioned three approaches to conducting research – quantitative, qualitative and mixed methods. A quantitative approach deals with numeric or statistical methods for research design. A qualitative approach is textural. It enables the researcher to be deeply involved in the details of real knowledge. It usually leads to discoveries through a description, giving an explanation and interpretation of collected data. A mixed method approach to research combines the two already mentioned methods in a single research study (Williams, 2007).

Kothari (2004) reiterated that quantitative study is underpinned by the measurement of the amount and applies to occurrences or events stated in volumes. While qualitative study deals with the skewed examination of behaviour, mindset and opinions, it is a function of the researcher's perceptions and thoughts and not quantitative analysis.

The study used a mixed method approach established on its usefulness in assisting to comprehend the elements under study, and its appropriateness for the reasons of tackling the research questions. Moreover, it also added a new stance and gave a vivid and comprehensive illustration to the study. This research approach was specifically chosen because it adequately addressed the research problem. Finally, the data was integrated at the interpretation stage to answer the research questions. Specific interview questions were used to collect information from the human resource management departments of selected hotels that practice performance management system.

3.4 Data Collection Tools and Source

Sources of information for this research were based on both secondary information and primary data sources.

The primary data for the study was both quantitative and qualitative. The qualitative data was gathered via field interviews and the former from a research survey. Primary data were collected from hotels in the Greater Accra Region using a questionnaire and semi-structured interview questions (Attached appendices 3 and 4). Primary data is original data based on the problem statement and it is collected by the researcher to solve or fill the gap identified by the study. This study designed a questionnaire and interview questions based on the research questions to collect

primary data that elucidated the gaps in human resource management in the hospitality industry and assisted in finding an effective performance management system applicable to the industry.

Ghauri and Gronhaug (2002) state that secondary data is information collated for objectives that may be different from the researcher's aim. This study relied on secondary sources to discover scholarly findings, statements, and opinions published in articles, hospitality management and HR reports, journals, books, magazines, and newspapers connected to the subject and available online and in libraries. Secondary information enhances the validity and reliability of the study.

3.5 Population of the Study

Bryman and Bell., (2003) indicate that a population of a study is the whole group that the research is aimed at.

According to Ghana Tourism Authority Regional Administration, Accra, as of 2018, licensed formal accommodation establishments in Accra, categorised into guest houses, lodges, budget and star-rated hotels totalled 813. However, according to the same source, this figure was reduced to about 650 with an approximate total population of 2880 as of 2020, due to the negative effects of the COVID-19 pandemic. Some budget hotels remained closed even after the lockdown. During the data collection, the researcher identified some hotels that were still not functional. Based on these statistics, the study population is 2880 hotel employees in the Greater Accra Region of Ghana.

3.6 Sample Size and Sampling Technique

The sample size refers to the number of people included in a study population. The word "sample size" refers to a group of people drawn from the general population who are thought to be representative of the study's target population.

For the qualitative approach, 26 managers and other senior officers from the human resource management department of some selected star-rated hotels use PMS. They were selected using purposeful non-probability sampling. Purposive sampling was the most effective method for selecting the 26 participants since it allowed the researcher to choose those who were familiar with the PMS practiced in their hotels and had the requisite work experience and motivation to provide

enough data to participate in the interview. Moreover, the chosen technique is simple to implement, cost-effective and more convenient.

For the quantitative approach, out of the 650 estimated number of hotels the study covered 255.

Taro Yamane's formula was employed to arrive at the sample size using the target population of 2880. According to Chaokromthong and Sintao (2021), Taro Yamane's method of calculating sample size is suitable for survey research and a definitive population.

The sample size is worked as follows:

Population size: Approximately 2880

Error margin: 0.03 (97% confidence level)

$$\text{Sample Size} = \frac{N}{1+N*e^2}$$

N= Population Size

e = error margin

$$= \frac{2880}{1+(2880*0.03^2)} = 801.78 \text{ (approximately 800)}$$

Based on this statistics, the study sample size was approximately eight hundred (800), which is about 28% of the total population of the hotels. Hence, the total number of questionnaires distributed stood at 800. As indicated by Ahmad and Halim (2017) choosing a sample size for a study demands compromises between appropriateness, statistical significance and prudence.

Out of the 800 distributed questionnaires, about 700 (87.5%) of the sample size were retrieved and used for the analysis. The reason is that most of the hotels are recovering from the devastating effects of the COVID-19 pandemic and therefore their focus was more on marketing their hotels. Several visits met some of the respondents absent, hence, the shortage. This sample size would be representative enough to give a true reflection of the subject under study.

The respondents included relevant stakeholders such as human resource managers, heads of departments, long-serving employees, strategic team management leaders and other officers in hotels in the Greater Accra Region. The choice of selecting such a sample was because of their responsibility toward employee performance and productivity. Given these, they stood in a better

position to give the necessary information about matters related to the issues under study. The data obtained is authentic and detailed enough for practice and to inform policy formulations and appropriate recommendations.

3.7 Sampling Media

Questionnaires were used to collect quantitative data. The questionnaire consisted of both open and closed-ended questions. The aim is to acquire the needed information to successfully complete the study and ensure validity. Semi-structured interview questions were used to conduct the interviews. Semi-structured questions were used because they helped the researcher to delve into participants' beliefs, opinions and perspectives about a specific subject. Extract delicate and personal matters as well as gather open-ended data (DeJonckheere & Vaughn, 2019).

3.8 Data Collection Procedure

The primary data for the quantitative analysis was collected through the distribution of questionnaires to hotels in the catchment area. The researcher, including 2 young assistants circulated and retrieved the questionnaires using transportation (Both private and commercial means of transportation). In addition to the letter from the doctoral school, another introduction letter was sought from the Ghana Hotels Association (Appendix 5) to authenticate and also aid the data collection process.

The collecting of primary data (oral interviews) was done openly and practically by the researcher. During the process, an attempt was made to inform and educate the prospective participants about the study's purpose and the significance of their participation. Furthermore, pertinent points were noted, and follow-up questions were quoted. The recorded interview was later transcribed for analysis. Another important best practice adopted was to reiterate to the interviewee the purpose of the interview and his/her right to consent, participate or withdraw from the interview.

3.9 Analysis of Data

The data collected were analysed with SPSS version 26, including Amos 25 version. A maximum likelihood-based confirmatory factor analysis (CFA) approach was used to test the measurement

models underlying a full structural equation model (SEM) (see e.g., Lohmöller, 1989; Kline, 2015; Hair et al. 2018). Appropriate fit indices such as the Goodness-of-fit index (GFI) (see Jöreskog and Sörbom, 1986), Adjusted goodness-of-fit index (AGFI) (see Mulaik et al. 1989), Comparative fit index (CFI), Tucker-Lewis index (TLI) (see Byrne, 2001), Normed-fit index (NFI) (see Byrne, 2001), Root mean square error of approximation (RMSEA) (see Brown, 2006) were used to check the fitness model. Reliability and Validity Tests were conducted for the Confirmatory Factor Analysis Models (Shin, 2005; DeVellis, 2012; Kline, 2015; Hair et al., 2018, among others).

The CFA approach was used to test the selected independent latent variables namely performance management system (PerfMS), performance appraisal system (PerAppraisal), and selected human resources practices (HRPract). The measurement items were weighed on a 5-point Likert scale from 1 (strongly disagreed) to 5 (strongly agreed). The measurement items under PerfMS include “Wrong design of performance management system,” “Failing to integrate performance management system in HR, strategic plan and culture of the hotel,” “Involving managers, supervisors and officers in the development of the system,” “Lack of training before the start of implementation. A 5-point Likert scale was chosen because it takes less time to fill out and it is easy for respondents to understand. These variables were taken from the questionnaire.

The dimensions used to measure national culture (NC21) include “Management and employees accept each other and work together irrespective of their status to enhance performance”, “Employees greet each other, make friends easily and shake hands when they meet. This promotes teamwork and goal achievement”, and “Employees acquaint themselves with guests and make them feel at home all the time, promoting business to meet hotel goals”.

For organisational culture (OC22), the following were used as measurement “Supervisors find it difficult to give feedback to their subordinates especially, negative feedback because it is regarded as disrespectful”, “Supervisors support their subordinates in the area of duty”, “Employees respect older colleagues irrespective of position”.

Further, the dependent variables Employee Engagement and Productivity (EEPROD) were measured by “Highlight performers (for example, projecting the best performer for the month).” “Performance is linked to bonuses”, “Fair performance appraisal system”, “Delighting employees with the unexpected/surprises.

Hypotheses were tested using confirmatory analysis and structural equation models using AMOS 25 version to determine the positive and significant relationship among the selected variables, as well as if organisational and national cultures mediate the variables. The results of the analysis were presented using tables and diagrams.

The qualitative data obtained from the interview were transcribed into text and analysed through the lenses of the research objectives and questions. The researcher made inferences from secondary information and employed interpretive theory to analyse the data. This theory allows the researcher to analyse data based on respondents' feedback and backed by scholarly works and empirical evidence. This assertion is supported by Moisander et al. (2020) and Emery and Anderman (2020). The descriptive approach offers researchers detailed intuitiveness into an area of study. It allows for anticipation and drawing of conclusions. It also suits descriptive quality, reliability and data with a rich background (Moisander et al., 2020). The objective of phenomenological analysis is to give insight into human experience and individual perceptions (Emery & Anderman, 2020).

4. RESULTS AND DISCUSSION

This section presents the results of the quantitative data analysed and a discussion of the findings relating to national and organisational cultures, performance management system, employee engagement and productivity in hotels in the Greater Accra Region of Ghana. The results and discussion were guided by the research objectives and hypotheses.

The quantitative analyses of the in-depth conceptual framework of performance management system mediated by both national and organisational cultures that could lead to its successful implementation in the hotel industry in Accra and Ghana, in general, are presented.

4.1 Quantitative Analysis

The quantitative data was collected through the use of questionnaires. Eight hundred questionnaires were distributed among 255 hotels, out of which 700 were retrieved and used for the analysis. Therefore, the percentage of response rate is 87.5%.

The sub-sections are presented as follows: First, the demographics of respondents, responses on designing PMS, performance appraisal system in the hotels, the measurement model, confirmatory analysis, the full models, the structural equation models and discussion of the findings. They are presented based on the study objectives.

4.1.1 Demographic and Background Characteristics of Respondents

Table 3 represents the demographic and background characteristics of respondents. Information in the table regarding the gender of respondents shows that males were 371, representing 53.2%, and females 329 representing 46.8%. The inference is that majority of the voices had a masculine effect. Concerning age, 387, representing 50.9%, were between 21-30 years and 150 representing 29.2% were between 31- 40 years. Respondents that fell within the age of 41-50 were in a minority, 12.9% and the least were respondents aged above 50, 7 (4.7%). The results indicate that most of the respondents who partook in this study were of their youthful age. These representations could emphasise the study, given that the findings displayed the thoughts and beliefs of various groups of respondents, as shown in Table 1. The educational qualifications of respondents in the study were diverse, spanning from high school education to advanced degrees. A comprehensive overview of

education attained by the respondents is presented in Table 1. From the table, only one person had a third degree representing 0.13% of the respondents. This is followed by 9 (1.29%) second degree holders. The largest group of respondents had a first degree 267 (38.14%). They were closely followed by respondents with HND, 219 (31.29%) of the entire respondents. A significant portion of the respondents, 188 (26.86%), had obtained a vocational/technical certificate. Just as importantly is a small fraction of the respondents, 16 (2.29%), who had completed the West African Senior School Certificate Examination (WASSCE) level. The levels of education of respondents suggest a large proportion had the requisite practical skills-based education and knowledge in their respective fields and could provide the required information for the study. Concerning the positions of the respondents in their respective hotels, the majority were officers representing 311 (44.4%). This was followed by departmental/unit heads representing 246 (35.1%) and general managers being 135 (19.3%). Owners of hotels formed the minority with 8 (1.2%). Table 1 indicates that most of the respondents of the study have acquired higher education and occupied responsible positions. This suggests that the population under deliberation was well informed to give appropriate and up-to-date information. According to the table, 135 (19.3%) of the respondents have been working with the hotel for less than one year. 275 (39.2%) of respondents have worked in the hotel business between 1-5 years. 139 (19.9%) of the respondents have worked in the hotel industry for between 6-10 years. 151 (21.6%) of the respondents have worked for more than 11 years. It can clearly be seen that majority of the respondents have been in the hotel industry for one year and beyond. Presumably, employees who have spent more than a year in a hotel are deemed to have a good understanding of its human resource management issues. Implying that they may have ample knowledge of performance management-related issues.

Table 3. Demographic and Background Characteristics of Respondents

| | Variable | Frequency | Percent |
|----------------------------------|----------------------------------|------------------|----------------|
| Gender | Male | 371 | 53.2 |
| | Female | 329 | 46.8 |
| | Total | 700 | 100 |
| Age Group | Under 20 | 34 | 2.3 |
| | 21-30 yrs | 387 | 50.9 |
| | 31-40 yrs | 150 | 29.2 |
| | 41-50 yrs | 122 | 12.9 |
| | + 50 yrs | 7 | 4.7 |
| | Total | 700 | 100 |
| Educational Qualification | Third degree | 1 | 0.13 |
| | Second degree | 9 | 1.29 |
| | First degree | 267 | 38.14 |
| | HND | 219 | 31.29 |
| | Vocational/Technical Certificate | 188 | 26.86 |
| | WASSCE | 16 | 2.29 |
| | Total | 700 | 100 |
| Years of Service | Less than 1 year | 135 | 19.3 |
| | 1-5 yrs | 275 | 39.2 |
| | 6-10 yrs | 139 | 19.9 |
| | 11 years and above | 151 | 21.6 |
| | Total | 700 | 100 |
| Position Occupied | Hotel Owner | 8 | 1.2 |
| | Departmental /Unit Heads | 246 | 35.1 |
| | Officers | 311 | 44.4 |
| | General Managers | 135 | 19.3 |
| | Total | 700 | 100 |

Source: Field Data, (2022)

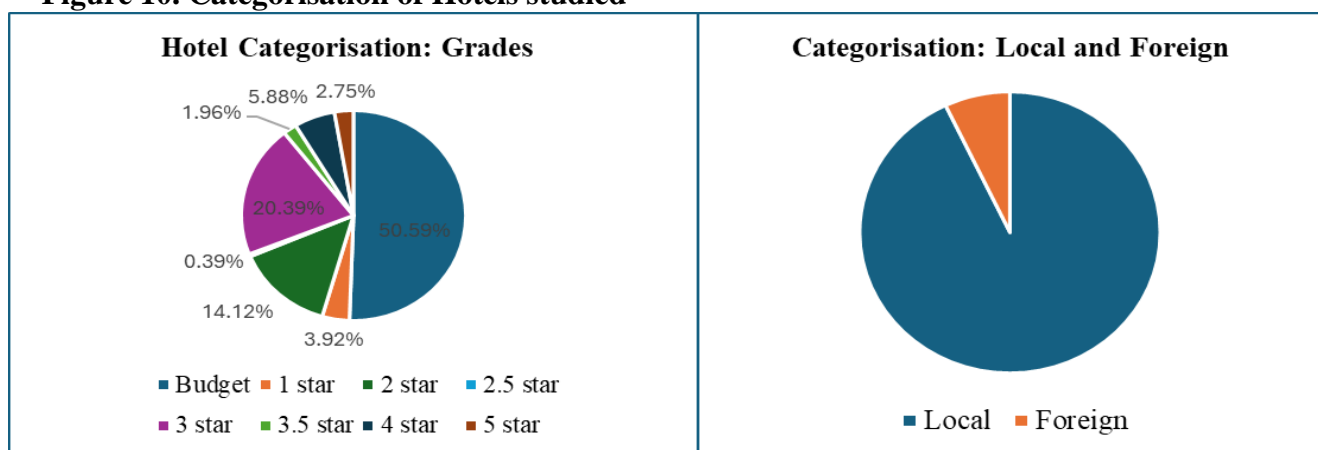
4.1.2 Categories of Hotels Studied

The study covered 255 hotels. Out of which 7.06% were foreign and 92.94% local hotels. More than 50 percent (50.59%) were budget hotels. Followed by 3-star hotels (20.39%), 2-star hotels (14.12%), 4-star hotels (5.88), 1-star hotels (3.92%), 5-star hotels (2.75%), 3.5-star hotels (1.96%) and the least were 2.5-star hotels (0.39%).

Categorising the results into foreign, local, star, and non-star-rated hotels is a good idea. However, the primary aim of this study did not prioritise conducting a detailed analysis of national and organisational cultures for each category. Nevertheless, future research could analyse each category to deepen the analysis and understanding in this regard.

Additionally, employing a structural equation model (SEM) with measures such as composite reliability, convergent validity, and discriminant validity necessitates a large sample size. Considering the study's visitation of 255 hotels and their categorisation into foreign, local, and stars, the SEM may not yield satisfactory results to effectively discern any research findings. Figure 10 shows the categorisation of the hotels under study.

Figure 10. Categorisation of Hotels studied



Source: Author's own construct, 2022

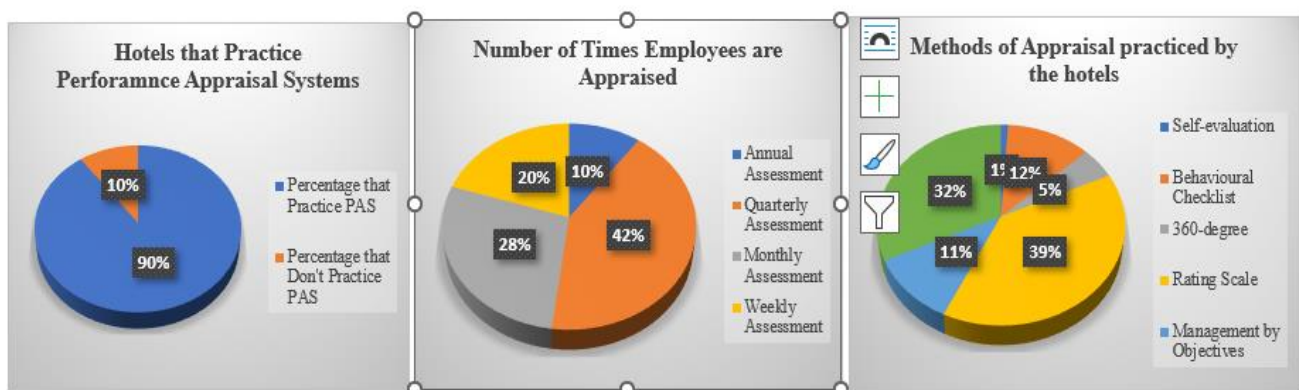
4.1.3 Performance Appraisal System (PAS)

Performance assessment forms an integral part of PMS. It is usually carried out at the end of the institutional year. From Figure 11, 630 (90%) of the respondents indicated that their hotels practiced performance appraisals. The remaining 70 (10%) were silent about it. From 90%, it was revealed that 264.6 (42%) state that their hotels conduct quarterly assessments of their employees, about 176.4 (28%) have it monthly, 63 (10%) annually and 126 (20%) weekly. These results imply that most of the hotels conduct regular employee performance assessments because of the nature of their jobs. Hotels belong to the service sector and the employees are always in contact with clients. It is only expedient that appraisals are held frequently.

It was found that employee evaluations were conducted by their immediate supervisors. In the “big hotels”, the entire process was coordinated by the human resource departments. With budget hotels, where only one manager manned all the units, they had the responsibility of appraising their employees. This may sometimes lead to biases, which is one of the key challenges with performance appraisal system.

Regarding the methods of appraisals, approximately (39%) of the hotels adopted the Rating Scales, about (32) used the Ranking Methods, (12%) employed the Behavioural Checklist, nearly (11%) practiced Management by Objectives, (5%) implemented the 360-degree method (mostly international hotels) and lastly, about (1%) used Self- evaluation. These results imply that most hotels in Ghana use rating scale and ranking methods of performance appraisals.

Figure 11. Performance Appraisal Practice in Hotels in GAR



Source: Author's own construct, 2022

4.2 Designing Performance Management System in Hotels.

Organisational Level

Table 4 shows the respondent's knowledge of the design of PMS. It shows the number of hotels that have mission and vision statements. Generally, most small hotels do not have written statements and plans, but orally, they do.

With the responses of each and their corresponding percentages in brackets. Table 4 shows that most hotels did not have mission and vision statements. The minority who had mission statements were the international and well-established hotels. However, the majority had visions of what they

wanted their hotels to achieve in the future and the values and culture that drive the hotels. About 15.2% of the hotels had written strategic plans. With regards to annual performance plans and performance agreements, 14.2% and 13.8% respectively had copies in their hotels. 85.8% and 86.1% did not have copies. When it comes to objectives and strategies to achieve them, many of the hotels (91.5%) had them. The implication is that the hotels had some of the elements needed for the design and implementation of PMS, hence, with some structures put in place and orientation, PMS could be implemented across board.

Table 4. Some Elements in the Design of a Performance Management System.

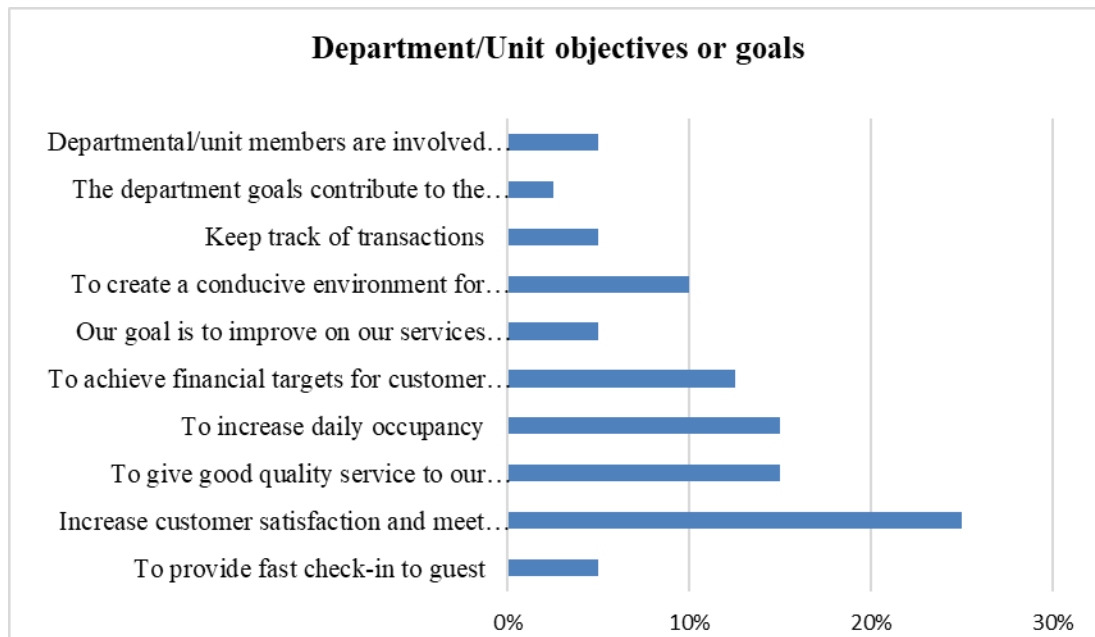
| Organisational Level | | | |
|--|----------------------------------|------------|-------------|
| Statements | Total Number of Responses | Yes | No |
| Does your hotel have a mission statement (why it exists)? If yes, please state your mission in the space provided below: | 674 | 74 (10.6%) | 600 (85.7%) |
| Does your hotel have a vision statement (what it wants to achieve in the future)? | 666 | 619(92.9%) | 47(7.1%) |
| Does your hotel have Values and its own Culture? (What it stands for, e.g., growing profitability, delivering quality, respect for people, etc.) | 648 | 607(93.7%) | 41(6.3%) |
| Does your hotel have a Strategic Plan? (1 to 5 years plan to show the direction of the hotel) | 674 | 103(15.2%) | 571(84.1%) |
| Does your hotel have an annual Performance Plan? (It is an operational performance plan from the strategic plan, showing how the hotel's programmes and activities will contribute. It shows the annual budget – costs and revenue). | 678 | 96(14.2%) | 582(85.8%) |
| Does your hotel have objectives and strategies to achieve them? (Aims and how to achieve them) | 672 | 615(91.5%) | 57(8.1%) |
| Does your hotel have a Performance Agreement? (Performance Agreement is a process that ensures that daily operations and work activities contribute to achieving the hotel's goals and objectives). | 652 | 90(13.8%) | 562(86.1%) |

Source: Field Data, (2022)

Departmental Level

The majority of the respondents, with an over 75% response rate, also alluded to the fact that their primary unit or department objective was to provide quality service, satisfy customers and staff while increasing sales and meeting financial targets. For instance, 25% of the hotels' departments/units said their objective was to increase customer satisfaction and meet sales targets. 15% indicate that their objective is to provide service quality to their clients. Another 15% mentioned that their goal was to increase daily occupancy. 12.5% would want to achieve financial targets and 10% said they strive to provide a conducive environment for both staff and clients. This can be found in Figure 12.

Figure 12. Departmental Level of PMS

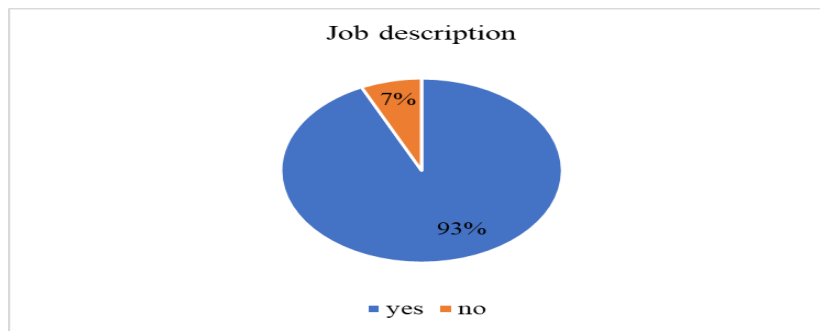


Source: Field Data, (2022)

Individual Level

With regards to employees' responses to whether they had job descriptions. The vast majority (93%) of the employees agreed that they had job descriptions, and they were apparent and understanding to most of them. However, about 7% of employees in the budget hotels in this study had oral/non-written job descriptions. This is shown in Figure 13.

Figure 13. Individual Level of PMS



Source: Field Data, (2022)

Individual Goal Setting

From Table 5, majority of the hotels' managers set targets for their subordinates but did not give regular feedback on performance. Furthermore, most of the targets lacked deadlines; instead, they were measured by results and outcomes.

Table 5 Individual Goal Setting

| Statement | Freq. | Yes | Freq. | No |
|---|-------|-----|-------|-----|
| Do your performance goals/ objectives have deadlines | 238 | 34% | 462 | 66% |
| Do your performance goals/ objectives have measured targets | 385 | 55% | 315 | 45% |
| Do your performance goals/ objectives have results and outcomes | 511 | 73% | 189 | 27% |
| Do you give regular feedback to your subordinates about their performance | 140 | 20% | 560 | 80% |

Source: Field Data, (2022)

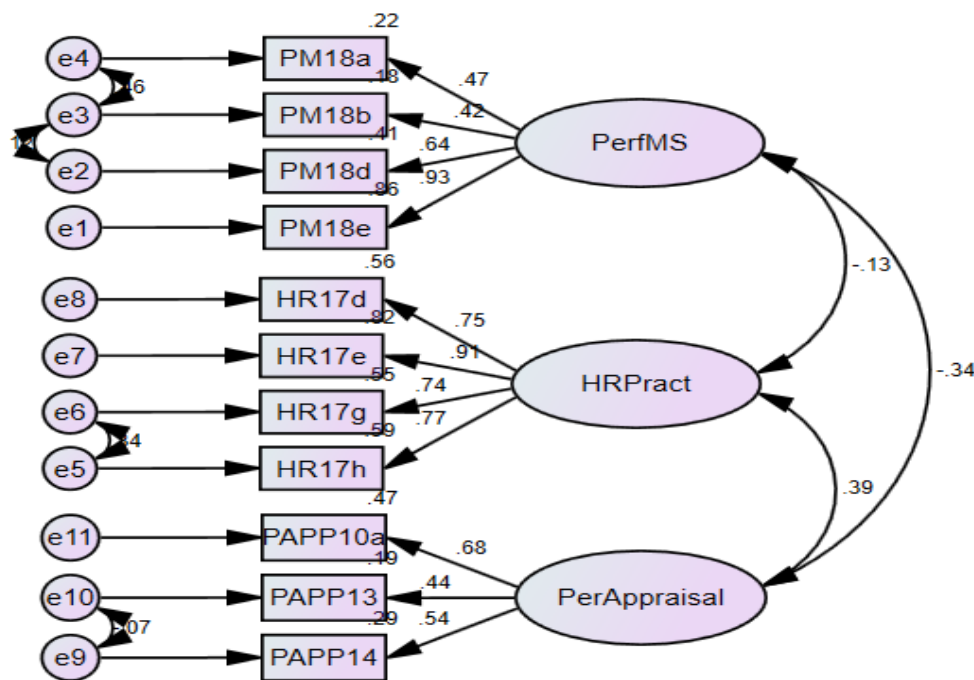
4.3 Measurement Models-Confirmatory Factor Analysis

Two measurement models were constructed using confirmatory factor analysis (CFA). Specifically, the parameters were estimated using the covariance-based (CB) approach under the structural equation modeling (SEM) framework. In the first measurement model, a CFA was performed for the independent latent variables namely performance management systems (PerfMS), performance appraisal system (PerAppraisal), and selected human resources practices (HRPract). The CFA model is presented in Figure 14, while the unstandardised and standard parameter estimates are captured in Table 6.

The results from Figure 14 and Table 6 show that all the measures of the latent variables in the measurement model are significant. Further, the fit statistics are presented in Table 8, while reliability and validity tests of the constructs are offered in Tables 9a and 9b.

Figure 14. shows the confirmatory factor analysis of Performance management system, Performance Appraisal and Selected Human Resources Practices. In Figures 14 and 15, what is the basis for deciding on the confirmatory analysis? Is there any cutoff point to admit each of the variables as a factor of PMS, HR Pract and Per Appraisal?

Figure 14. Confirmatory factor analysis of Performance management system, Performance Appraisal and Selected Human Resources Practices (Independent Variables)



Source: Author's own construct, 2022

Table 6. Standardised and unstandardised estimates of CFA for PMS, Performance Appraisal, Selected HR Practices and employee engagement and productivity.

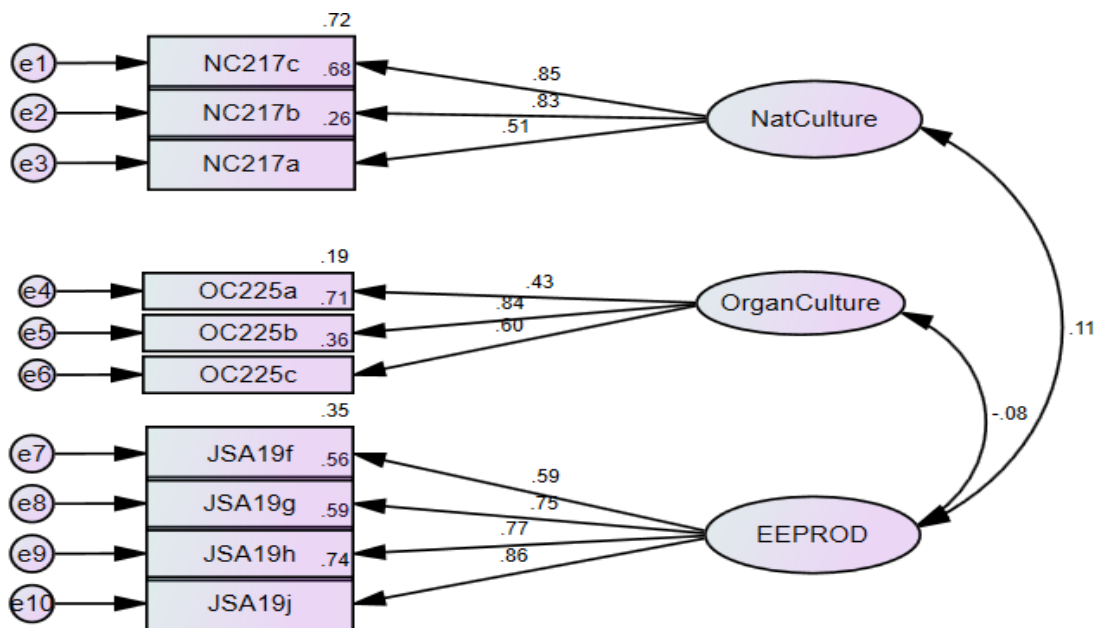
| <i>Measures</i> | <i>Direction</i> | <i>Construct</i> | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | <i>S.E.</i> | <i>C.R.</i> | <i>P</i> |
|-----------------|------------------|------------------|--------------------------------|------------------------------|-------------|-------------|----------|
| PM18e | ← | PerfMS | 1.000 | 0.928 | | | |
| PM18d | ← | PerfMS | 0.679 | 0.644 | 0.061 | 11.193 | *** |
| PM18b | ← | PerfMS | 0.391 | 0.419 | 0.045 | 8.718 | *** |
| PM18a | ← | PerfMS | 0.433 | 0.474 | 0.045 | 9.680 | *** |
| HR17h | ← | HRPract | 1.000 | 0.770 | | | |
| HR17g | ← | HRPract | 0.938 | 0.742 | 0.038 | 24.487 | *** |
| HR17e | ← | HRPract | 1.107 | 0.907 | 0.051 | 21.896 | *** |
| HR17d | ← | HRPract | 0.925 | 0.745 | 0.047 | 19.744 | *** |
| PAPP14 | ← | PerAppraisal | 1.000 | 0.538 | | | |
| PAPP13 | ← | PerAppraisal | 0.875 | 0.440 | 0.120 | 7.267 | *** |
| PAPP10a | ← | PerAppraisal | 2.106 | 0.684 | 0.300 | 7.029 | *** |

Notes: *S.E.*, *C.R.*, and *P* are the standard errors, critical ratio (estimate/*S. E.*), and *p*-value, respectively.

Source: Field Data, 2022

Similarly, the second measurement model using CFA is presented below: The CFA model diagram and the parameter estimates are presented in Figure 15 and Table 7, respectively. The NC represents national culture, OC organisational culture, JSA means job satisfaction and EEPROD represents employee engagement and productivity.

Figure 15: Confirmatory factor analysis of national and organisational cultures, and employee engagement and productivity.



Source: Author's own construct, 2022

Table 7. Standardised and unstandardised estimates of CFA for organisational, national cultures and Employee engagement and productivity.

| <i>Measure</i> | <i>Direction</i> | <i>Constructs</i> | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | <i>S.E.</i> | <i>C.R.</i> | <i>P</i> |
|----------------|------------------|-------------------|--------------------------------|------------------------------|-------------|-------------|----------|
| NC217a | ← | NatCulture | 1.000 | 0.505 | | | |
| NC217b | ← | NatCulture | 1.573 | 0.826 | 0.129 | 12.212 | *** |
| NC217c | ← | NatCulture | 1.557 | 0.848 | 0.129 | 12.039 | *** |
| OC225c | ← | OrganCulture | 1.000 | 0.598 | | | |
| OC225b | ← | OrganCulture | 1.388 | 0.841 | 0.177 | 7.827 | *** |
| OC225a | ← | OrganCulture | 0.789 | 0.435 | 0.087 | 9.019 | *** |
| JSA19h | ← | EEPROD | 1.000 | 0.767 | | | |
| JSA19g | ← | EEPROD | 1.061 | 0.748 | 0.056 | 19.082 | *** |
| JSA19f | ← | EEPROD | 0.853 | 0.591 | 0.057 | 14.919 | *** |
| JSA19j | ← | EEPROD | 0.759 | 0.861 | 0.036 | 20.851 | *** |

Source: Field Data, 2022

4.3.1 Fit indices of the hypothesised models and the data

Table 8 shows the results of the degree of relationship/relatedness between the selected variables in the hypothesised models. All the fit statistics are within acceptable levels as shown in the notes of Table 8. Therefore, it can be concluded that the items loaded on the constructs are good measures of the independent constructs.

Table 8. Fit indices of the hypothesised models and the data

| <i>Model</i> | χ^2 | <i>df</i> | <i>p</i> | χ^2/df | <i>GFI</i> | <i>AGFI</i> | <i>NFI</i> | <i>TLI</i> | <i>CFI</i> | <i>RMSEA</i> |
|--------------|----------|-----------|----------|-------------|------------|-------------|------------|------------|------------|--------------|
| SEM Model1 | 410.542 | 119 | 0.000 | 3.500 | 0.909 | 0.940 | 0.922 | 0.908 | 0.942 | 0.048 |
| SEM Model2 | 428.274 | 123 | 0.000 | 3.482 | 0.919 | 0.908 | 0.977 | 0.969 | 0.905 | 0.044 |

Notes: Goodness-of-fit index (*GFI*) (> 0.90), Adjusted goodness-of-fit index (*AGFI*) (> 0.9), Comparative fit index (*CFI*) (> 0.90), Tucker-Lewis index (*TLI*) (> 0.90), Normed-fit index (*NFI*), Root mean square error of approximation (*RMSEA*) (< 0.05). All the fit statics are within acceptable levels. χ^2/df is also within the acceptable range (<= 3.50).

Source: Field Data, 2022

4.3.2 Reliability and Validity Tests for the Confirmatory Factor Analysis Models

Tables 9a and 9b show the reliability and validity tests performed of the CFA and Structural Equation Models on the latent variables as well as Organisational and National Cultures and Employee Engagement and Productivity. The values in the tables represent the coefficients of reliability and validity among the latent variables showing their relationships.

The tests were conducted using composite reliability (CR) > 0.7, convergent validity (AVE) > 0.5 and discriminant validity (DV) > 0.7. The results of the tests show that both were more appropriate. consequently, the measures of the latent constructs are reliable and valid according to the CFA.

Table 9a: Reliability and Validity Tests for the Confirmatory Factor Analysis Models

| Panel A: Confirmatory Factor Analysis of Independent variables | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| | CR | AVE | DV | | |
| Latent Variable | | | PerfMS | HRPract | PerAppraisal |
| PerfMS | 0.723 | 0.519 | 0.720 | | |
| HRPract | 0.871 | 0.630 | -0.132 | 0.794 | |
| PerAppraisal | 0.774 | 0.517 | -0.342 | 0.386 | 0.719 |

| Panel B: Confirmatory Factor Analysis of Culture and Employee Engagement and Productivity | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|
| | CR | AVE | | | |
| Latent Variable | | | OrganCulture | NatCulture | EEPROD |
| OrganCulture | 0.768 | 0.518 | 0.647 | | DV |
| NatCulture | 0.779 | 0.552 | | 0.743 | |
| EEPROD | 0.833 | 0.560 | -0.083 | 0.110 | 0.748 |

Notes: CR, AVE, DV are the measures of composite reliability, converge validity and discriminate validity.

Table 9b: Reliability and Validity Tests for the Structural Equation Models

| Panel A: Structural Equation Model with Organisation Culture | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| | CR | AVE | DV | | |
| Latent variable | | | PerfMS | HRPract | PerAppraisal |
| PerfMS | 0.856 | 0.699 | 0.836 | | |
| HRPract | 0.761 | 0.520 | -0.104 | 0.721 | |
| PerAppraisal | 0.708 | 0.535 | -0.129 | 0.256 | 0.731 |

| Panel B: Structural Equation Model with National Culture | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| | CR | AVE | DV | | |
| Latent variable | | | PerfMS | HRPract | PerAppraisal |
| PerfMS | 0.705 | 0.526 | 0.726 | | |
| HRPract | 0.785 | 0.545 | -0.103 | 0.738 | |
| PerAppraisal | 0.742 | 0.530 | -0.380 | 0.536 | 0.728 |

Composite reliability, converge validity and discriminate validity tests.

Following literature (-----), composite reliability (CR) > 0.7, convergent validity (AVE) > 0.5, and discriminant validity (DV) > the ins are more appropriate. Hence, the measures of the latent constructs are reliable and valid according to the CFA.

4.3.3 Structural Equation Model

To achieve the objectives, twelve (12) hypotheses were formulated to determine the independent variables: Performance Management System, Performance Appraisal System and Human Resource Management Practices on Employee Engagement and Productivity by using both national and organisational cultures as mediators.

Research Hypotheses**4.4 Objective One**

Investigate whether national and organisational cultures directly influence the relationship between effective PMS and employee engagement and productivity in hotels in the Greater Accra Region.

4.4.1 Results and Discussion of Objective One

To establish the effect that Performance Management System has on Employee Engagement and Productivity, the following hypotheses (H1 and H4) were suggested:

a. Total and Direct Effects Model for Organisational Culture to determine the relationship between PMS and Employee Engagement and Productivity

H1: Effective Performance Management System has a positive and significant relationship with Employee Engagement and Productivity. .– (Total Effects Model for Organisational culture).

The total and direct effects for the construct hypothesis (H1) using organisational culture as the mediating variable are presented in Table 10a and Table 10b respectively.

According to Table 10a, in examining whether there is a total effect of organisational culture on the relationship between the independent variable PMS on Employee Engagement and Productivity, it was found that the total effect was not statistically significant ($\beta=-0.019$, $p=0.124$) of the relationship between effective Performance Management System and Employee Engagement and Productivity. Hence, the hypothesis is not supported. Performance management system has a positive relationship with employee engagement and productivity but has no significant influence.

This does not agree with Sopiah et al., (2020) who in their study investigated the relationship between work engagement and talent management and its influence on nurses' performance in Indonesia. They found a positive effect between talent management, work engagement and employee performance. Awan et al., (2020) also found a significant influence between employee performance, work engagement and performance management system effectiveness in their study to identify the effectualness of PMS in the banking industry in Pakistan using a sample size of 285 employees selected from various branches of private banks located across Pakistan.

The study results emphasise the need for hotels to ensure that their culture aligns with the goals and objectives of the performance management system and encourage a culture of continuous learning and development. According to Schein (2010), organisational culture is a shared set of assumptions, values, and beliefs that shape how employees perceive and respond to various aspects of their work environment, including performance management. A culture that prioritises employee development and growth may lead to a more positive perception of PMS, as employees would see the value in the feedback and development opportunities provided through the system (Nkomo,

2014). Additionally, a culture that values open communication and collaboration can facilitate the effective implementation of PMS, as employees are more likely to provide honest and constructive feedback (Cameron and Quinn, 2011).

As evidenced in the results in Table 10b, Effective Performance Management System had no direct effect on Employee Engagement and Productivity ($\beta=-0.016$, $p=0.678$).

This calls for an awareness of employees of hotels' culture. Managers must spend more time teaching their subordinates about organisational culture that promotes performance, employee engagement and productivity. As mentioned by Hongal and Kinange (2020) the success of organisations depends on employee performance. Organisations need the unique skills and abilities of their employees for a competitive urge.

The results imply that PMS is not popular in the hotel industry in Ghana, and even the star-rated hotels that practice it may have some challenges. Hotels should therefore strive to create a culture that aligns employees' goals and objectives to that of the organisation and promotes employee development and growth. This would in turn ensure an increase in employee engagement and productivity. Additionally, hotels should encourage open communication and collaboration to facilitate the effective implementation of the PMS.

The results of the hypothesis means that organisational culture like hierarchy, respect for the individual, supportive and experience when added to the design and implementation would only work if they are properly communicated to the hotel employees.

Table 10a: Total Effects Models for Organisational Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | SE | P-value | Sig |
|--------|-----------|--------------|--------------------------------|------------------------------|-------|---------|-----|
| EEPROD | ← | PerfMS | -0.003 | -0.019 | 0.002 | 0.124 | No |
| EEPROD | ← | OrganCulture | 0.052** | 0.096 | 0.021 | 0.047 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

Table 10b: Direct Effects Model for Organisational Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | P-Value | Significance |
|--------|-----------|--------|--------------------------------|------------------------------|-------|---------|--------------|
| EEPROD | ← | PerfMS | -0.003 | -0.016 | 0.003 | 0.678 | No |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

b. Total and Direct Effects Model for National Culture to determine the relationship between PMS and Employee Engagement and Productivity

H4: Effective Performance Management System has a positive and significant relationship

with Employee Engagement and Productivity (Total Effects Model for National Culture).

The total and direct effects for the construct hypothesis (H4) using national culture as the mediating variable are presented in Table 11a and Table 11b correspondingly.

Table 11a shows the total effects model on national culture on the relationship between PMS and employee engagement and productivity.

The result obtained suggests that the total effect was not statistically significant ($\beta=0.006$, $p=0.067$) of the relationship between effective Performance Management System and Employee Engagement and Productivity. Hence, the hypothesis is not supported.

Table 11b indicates the direct effects that national culture has on Performance Management System. The results specify that there was no direct effect between Effective Performance Management System and Employee Engagement and Productivity ($\beta=0.007$, $p=0.450$). Hence, the hypothesis is not supported.

The results are not in agreement with Hongal and Kinange (2020) who indicate that employee engagement plays a pivotal role in improving the productivity of an organisation which serves as an attraction and retention of skilled employees.

The outcome of the hypothesis tested is a clear indication that the majority of hotels in Ghana do not practice a performance management system. This is a gap this study seeks to close. PMS when effectively designed and implemented would improve employee engagement and productivity.

Further, the results emphasise the need for the introduction of national culture into the design and implementation of PMS which has been advocated by previous studies (Jwijati, 2017; Varma et al., 2023; Abane and Phinaitrup, 2020).

When employees are familiar with the culture of their hotels, in addition to receiving regular feedback, recognition and objective evaluations among others would enhance employee engagement and productivity. A study by Aguinis (2019) found that incorporating cultural dimensions, such as individualism and collectivism, into PMS design leads to higher levels of employee satisfaction and improved overall performance outcomes. This highlights the importance of considering the cultural background of employees when designing PMS in the hotel industry.

Table 11a: Total Effects Model for National Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | Significance |
|--------|-----------|------------|--------------------------------|------------------------------|-------|--------------|
| EEPROD | ← | PerfMS | 0.002 | 0.006 | 0.001 | No |
| EEPROD | ← | NatCulture | 0.053*** | 0.133 | 0.021 | Yes |

Notes: ***/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

Table 11b: Direct effect model for National Culture

| DV | Direction | IV | <i>Unstandardized Estimate</i> | <i>Standardized Estimate</i> | S.E | P-Value | Sig |
|--------|-----------|--------|--------------------------------|------------------------------|-------|---------|-----|
| EEPROD | ← | PerfMS | 0.002 | 0.007 | 0.010 | 0.450 | No |

Notes: ***/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

4.5 Objective Two

Investigate whether national and organisational cultures directly influence the relationship between Performance appraisal and employee engagement and productivity in hotels in the Greater Accra Region.

4.5.1 Results and Discussion of (Objective 2)

To ascertain the effect that Performance Appraisal System has on Employee Engagement and Productivity, the following hypotheses (H2 and H5) were postulated:

H2: Performance Appraisal System has a positive and significant relationship with Employee Engagement and Productivity – (Total Effects Model for Organisational Culture)

- a. **Total and Direct Effects Model for Organisational Culture to determine the relationship between Performance Appraisal System and Employee Engagement and Productivity**

The total and direct effects for the construct hypothesis (H2) using organisational culture as the mediating variable are presented in Table 12a and Table 12b respectively.

According to Table 12a, in examining the effect of organisational culture on the relationship between the independent variable Performance Appraisal System on Employee Engagement and Productivity, it was found that there was no significant total effect of the relationship between the Performance Appraisal System and Employee Engagement and Productivity ($\beta=-0.011$, $p=0.125$).

With the direct effect, the analysis in Table 12b revealed that the Performance Appraisal system had no direct significant effect on Employee Engagement and Productivity ($\beta=0.009$, $p=0.067$)

The results reveal that there may be challenges with the practice of performance assessment in hotels in Ghana. As shown in the empirical data, some of the challenges with performance appraisals in the hotel industry include biases, lack of considerable support, avoidance of assessment, and increase in ratings among others.

Management must take the necessary steps to improve the appraisal system to enhance employee engagement and productivity. About 90% of the hotels surveyed practiced some form of performance appraisal. Appraisals form an integral part of PMS.

Table 12a: Total Effects Models for Organisational Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | SE | P-value | Sig |
|--------|-----------|--------------|--------------------------------|------------------------------|-------|---------|-----|
| EEPROD | ← | PerAppraisal | -0.015 | -0.011 | 0.010 | 0.125 | No |
| EEPROD | ← | OrganCulture | 0.052** | 0.096 | 0.021 | 0.047 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

Table 12b: Direct effects model for Organisational Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | P-Value | Significance |
|--------|-----------|--------------|--------------------------------|------------------------------|-------|---------|--------------|
| EEPROD | ← | PerAppraisal | 0.012 | 0.009 | 0.006 | 0.067 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

b. Total and Direct Effects Model for National Culture to determine the relationship between Performance Appraisal System and Employee Engagement and Productivity

H5: Performance Appraisal system has a positive and significant relationship with Employee Engagement and Productivity – (Total Effects Model for National Culture).

The total and direct effects for the construct hypothesis (H5) using national culture as the mediating variable are presented in Table 13a and Table 13b accordingly.

Table 13a shows the total effects model on national culture on the relationship between Performance Appraisal system and Employee Engagement and Productivity.

The results indicate that there was a significant effect on the total effect of the relationship between Performance Appraisal system and Employee Engagement and Productivity ($\beta=0.110$, $p=0.042$). Hence, the hypothesis is supported.

Table 13b also suggests that there was a direct effect between the Performance Appraisal System and Employee Engagement and Productivity ($\beta=0.142$, $p=0.015$). This hypothesis is therefore supported.

The outcome agrees with the findings of Curzi et al., (2019). They found that when employees know that their performance assessment focuses on the attainment of predetermined measurable outcomes, it influences them positively. This would in the long run have a positive influence on their engagement to the hotels and increase their productivity. It is worth noting that performance appraisal is a subset of performance management system.

The result implies that national culture plays an important part in employee performance. When employees are familiar with the values and norms of their hotels, it enhances their commitment to the organisation and leads to a rise in productivity.

Table 13a: Total Effects Model for National Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | Significance |
|--------|-----------|--------------|--------------------------------|------------------------------|-------|--------------|
| EEPROD | ← | PerAppraisal | 0.194*** | 0.110 | 0.073 | Yes |
| EEPROD | ← | NatCulture | 0.053*** | 0.133 | 0.021 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

Table 13b: Direct effect model for National Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | P-Value | Sig |
|--------|-----------|--------------|--------------------------------|------------------------------|-------|---------|-----|
| EEPROD | ← | PerAppraisal | 0.250** | 0.142 | 0.102 | 0.015 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

4.6 Objective Three

Investigate whether national and organisational cultures directly influence the relationship between selected HR practices and employee engagement and productivity in hotels in the Greater Accra Region.

4.6.1 Results and Discussion of (Objective 3)

To establish the effect that HR Practices have on Employee Engagement and Productivity, the following hypotheses (H3 and H6) were suggested:

H3: Selected HR practices have a positive and significant relationship with Employee Engagement and Productivity – (Total Effects Model for organisational Culture).

a. Total and Direct Effects Models for Organisational Culture to determine the relationship between HR Practices and Employee Engagement and Productivity

The total and direct effects for the hypothesis (H3) using organisational culture as the mediating variable are presented in Table 14a and Table 14b sequentially.

Table 14a shows that the Selected HR Practices have a positive and significant relationship with Employee Engagement and Productivity. In the case of the relationship between Selected HR practices and Employee Engagement and Productivity, the total effect was not supported ($\beta = -0.042$, $p = 0.086$).

Moreover, the Selected HR practices did not show any direct effect on Employee Engagement and Productivity ($\beta = -0.032$, $p = 0.245$). This is shown in Table 14b.

Effective human resource management practices should have a significant influence on employee engagement and productivity. It is therefore important for HR managers to enact HR policies that would promote employee commitment, which would in turn improve productivity.

The hotels should deepen their HR practices to enhance employee engagement and productivity. As asserted by Vance (2006) varied HR practices such as performance management, training, recruitment and selection, etc. can improve employee engagement. Moreover, employees who are engaged and dedicated to their organisations provide a critical competitive edge that includes increased productivity.

The results also imply that the selected organisational cultures of respect for individual, supportive, experience and hierarchy would contribute to employee engagement and productivity when added to the design and implementation of PMS. That is, if hotels' management take the necessary steps to enforce them.

Table 14a: Total Effects Models for Organisational Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | SE | P-value | Sig |
|--------|-----------|--------------|--------------------------------|------------------------------|-------|---------|-----|
| EEPROD | ← | HRPract | -0.021 | -0.042 | 0.013 | 0.086 | No |
| EEPROD | ← | OrganCulture | 0.052** | 0.096 | 0.021 | 0.047 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

Table 14b: Direct Effects Model for Organisational Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S. E | P-Value | Significance |
|--------|-----------|---------|--------------------------------|------------------------------|-------|---------|--------------|
| EEPROD | ← | HRPract | -0.016 | -0.032 | 0.013 | 0.245 | No |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

b. Total and Direct Effects Model for National Culture to establish the relationship between HR Practices and Employee Engagement and Productivity

H6: Selected HR has a positive and significant relationship with Employee Engagement and Productivity – (Total Effects Model for National Culture).

The total and direct effects of the construct hypothesis (H6) using national culture as the mediating Selected HR Practices are presented in Table 15a and Table 15b congruently.

Table 15a shows the total effects model on national culture on the relationship between Selected HR Practices and Employee Engagement and Productivity

Selected HR Practices also have a positive and significant relationship with Employee Engagement and Productivity ($\beta=0.062$, $p=0.014$). Hence, the hypothesis is supported.

Table 15b shows the results of the direct relationship between the Selected HR Practices and Employee Engagement and Productivity.

The results proved a positive and significant direct effect between Selected HR Practices and Employee Engagement and Productivity ($\beta=0.032$, $p=0.043$). Hence, the hypothesis is supported.

These results agree with one of the outcomes of Chahar and Hatwal (2018) that some HR practices such as training and development, performance management, career growth prospects and so on, have significant effects on employee engagement. This would inventively influence productivity positively. Hotels that incorporate best HR practices can retain their employees, morale and engagement are high and productivity is improved. About 13% of satisfied employees are more productive than employees who may not be happy (Ercanbrack, 2023). This argument agrees with the results.

Best HR practices motivate employees to give their best, unleashing their potential and commitment to the organisation leading to high productivity.

Table 15a: Total Effects Model for National Culture

| DV | Direction | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | Significance |
|--------|-----------|------------|--------------------------------|------------------------------|-------|--------------|
| EEPROD | ← | HRPract | 0.024** | 0.062 | 0.010 | Yes |
| EEPROD | ← | NatCulture | 0.053*** | 0.133 | 0.021 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

Table 15b: Direct effect model for National Culture

| DV | Direction | IV | <i>Unstandardized Estimate</i> | <i>Standardized Estimate</i> | S.E | P-Value | Sig |
|--------|-----------|---------|--------------------------------|------------------------------|-------|---------|-----|
| EEPROD | ← | HRPract | 0.012** | 0.032 | 0.005 | 0.043 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

4.7 Objective 4

To Investigate whether national and organisational culture would mediate the relationship between effective PMS and employee engagement and productivity in hotels in the Greater Accra Region

4.7.1 Results and Discussion for (Objective 4)

To achieve this objective, hypotheses (H7 and H10) were developed to determine the mediation of both national and organisational cultures on the independent variable, Performance Management System on the dependent variable:

a. Mediation Model for Organisational Culture on PMS

H7: Organisational Culture mediates the relationship between Effective Performance Management and Employee Engagement and Productivity.

The indirect effects for the constructs (H7) using organisational culture as the mediating variable are presented in Table 10c.

From Table 10c, the result revealed that organisational culture does not mediate the relationship between Effective Performance Management and Employee Engagement and Productivity ($\beta = -0.002$, $p = 0.287$). Hence, there is no mediation effect.

This finding reiterates the need for hotel management to communicate the hotels' beliefs, philosophies, expectations and norms to their employees. HR managers must design appropriate human resource management practices and policies that would promote the respective hotels' culture. As postulated by Lee et al. (2018) more consideration should be given to organisational culture among other things such as employee relationships and expectations which would advance employee engagement. They further advised that organisations should find ways to foster the right cultural values to improve constructive work approaches.

Similarly, Singh (2019) found that considering organisational culture when implementing PMS can lead to increased acceptance and usage of the system by employees. This is because employees are more likely to embrace PMS if it aligns with the culture and values of their organisation. As a result, this can lead to improved performance outcomes in the hotel industry in Greater Accra.

Table 10c: Mediation effects model for Organisational Culture on PMS and Employee Engagement and Productivity

| DV | Direction (OrganCulture) | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | P- Value | Sig |
|--------|-----------------------------|--------|------------------------------------|----------------------------------|-------|-------------|-----|
| EEPROD | ← | PerfMS | -0.002 | -0.002 | 0.002 | 0.287 | No |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

b. Mediation Model for National Culture on PMS

H10: National Culture mediates the relationship between Effective Performance Management and Employee Engagement and Productivity.

The indirect effects of the construct (H10) using national culture as the mediating variable are presented in Table 11c.

The result as shown in Table 11c, suggests that national culture mediates the relationship between Effective Performance Management and Employee Engagement and Productivity ($\beta=0.021$, $p=0.075$). Hence, there is a mediation effect.

The result suggests that the cultural values and norms of the society in which organisations operate can influence the perception of performance management system's effectiveness. For instance, in some cultures, collective success may be valued over individual achievement, and this could impact how employees perceive the effectiveness of the performance management system. Thus, hotels operating in different cultural contexts should be aware of the impact of national culture on the effectiveness of the performance management system and tailor their approach accordingly. As noted by Hofstede (2001), national culture shapes how individuals perceive and respond to various organisational practices, including the PMS. In Ghana, the cultural values of community, cooperation, and respect for authority may impact how employees perceive the PMS, with a system that emphasises teamwork and collective success being perceived as more effective (Nkomo, 2014). Additionally, the PMS should be aligned with cultural values of respect for authority and hierarchy, with clear roles and responsibilities for managers and employees.

This is consistent with Awan et al., (2020) who found a harmonising mediating role of work engagement in the relationship between employee performance and an effective performance management system in their study of PMS in private banks in Pakistan.

Table 11c: Mediating Effect Model for National Culture on PMS and Employee Engagement and Productivity

| DV | Direction (NatCulture) | IV | Unstandardised Estimate | Standardised Estimate | S.E | P- Value | Sig |
|--------|---------------------------|--------|----------------------------|--------------------------|-------|-------------|-----|
| EEPROD | ← | PerfMS | 0.009* | 0.021 | 0.004 | 0.075 | Yes |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

4.8 Objective Five

Investigate whether national and organisational culture would mediate the relationship between performance appraisal and employee engagement and productivity in hotels in the Greater Accra Region

4.8.1 Results and Discussion for (Objective 5)

To achieve this objective, hypotheses (H8 and H11) were established to ascertain the mediation of both national and organisational cultures on the independent variable, Performance Appraisal System and employee engagement and productivity:

a. Mediation Model for Organisational Culture on Performance Appraisal System

The indirect effects of the construct Performance Appraisal (H8) using organisational culture as the mediating variable are presented in Table 12c.

Again, organisational culture mediates the relationship between Performance Appraisal and Employee Engagement and Productivity ($\beta=0.021$, $p=0.098$). Hence, there is no mediation effect. The results emphasise the weak nature of organisational culture in the hotels in the Greater Accra Region. While it remains important that organisational culture plays a vital role in the implementation of PMS, the data did not support its mediation with both independent and dependent variables.

Table 12c: Mediation Effects Model for Organisational Culture

| DV | Direction (OrganCulture) | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | P- Value | Sig |
|--------|-----------------------------|--------------|------------------------------------|----------------------------------|-------|-------------|-----|
| EEPROD | ← | PerAppraisal | -0.027 | -0.021 | 0.015 | 0.098 | No |

*Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a. 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.*

Source: Field Data, 2022

b. Mediation Model for National Culture on Performance Appraisal System

H11: National Culture mediates the relationship between Performance Appraisal and Employee Engagement and Productivity.

The mediating effects of the construct, Performance Appraisal System represents hypothesis (H11) using national culture as the mediating variable are presented in Table 13c.

It is evident that National Culture partially mediates positively between Performance Appraisal and Employee Engagement and Productivity ($\beta=0.032$, $p=0.023$). Hence, the hypothesis is supported.

An effective appraisal system that has been designed with the consideration of cultural elements can motivate employees to unleash their commitment and increase productivity.

This agrees with the findings of Ameen and Baharom (2019) who found in literature that performance appraisal becomes effective when improved approaches are used. They emphasised the need for organisations to consider the diversity in their workforce and the HR elements (such as feedback, recognition, and financial rewards just to mention a few) that bring a positive outcome and enhance employee engagement when designing their appraisal system.

Table 13c: Indirect effect model for National Culture

| DV | Direction (NatCulture) | IV | <i>Unstandardized Estimate</i> | <i>Standardized Estimate</i> | S.E | P- Value | Sig |
|--------|---------------------------|--------------|------------------------------------|----------------------------------|-------|-------------|-----|
| EEPROD | ← | PerAppraisal | 0.056** | 0.032 | 0.022 | 0.023 | Yes |

*Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.*

Source: Field Data, 2022

4.9 Objective Six

To investigate whether national and organisational culture would mediate the relationship between selected HR practices and employee engagement and productivity in hotels in the Greater Accra Region.

4.9.1 Results and Discussion for (Objective 6)

To attain this objective, hypotheses (H9 and H12) were established to determine the mediation of both national and organisational cultures on the independent variable, Human Resource Practices:

a. Mediation Model for Organisational Culture on HR Practices

H9: Organisational Culture mediated the relationship between Selected HR practices and Employee Engagement and Productivity

The mediation effects for Selected HR practices represented by hypothesis (H9) using organisational culture as the mediating variable are presented in Table 14c.

The result suggests that Organisational Culture does not mediate the relationship between Selected HR practices and Employee Engagement and Productivity ($\beta=-0.009$, $p=0.252$). Hence, the hypothesis is not supported.

The outcome of the hypothesis could be a result of the general poor conditions of service for most hotels for their employees (Poulston, 2009; Lam et al., 2001; Simons and Enz, 1995). Hotels should include as part of their organisational culture best HR practices such as reward and recognition, training and development, a good workplace environment, employee retention policies, flexible work arrangement etc. As attested by Othman and Mahmood (2019) HR practices contribute immensely to mediating the relationship between distinct performance and employee engagement among top talents in an organisation.

Table 14c: Indirect Effects Model for Organisational Culture

| DV | Direction (OrganCulture) | IV | <i>Unstandardised Estimate</i> | <i>Standardised Estimate</i> | S.E | P- Value | Sig |
|--------|-----------------------------|---------|------------------------------------|----------------------------------|-------|-------------|-----|
| EEPROD | ← | HRPract | -0.005 | -0.009 | 0.004 | 0.252 | No |

Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.

Source: Field Data, 2022

b. Mediation Model for National Culture on Selected HR Practices

H12: National Culture mediates the relationship between Selected HR practices and Employee Engagement and Productivity.

The indirect effects for the construct, selected HR practices were denoted by (H12) using national culture as the mediating variable is presented in Table 15c.

The result in Table 15c suggests that National Culture partially mediates the relationship between Selected HR practices and Employee Engagement and Productivity ($\beta=0.030$, $p=0.024$). Hence, the hypothesis is supported.

The results support the assertion made in previous studies that it is imperative to include national culture in performance management system which forms an integral part of HR practices (Anginis, 2019; Abane and Phinaitrup, 2020).

Meaning that national culture has a role to play in a performance management system. Positive national cultures such as **hospitality** and **politeness** when incorporated into the design and implementation of performance management system in the hotel industry in Ghana could ensure its

effectiveness and success. This is because these Ghanaian national cultures would have an indirect influence on the attitude and behaviour of the hotel employees, which may impact their productivity.

Table 15c: Indirect effect model for National Culture

| DV | Direction (NatCulture) | IV | <i>Unstandardized Estimate</i> | <i>Standardized Estimate</i> | S.E | P- Value | Sig |
|--------|---------------------------|---------|------------------------------------|----------------------------------|-------|-------------|-----|
| EEPROD | ← | HRPract | 0.011** | 0.030 | 0.004 | 0.024 | Yes |

*Notes: */**/** significant at 5%/1%, respectively. The parameters are estimated using bootstrap (1000 resamples) using a 95% bias-corrected confidence level. DV and IV denote dependent and independent variables.*

Source: Field Data, 2022

4.10 Further Discussion on the Total and Direct Effects Models for Organisational Culture

The main outcome for H1, H2 and H3 is that organisational culture positively and insignificantly impacts employee engagement and employee productivity. In total, they were not supported by the data.

rganisational culture has a direct impact on employee engagement and productivity, and a weak direct relationship that may exist is not supported by the output of the empirical analysis. Although organisational culture has a positive influence on employee engagement and employee productivity, the impact has not reached significant levels.

Again, the data did not support H7, H8 and H9. The outcome of the hypotheses means that the selected organisational culture (**hierarchy, respect for the individual, supportive and experience**) when added to the design and implementation would only work if they are properly communicated to the hotel employees. When they are aligned to the strategic objectives of the organisation and managers enforce them to adjust to employee needs and expectations in order to influence their behaviour in their respective hotels.

Organisational culture is a major factor in performance management system. The results could mean that the hotels' organisational cultures were not well communicated to the employees. It could also be that most of the international hotels' 'import' the organisational culture of the headquarters to the country which may not sit well with the Ghanaian employees, or the Ghanaian employees may not understand the foreign cultures unless the necessary training is carried out. Managers should communicate the corporate culture effectively and properly to the local employees. The organisational culture may be foreign to the Ghanaian workers so education should

be done, or the foreign organisational culture should be customised to suit the local context. That is why Aguinis (2019) recommended that national culture should be considered when designing PMS, it would inform the modification of organisational cultures of the hotels. It is also imperative that hotel management and HR departments deepen their organisational cultural values and align them to the HR practices and communicate them effectively to the employees.

Organisational culture involves corporate expectations, philosophy, experiences, values, shared attitudes, beliefs and customs that are written and unwritten, which guide employees and other members of the organisation (Cancialosi, 2017). It is, therefore, necessary for hotels to inculcate their cultures into their operations and employees must buy into it.

This suggestion agrees with the findings of Martínez-Caro et al. (2020) who found among other things that organisational culture that supports strategies leads to improved performance. Hongal and Kinange (2020) also resolved that job experience and organisational culture influence employee engagement and retention. Srimulyani and Hermanto (2022) also confirmed that when leaders help in shaping organisational culture through plausible leadership practices, the organisational culture could increase employee engagement and commitment.

Furthermore, according to the data, performance appraisal plays a significant role in employee engagement and productivity. This could be because most hotels appraise their employees as found by Boadu et al. (2014) in their study of performance appraisals in hotels in the Ashanti Region of Ghana. HR practices and PMS work hand-in-hand and are needed to ensure employee engagement and productivity, which is also in consonance with the finding of Akinlabi et al. (2021), that organisational culture promotes organisational performance. It is necessary for hotel management to ensure that their hotel culture is clear and understandable. Culture is one of the contextual factors that encompasses PMS.

4.11 Further Discussion on using National Culture to establish the relationship between the variables.

The main outcome is that national culture positively and significantly impacts employee engagement and productivity.

H4, H5 and H6 show the total and direct effects model for the national culture. Performance Appraisal and HR Practices with the influence of national cultures have a positive and significant effect on employee engagement and productivity. Meaning that H5 and H6 support and have a direct effect on the dependent variable. On the other hand, (H4) Performance Management System has a positive relationship with employee engagement and productivity. However, it has no significant influence on employee engagement and productivity. This could be a result of the challenges faced in the implementation of PMS such as lack of employee engagement in the design of the system, lack of management support, not setting specific, measurable, achievable, realistic and time-bound goals etc. For PMS to influence employee engagement and productivity, the hotels must ensure that employees are involved in the design and implementation of PMS, regular feedback is crucial and the entire process must align with the organisational goals. Further, although performance management system has a positive relationship with employee engagement and productivity but has no significant influence could be due to the fact that majority of the hotels were not practicing PMS and the ones that had already implemented the system in their hotels were faced with certain challenges. This was proved by Ohemeng (2018) who indicated that the implementation of PMS failed in the public sector in developing countries because of employees' negative perception of the system and management not taking the necessary steps to rectify the misconception surrounding it.

The results are in line with Hassan et al. (2022) when they mentioned that performance appraisals are tools that aid human resource management and are well recognised by employees, and Saks (2022) who said that good HR practices improve employee engagement, impacting positively on their job performance for the good of the organisation. It also affirms Hans-Peter (2014) recommendation that before an organisation decides to establish a performance management system, there should be HRM practices to support the entire process. The selected national culture is consistent with Ghanaians hence, it has a positive and significant relationship with employee engagement and productivity. It, therefore, buttresses the assertion of Aguinis, H. (2019 and Abane and Phinaitrup (2020), who argued that national culture should be incorporated into the design and implementation of PMS.

4.12 Further Discussion on the Mediating Effect Model for National and Corporate Cultures

The results for the Mediating effects model (H10, H11 and H12) for National Culture show that the three latent independent variables have an indirect but positive and significant effect on the dependent variable. Meaning that national culture has a role to play in performance management

system. PMS forms an integral part of human resource management practices and has performance appraisal at the tail end of the PMS cycle. Positive national cultures such as **hospitality** and **politeness** when integrated into the design and implementation of performance management system in the hotel industry in Ghana could ensure its effectiveness and success. This is because the Ghanaian national culture would have an indirect influence on the attitude and behaviour of the hotel employees, which may have a positive impact on their productivity. This is explained by the mediation among the variables and affirms the recommendation of researchers in this field. These results are consistent with the argument of (Aban and Phinaitrup, 2020; Aguinis, 2019).

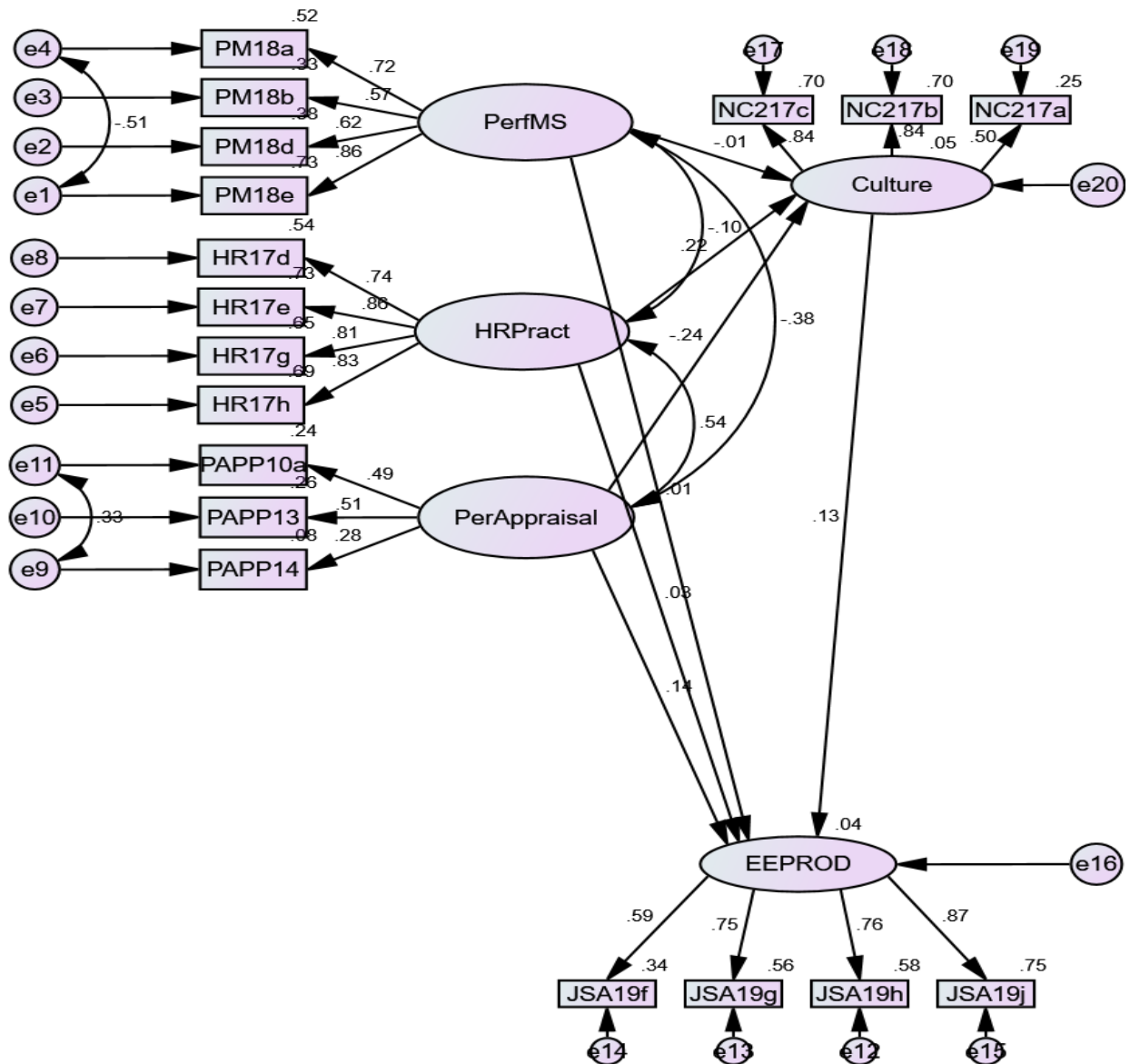
Although under organisational culture the hypotheses (H7, H8 and H9) were not supported, conscientisation of hotels' cultures, their effective communication and contextualisation would improve their acceptance by employees. The organisational culture of **Hierarchy and Respect for the individual, supportive and experience** may also help with the implementation of PMS if they are well communicated. Most organisational cultures are derived from national cultures; therefore, hotels should deepen their cultures by adding them to their strategic objectives.

In conclusion, the findings of this study underscore the importance of considering national and organisational cultural factors when designing and implementing PMS in the hotel industry in Greater Accra. This can help to ensure that PMS is well received and effectively used by employees, leading to improved employee engagement and productivity outcomes and increased success in the industry.

Structural Equation Model of National Culture (SEM Model 1)

The Structural Equation Model of National Culture (SEM Model 1) is presented in Figure 16.

Figure 16: Structural Equation Model of National Culture (SEM Model 1)

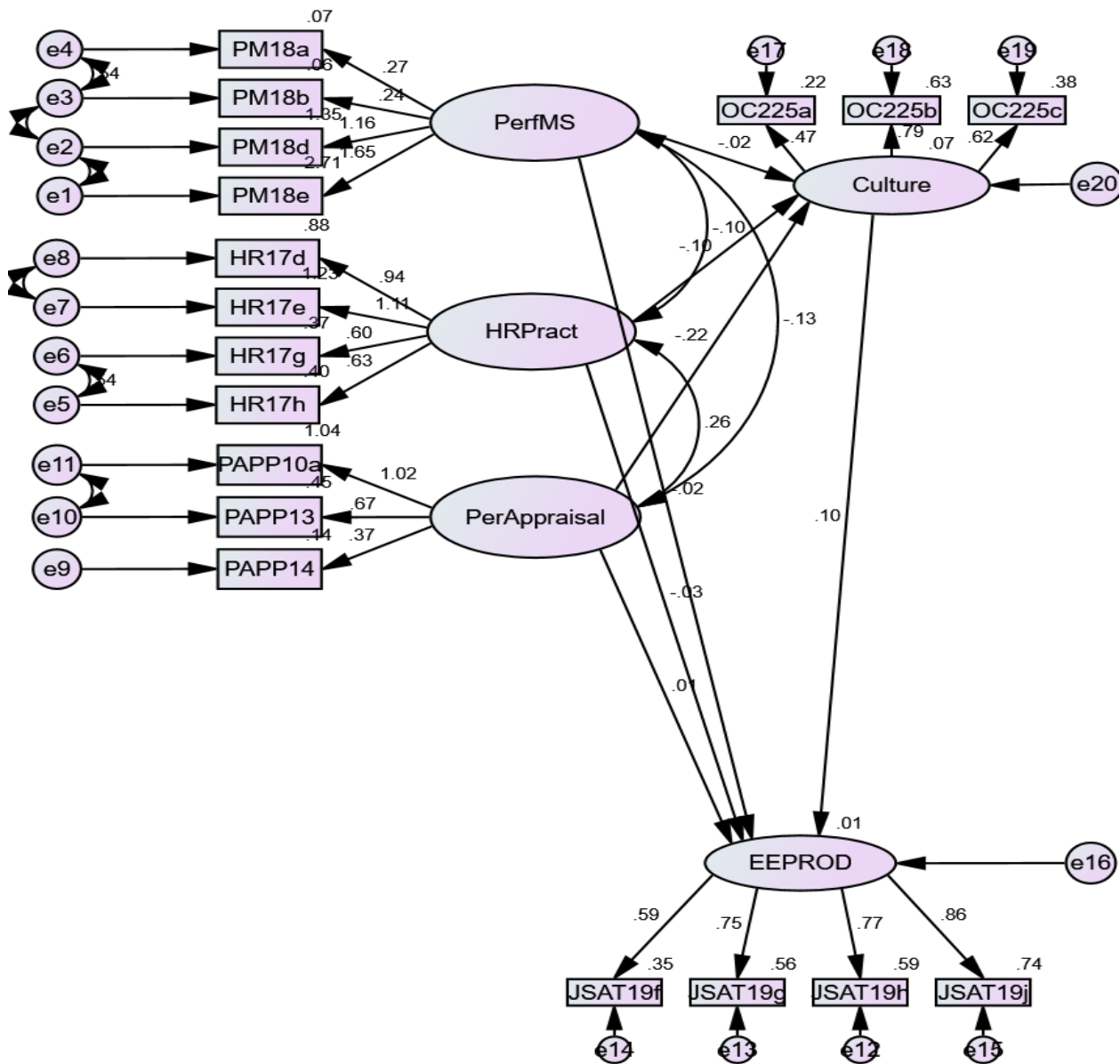


Source: Author's Own Construct, (2023)

Structural Equation Model of Organisational Culture (SEM Model 2)

The Structural Equation Model of Organisational Culture (SEM Model 2) is presented in Figure 17.

Figure 17: Structural Equation Model of Organisational Culture (SEM Model 2)



Source: Author's Own Construct, (2023)

4.14 Some of the Steps Hotels in Accra Took to Ensure Their Recovery from the Impact of the COVID-19 Pandemic

- They started reconnecting with existing clients and tried to get them good packages to lure them back into the business. They were doing these via emails, phone calls, social media boosting, and even with Google ads.
- Some restructured their staff and hotel facilities to accelerate an increase in business.
- Requested deferred payment of loans from the banks to reduce the financial pressure.
- Stepped-up marketing strategies and effective customer service.
- Improved services to attract more customers.
- Boosting social media and online presence to attract clients across the globe.
- Ensuring adherence to protocols put in place (more specifically the international hotels), to continuously attract guests.
- Doing more outdoor catering services and giving discounts to families, corporate and walk-in guests.
- All the hotels were still implementing the safety and hygienic measures put in place by the government during the inception of the COVID-19 pandemic.
- Reduction of room rates, running sales promotions and advertisements.
- Checking and screening guests before they enter the hotels.
- Training of staff on health and safety measures.

One thing that remains clear is to encourage domestic tourism so that in the event of a global pandemic or similar occurrence, it may not have a devastating effect on the hospitality and tourism industry. Moreover, the hotel industry in Ghana should adopt modern technologies such as Artificial Intelligence to boost their services. To improve employee engagement and productivity, hotels should enhance orientation and onboarding experience of employees, give regular feedback, conduct learning needs assessment before designing training, train employees with tech skills, encourage teamwork and set near-term smart goals.

About 99% of budget hotels closed down during the lockdown in Ghana, and some have remained closed up till now. Most of these hotels laid off their workers and few of them recalled skeletal of their old employees and employed new ones. About 95% of the hotels covered had no risk management plan or strategies. It was the international chain of hotels in the capital that had, and they are a fraction.

4.15 Objective Seven - Qualitative Findings

The qualitative findings present the results of responses from participants that were selected from 26 star-rated hotels to delineate the performance management system (PMS) practised in some of the star-rated hotels in Accra.

There is no literature on PMS practised in hotels in Ghana, however, it came to light during the data collection that some of the hotels (from 2-5 stars, less than 12% of the total number of hotels) practiced PMS. Semi-structured interview questions were used to elucidate the practice of PMS, the inception, how the process is carried out, whether the system covers all departments, challenges, solutions and recommendations. Hence, the qualitative findings cover the perspectives and realities of PMS practiced in some star-rated hotels in Accra.

These results were analysed using the descriptive philosophy. Descriptive philosophy is a naturalistic approach to collecting data, mostly through interviews and interpreting them based on the respondents' experiences and submissions about a phenomenon (Kivunja and Kuyini, 2017). It is widely used in qualitative research. Sloan and Bowe (2014) confirmed that phenomenology has two parts – descriptive and interpretive approaches. They emphasised that the interpretive approach allows for the examination of the experience or situation that helps with the description and adds value to it. Heads of the human resource departments and HR officers were engaged in the interviews.

4.15.1 Demographic Representation of Research Respondents

The participants selected for the qualitative interview were within the age range of 37 – 45 years and had worked in the hotel industry for 5 years to 15 years.

4.15.2 Respondents' Perception of the Practice of PMS in Their Hotels

A question was asked whether they practiced performance management system in their hotels. All 26 respondents confirmed that they practiced performance management system. The difference is the year of implementation and the duration of practice, which varies from 5 years to 15 years.

As one participant's put it *"Yes, we practice PMS. It was already in place when I joined the hotel in 2018."* Another also said, *"It has been 15 years already since we started practicing PMS."*

In a question to find out how the process is carried out and whether the system covers all departments and units in the hotels. Almost all the respondents indicated that setting goals is done

at the departmental/unit level and the individual employee level. Tasks sheets were given to each employee and this guided performance of daily tasks. One participant puts it,

“First of all, we start by setting departmental objectives and Key Performance Indicators for all staff. Then at the end of each quarter, we evaluate them based on these objectives given. This process is repeated each quarter till the end of the year when we do the yearly one. The HR office uses the scores to review salaries and know the kind of training to plan for the staff.”

A participant from a 5-star hotel indicated that PMS is focused on immediate supervisors and their subordinates. Some mentioned that they have one-on-one meetings and monthly check-ins. Although some of these star-rated hotels had strategic plans, their target setting did not begin from the organisational level. It came to light that the results from the assessment of employees were used for training and salary increments.

Planning and goal setting happened at the department level and each employee knew their expected outcomes. Supervisors met with their subordinates and discussed progress as well as gaps. The responses indicated that performance reviews happened quarterly and climaxed with evaluation at the end of the year. PMS informs training, pay for performance and other rewards. It was also deduced from the interview that some of the hotels that practised PMS, gave their employees feedback, but was not frequent as required.

“one-on-one meetings and monthly check-ins”.

4.15.3 Challenges with the implementation of PMS and suggested solutions.

When asked about the challenges that these hotels faced in the implementation of PMS in their hotels, a participant said *“The system is detached from the hotel’s strategic plan. The system lacks incorporation and is seen as the responsibility of the HR department, with less commitment from top management.”*

Two HR managers had this to say concerning staff evaluation:

“Some staff complain of low rating”. “Others complained about biases, not really engaging staff in constructive performance appraisal meetings, but just filling out forms.”

Meaning that the system lacked maximum support from leadership and some managers were not taking performance appraisal, which is a sub-set of PMS seriously as a result of time constraints and biases.

Other challenges mentioned by the participants include some employees resisting change, time constraints causing supervisors not to give regular feedback, in some instances, feedback did not happen at all, and some supervisors lacked the skills of continuous engagement and giving an objective assessment of employees. Since the hotel industry is recovering from the impact of the COVID-19 pandemic, managers and departmental heads focused more on marketing strategies to win over old clients and attract new ones.

Concerning participants' opinions about how these challenges could be resolved, one HR manager had this to say:

"We usually organise meetings with the supervisor and subordinate concerned to resolve the issue. If after analysing the issue, we realise there is a need for re-rating, we do so."

Another participant also mentioned that:

"Encourage timely and frequent feedback. Also, managers and supervisors should be urged to conduct timely appraisals and give more detailed, constructive conversations about employee performance."

Additionally, some of the participants suggested that the hotels should provide training and support for both managers and their subordinates to understand the process involved in PMS. Implement better prioritisation and scheduling. They indicated that the hotels should also allocate resources more effectively to help with the implementation of PMS. Regarding performance appraisals that take place during the institutional year, some of the participants proposed that the hotels should introduce objective metrics and criteria, and the entire process should be standardised to reduce biases. Despite the challenges that beset PMS, almost all the participants believed that its implementation was necessary to help departments/units and employees meet their respective targets. Respondents expressed their delight and optimism that the successful implementation and integration of PMS in hotels in Greater Accra would improve employee performance and increase productivity.

Participants were asked a follow-up question about how PMS could promote work engagement and enhance employee performance in Ghana. More than 80% of the participants posited that when individual employee goals are aligned with the organisations', regular feedback and support are provided for staff as well as encouraging employee development and growth opportunities,

employees would be motivated and committed to doing their jobs and assigned roles effectively and efficiently.

As postulated by some participants,

“PMS helps the employee to have a better understanding of the departmental goals and contribute to its achievement.”

“PMS helps managers and supervisors to recognise and reward good performance encouraging employees to give their best. It also facilitates the identification of suitable performers for future higher positions.”

4.15.4 Integration of Specific National and Organisational Cultures into PMS

National Culture:

Participants were asked about their opinion of the integration of specific Ghanaian cultures like “respect for individuals” into PMS. It is important to note that the responses reflected a range of perspectives and opinions on the question. Some managers see the potential benefits of incorporating national cultural practices such as respect for individuals in the performance management system, while others were skeptical and thought it may be potentially challenging.

"Yes, I believe incorporating national cultural practices, such as respect for individuals, can greatly improve the implementation and success of our performance management system. By fostering a culture of respect and understanding of the traditional values of our employees, we can create a more positive and productive work environment."

"I think it could be beneficial in some cases, but it could also create biases and make the process more complicated. It's important to strike a balance between incorporating cultural practices and keeping the performance management system as straightforward as possible."

Integrating national cultural values into a performance management system is crucial for several reasons. By understanding and embracing the cultural origins and beliefs of employees, managers may create a more positive and inclusive work environment, which could increase employee engagement, motivation, and satisfaction. Understanding the cultural context of employees enables managers to communicate with them more effectively and fosters mutual respect, trust, and understanding. By matching the performance management system with the cultural values and expectations of employees, managers could build a more effective and relevant performance

management system, which could improve performance and enhance productivity. Creating a culture that is inclusive, respectful, and supportive of employees could assist managers in retaining their best employees and reducing turnover. A proposed model for the implementation of PMS in hotels can be found in (**APPENDIX 6**).

However, according to the participants, the Ghanaian national culture is yet to embrace the integration of PMS in hotels across board. Most of the respondents in this section were quoted saying... *“it’s not really our thing.”*

Organisational Culture:

Sure, with regards to organisational culture, some of the participants affirmed that they had but were not sure if it had been integrated into the PMS. When asked about their opinion if they should add the organisational culture of hierarchy and politeness to the PMS. About 40% of the participants were cynical because according to them, organisational culture has been a stumbling block to embracing new ideas in their hotels. The section of the participants explained that although PMS made work easier and faster, hierarchical culture, for instance, could mean top management had to approve decisions, such decisions may take a long time to make, and sometimes may not be made. Therefore, a flatter hierarchical structure may be commendable. The remaining 60% were optimistic that it would enhance their operations since they deal directly with clients and guests. A participant with such experience said:

“I would say that most of the staff are used to the traditional ways of doing things, so if organisational culture is deduced from our well-known culture, it would boost performance.”

A typical Ghanaian is always polite. Integrating the culture of politeness into the hotel industry in Ghana would concretise respect and hospitality which already exist in the hotels.

4.15.5 Recommendation of PMS to other hotels and why

A hundred percent (100%) of the participants gave the affirmative answer when asked if they would recommend PMS to other hotels.

“Yes, because as much as it has its own challenges, it is worth the effort.”

Some argued that the implementation of PMS has improved the ability of their employees to achieve their set targets. It has also brought cohesion among departments, teams, Individuals and processes to meet goals in an efficient and effective way. One respondent is quoted saying...

“The implementation of PMS in our hotel identified, promoted, gauged, assessed, enhanced, and rewarded employee performance. The PMS has helped in controlling the workplace and the individual so that an individual or team can accomplish predetermined corporate goals.”

Organisational performance could be improved with the adoption of performance management systems. This would help the hotels gain a competitive position in the international market. Furthermore, an effective performance management system can improve employee engagement and employee productivity when hotels ‘educate’ their employees about their organisational cultural practices and inculcate relevant national culture into their human resource management practices, policies and procedures.

4.15.6 Underlying factors that influence the relationships between PMS, employee engagement and productivity

The underlying factors that could influence the relationship between PMS, employee engagement and productivity deduced from the responses include detaching PMS from the hotels’ strategic plan, lack of top management commitment, lack of regular feedback from supervisors due to time constraints, some supervisors lacked the skills of continuous engagement and giving an objective assessment of employees, biases in employee appraisals and employees resisting change.

Some of the suggestions given by more than 80% of the respondents when asked about how PMS could promote work engagement and enhance employee performance in Ghana include ‘*when individual employee goals are aligned with the organisations*’, ‘*when regular feedback and support are provided*’, ‘*encouraging employee development and growth opportunities*’, ‘*employees would be motivated and committed to doing their jobs and assigned roles effectively and efficiently*’. This would enhance the relationship between PMS, employee engagement and productivity.

Effective PMS contains a constructive employee appraisal system, good HR practices and a reward system that would motivate and induce employee commitment and engagement that would lead to high employee and organisational productivity.

These suggestions are in line with the study of Levy et al. (2017) who in their quest to find solutions to some of the challenges that beset the practice of performance management indicated that practitioners had recommended the development of a culture of feedback wherein feedback would be given considerable importance due to its contribution to employee engagement and

success of an organisation. They also proposed that some elements of accountability should be added to PMS practices. Further, PMS should be aligned with the strategic objectives of the organisation. Suherli et al. (2018) also found that the use of a balanced scorecard (a performance management strategy instrument) could improve the relationship between PMS and employee performance. Furthermore, Awan et al (2020) revealed that there is a significant influence on performance management system effectiveness and work engagement on employee performance. They proposed the introduction of an extensive PMS model that would increase employee engagement and performance.

The qualitative findings buttress the results in the empirical data that managers should communicate and enforce their hotel culture particularly, those in line with their strategic objectives and PMS. Further, some of the responses confirmed the need for the integration of national culture into the design and implementation of PMS to improve employee engagement and productivity as found in the quantitative analysis.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

From the aforementioned, it could be concluded that most hotels in Ghana have the necessary foundation and the requisite knowledge to develop and implement performance management system. This is because the data revealed that 91.5% of the hotels set objectives and strategies to achieve them. 92.9% of them had culture and core value statements. Although the percentage of hotels that had mission statements, strategic plans and performance agreements was negligible, PMS is not new in Ghana. Some of the star-rated hotels practice it. In addition, the public sector, financial institutions, the private sector, not-for-profit organisations and other organisations are also practicing PMS. Hence, with some exposure, training and conscientisation, PMS could be implemented in the hotel industry. The effective implementation of PMS would improve employee engagement and productivity.

Although the practice of PMS is beset with some implementation challenges such as ineffective communication, biases, irregular feedback, etcetera that hamper its effectiveness and efficiency, and foreseen challenges that may be peculiar to hotels in Ghana including lack of strategic plans, performance agreements, verbal job descriptions instead of written, poor commitment from management, PMS is still important to the hotels when the necessary measures are established. The challenges may have contributed to the results in the hypotheses; PMS having no relationship with employee engagement and productivity where organisational culture is concern.

Although the results revealed that PMS, performance appraisal system and HR practices have a positive but weak significant relationship with employee engagement and productivity, hotel managers and HRM departments should introduce effective human resource management practices that would promote and enhance the relationship between the selected independent and employee engagement and productivity.

From the data, the hotels studied practice the following types of performance appraisal system: Behavioural Checklist, Management by Objectives (mostly by managers), Straight Ranking Method and Rating Scale.

From the findings, it was clear that national culture plays a pivotal role in performance management system. Specifically, using national culture as a direct and mediating variable, the empirical analysis supported the variables. National culture mediates the relationship between (i) performance appraisal and employee engagement and productivity, and (ii) selected HR practices and employee engagement and productivity. National culture impacts positively and significantly on all the three selected constructs. As well as employee engagement and productivity.

In line with these results, it could be concluded that employees may raise outstanding performance when they are conversant with and feel part of the entire PMS process in their hotels. They may own the process and the sense of belonging could lead to unearthing their potential and enhance their productivity.

On the part of organisational culture, although it forms an integral part of PMS, the data did not support the three constructs. However, organisational culture has a direct impact on employee engagement and productivity, and the weak direct relationship that may exist is not supported by the output of the empirical analysis. Most of the hotels had culture and value statements and therefore it behooves the management of these hotels to emphasise their communication on organisational culture and values to the employees. Furthermore, imported organisational culture should be contextualised for local staff to be acquainted.

The study was relevant because it did not only expand academic knowledge in the field of human resource management, but also made a significant contribution to literature on performance management system in hotels. Suggesting some Ghanaian cultural elements that could enhance the successful implementation of PMS in hotels in Ghana. Additionally, this thesis answers earlier calls in literature to contextualise PMS by inculcating national culture in addition to organisational culture to its design and implementation (Aguinis, 2019; Guo et al., 2018; Abane & Phinaitrup, 2020; Ohemeng & Kanga, 2020).

With regards to the impact of the COVID-19 pandemic, if there is anything that the hotel industry has learnt, is to develop domestic tourism. If the Ghanaian economy had a thriving domestic tourism, it would have helped mitigate some of the negative impact of the pandemic on the industry especially, after the ban on gathering was lifted.

This research provides an opportunity for future empirical study into diverse aspects of PMS in hotels, employee performance, engagement and productivity. It also increases academic knowledge

in performance management and human resource management in general. This study makes significant contributions in terms of methodology. It is the first study that has employed the mixed method approach concerning how PMS could be incorporated and implemented in the hotel industry in Ghana and for that matter from an emerging economy's perspective. Generally, studies on PMS in Ghana have adopted a qualitative or quantitative approach.

5.1.1 Summary of the Hypotheses Based on Objectives

From the above outputs, hypotheses H1, H2 and H3 are not supported by the data. However, organisational culture has a direct impact on employee engagement and productivity, and the weak direct relationship that may exist is not supported by the output of the empirical analysis.

The output supports hypotheses H5 and H6 but does not support that of hypothesis H4. Furthermore, using organisational culture as a mediating variable between the latent independent and dependent variables, the data did not support H7, H8 and H9. Nevertheless, using national culture as a mediating variable, the empirical analysis supports hypotheses H11 and H12. Specifically, national culture mediates the relationship between (i) performance appraisal and employee engagement and productivity, and (ii) selected HR practices and employee engagement and productivity.

The summary of the outcome using both national and organisational cultures as total, direct and mediating variables are offered in Table 16.

Table 16: Summary of Total, Direct and Mediation effects for Organisational and National Cultures

| Objective 1 | Hypotheses | | Results | Relationship |
|-------------------------------|------------|----------------------------|-----------------|----------------------------|
| | | | | |
| Organisational Culture | | | | |
| Total and Direct Effects | H1 | EEPROD \leftarrow PerfMS | Not Significant | No Relationship |
| National Culture | | | | |
| Total and Direct Effects | H4 | EEPROD \leftarrow PerfMS | Not Significant | Weak Indirect relationship |
| Objective 2 | | | | |

| | | | | |
|-------------------------------|-----|----------------------------------|--------------------|----------------------------|
| Organisational Culture | | | | |
| Total Effects | H2 | EEPROD \leftarrow PerAppraisal | Weakly Significant | Direct Relationship |
| Direct Effects | | EEPROD \leftarrow PerAppraisal | Significant | |
| National Culture | | | | |
| Total and Direct Effects | H5 | EEPROD \leftarrow PerAppraisal | Significant | Partial mediation |
| Objective 3 | | | | |
| Organisational Culture | | | | |
| Total and Direct Effects | H3 | EEPROD \leftarrow HRPract | Not Significant | No Relationship |
| National Culture | | | | |
| Total and Direct Effects | H6 | EEPROD \leftarrow HRPract | Significant | Partial mediation |
| Objective 4 | | | | |
| Organisational Culture | | | | |
| Mediation Effect | H7 | EEPROD \leftarrow PerfMS | Not Significant | No Relationship |
| National Culture | | | | |
| Mediation Effect | H10 | EEPROD \leftarrow PerfMS | Significant | Weak Indirect relationship |
| Objective 5 | | | | |
| Organisational Culture | | | | |
| Mediation Effect | H8 | EEPROD \leftarrow PerAppraisal | Not Significant | Direct Relationship |
| National Culture | | | | |
| Mediation Effect | H11 | EEPROD \leftarrow PerAppraisal | Significant | Partial mediation |
| Objective 6 | | | | |
| Organisational Culture | | | | |
| Mediation Effect | H9 | EEPROD \leftarrow HRPract | Not Significant | No Relationship |
| National Culture | | | | |
| Mediation Effect | H12 | EEPROD \leftarrow HRPract | Significant | Partial mediation |
| | | | | |

Source: Field Data, 2022

5.1.2 Proposals for Further Studies

It was evident in this study that national culture can positively influence the design and implementation of PMS in the hotel industry. Hence, this thesis proposes further investigations into how national and organisational cultures can influence employee engagement and productivity when incorporated into the design and implementation of performance management system in other African countries. Furthermore, this research used a mediation model to determine how both national and organisational cultures could influence effective performance management system, performance appraisals and selected HR practices to result in employee engagement and productivity in the hotel industry. As well as ascertain whether they are positive and significantly related. It is therefore suggested that a future study could adopt a moderation model to explain how the latent variables could influence each other. The present study used a cross-sectional survey design. Alternatively, a future study could adopt an extensive longitudinal study using a mixed-method approach to establish if an effective performance management system influenced by both national and organisational cultures, practiced over time could result in employee engagement and productivity in the hospitality industry. Moreover, the number of HR officers and star-rated hotels selected for the qualitative study could be increased to gain more understanding of how PMS is practiced in hotels in Ghana. This thesis focused on the Greater Accra Region of Ghana. A further study could cover the hospitality and tourism industry of the entire country. finally, studying PMS in the hotel industry in Ghana using the latent variables nexus was nonexistent in literature. It is therefore recommended that researchers in hospitality, tourism and human resource management could conduct several studies in this area to bridge the gap.

5.2. Recommendations

The first recommendation is to incorporate national and organisational culture in PMS in the hotel industry in Ghana. National culture can be incorporated into the performance management systems in the hotel industry in Ghana in several ways:

- **Employee engagement surveys:** Managers could conduct surveys to understand the cultural backgrounds and values of their employees and use that information to tailor their performance management system to better align with their employees' needs and expectations. This may improve employee engagement and productivity.
- **Cultural training:** Management could provide cultural training to employees and managers to increase their understanding and appreciation of the hotels' key cultures, which would

drive employee engagement and productivity. Special attention should be given to organisational culture since the findings revealed a weak relationship between organisational culture and the selected constructs.

- **Incorporating traditional values:** Managers could incorporate traditional values such as respect for the individual, the importance of community, and a strong work ethics into the performance management system.
- **Recognising cultural holidays and celebrations:** Managers could recognise and celebrate cultural holidays and celebrations, which can help create a more inclusive and positive work environment that may also improve employee engagement and productivity.
- **Using language and communication appropriate to the culture:** Managers could use language and communication that is appropriate to the culture of their employees, which could help improve communication and foster mutual respect.
- **Assessing performance in the context of cultural norms:** managers could assess employee performance in the context of cultural norms, which can help create a more fair and effective performance management system.

Organisational culture is usually developed through organisational values, industry demands, objectives, assumptions and preferences. It is important for hotels to communicate their organisational culture to their employees particularly, international hotels should customise their cultures to suit the local context. Since organisational culture lays the foundation of employee behaviour and good teamwork. It could reduce limitations among teams, help in decision making and improve overall workflow. Both cultures are also a key factor in the success of the implementation of PMS.

It is imperative to note that, while incorporating national and organisational culture into performance management systems could be beneficial, it's vital to consider the specific cultural practices and how they could be effectively integrated into the system without disrupting organisational goals and objectives. It is also key to involve employees in the process, to ensure that the cultural considerations are relevant and useful for them.

5.2.1 Gather and Evaluate Customer Input to Improve the Visitor Experience

Hotel managers should proactively gather, assess, and respond to customer feedback. The sources of feedback should include input from hotel workers, guest satisfaction surveys and travel review

websites. The capacity to interpret the raw data and turn it into specific actions the hotel can take to advance hospitality is a key component of the feedback's value.

In terms of the organisation, the feedback should support a culture of customer focus and ongoing innovation in providing superior guest experiences based on knowledge of various groups' unmet wants and needs.

5.2.2 Rewarding and Sanctioning Personnel Based on How Well Guests Are Treated.

A hotel should implement financial incentives to foster an organisational focus on increasing the visitor experience. These benefits could be bonuses determined, for instance, by the percentage rise in Net Promoter Score (NPS). A portion of each manager's annual incentive might be directly related to this metric for each manager who influences guest survey outcomes.

Employee incentives should be coordinated with business objectives and visitor requirements to ensure that a hotel's staff is increasingly focused on the demands of its visitors. Additionally, consider boosting employee morale by giving them greater tools and incentives to execute their duties. Equally, appropriate sanctions could be meted out to employees who constantly fault the system.

5.2.3 Performance management system cannot be effectively practised without a good appraisal system and other best human resource management practices such as training and development, rewards system, comprehensive company culture etc. Hotel managers and the HRM departments must work hand-in-hand to ensure a sound overall system.

5.2.4 With regard to the impact of the COVID-19 pandemic on the hotel industry, the ministry in-charge of tourism and other government agencies should enact policies that would encourage, develop and enhance domestic tourism. This would increase patronage of the hotel industry locally and reduce the external shocks that affect it during incidents like the COVID-19 pandemic.

6. NEW SCIENTIFIC RESULTS AND SUMMARY

6.1 New Scientific Results

Performance management system has been a phenomenon adopted by many organisations and industries across the globe. It is a tool that covers several processes in an organisation, that include goal setting, regular feedback, consistent communication, employees' development plan and tracking employee performance. These characteristics allow managers and employees to have continuous feedback and effective communication with the propensity to enhance organisational outcomes. PMS gives organisations the capability of aligning employees' individual with organisational strategies so that everybody can work towards achieving a set of organisational goals. This study specifically focuses on performance management system and employee engagement and productivity in hotels with evidence from an emerging economy.

1. The novelty of this study lies in the fact that it is the first of its kind in Ghana, studying PMS in the hotel industry and using both national and organisational culture as mediators between the performance management - employee engagement and productivity nexus. This is nonexistent in literature. This study presented evidence that some of the star-rated hotels both local and international practice performance management systems. Some have been practicing for as long as 15 years, but it starts from the departmental level and cascades to the individual employees. It was also evident that some of the hotels that practice PMS did not relate it to their strategic plans. It was also noted that the budget hotels did not have strategic plans which undoubtedly can have a significant effect on their operations. This research therefore unveils important information that provides opportunities to strengthen the governance arrangements of the hotel industry in Ghana in general.

Despite the importance of PMS and the contribution it stands to make in the hotel sector, literature showed limited research in this industry in Ghana. This comes with it, a significant knowledge gap. As such, this thesis raises awareness that researchers in hospitality, tourism and human resource management in Ghana should focus on addressing the gaps between theory and practice when it comes to performance management system.

2. This research adds significant knowledge about how PMS was practised in some of the star-rated hotels in the Greater Accra Region when the implementation commenced and the

challenges they were experiencing. Hence this thesis offers an opportunity for further studies in hotels across the entire country to identify the categories of hotels that practice PMS, what they seek to achieve and the challenges they face. In addition, the outcome of this thesis offers hotel management and HR managers the opportunity to enact workable HR policies and practices to improve the design and implementation of PMS in the hospitality and tourism industry.

3. A significant finding the study revealed is the fact that certain Ghanaian cultures positively influence employee engagement and employee productivity when incorporated into the design and implementation of performance management systems. This is a novelty that opens opportunities for further investigations into the influence of national culture on employee engagement and productivity in other African countries.
4. Organisational culture was also identified to drive employee engagement and employee productivity when added to the design and implementation of performance management system. The results of positive but insignificant could mean that management has not taken time to communicate the organisational values, norms and belief system to the employees. Further, there is a tendency for international hotels in Ghana to import their organisational culture from their headquarters or parent countries to their host countries. It is novel to unravel the fact that national culture transcends into organisational cultures and as such when ignored could lead to negative consequences. Thus, more emphasis should be placed on organisational culture since it can significantly influence organisational outcomes.

6.2 Summary

The purpose of this research is to examine the performance appraisal system and PMS used in the hotels and how the Ghanaian culture as well as organisational culture would influence the implementation of an effective performance management system in hotels in Ghana. After a rigorous review of literature, data collection and analysis, it was established that most hotels in the Greater Accra Region engage in performance appraisals and some star-rated hotels also practised performance management system. The types of appraisals system used at the hotels include Rating Scale, Ranking Methods, Behavioural and Management by Objectives. Some star-rated hotels practised a performance management system.

To achieve a comprehensive analysis, seven research questions and twelve hypotheses were drawn from the study. As well as qualitative interviews to decipher the practice of PMS in some star-rated hotels. This study adopted a descriptive philosophy and cross-sectional survey research strategy to collect data from hotels in Accra. A mixed-method approach was used to collect the primary data. The qualitative data was gathered via field interviews and the former from a research survey.

For the qualitative approach, 26 managers and other senior officers from the human resource management department of some selected star-rated hotels use PMS. They were selected using purposeful non-probability sampling. Random sampling was used for the quantitative approach and Taro Yamane's formula of calculating sample size was employed to arrive at a sample size of 800. However, out of the 800 questionnaires distributed, 700 were retrieved for analysis.

The data collected were analysed with SPSS version 26, including Amos 25 version. A maximum likelihood-based confirmatory factor analysis (CFA) approach was used to test the measurement models underlying a full structural equation model (SEM). Appropriate fit indices such as the Goodness-of-fit index (GFI), Adjusted goodness-of-fit index (AGFI), Comparative fit index (CFI), Tucker-Lewis index (TLI), Normed-fit index (NFI) and Root mean square error of approximation (RMSEA) were used to check the fitness model. Further, Reliability and Validity Tests were conducted for the Confirmatory Factor Analysis Models. Two measurement models were constructed using confirmatory factor analysis (CFA). Specifically, the parameters are estimated using the covariance-based (CB) approach under the structural equation modeling (SEM) framework to test the hypotheses.

The results showed that it is necessary to incorporate national culture into the design and implementation of PMS. It also came to light that hotel managers must pay more attention to their organisational culture, educate their employees about their culture and customise foreign cultures to suit the local employees.

This assertion is confirmed in the study of Jwijati (2017) who found that certain dimensions of national culture influenced the design and implementation of PMS after studying four different cultures in the UK, Qatar, China and Italy. It also agrees with the study conducted to determine the

impact of national culture on performance management in an insurance company in China. The results indicate that the Chinese national culture has a great effect on PMS (Jin, 2018).

The results of organisational culture agree with the outcome of the study by Sabuhari et al. (2020) who found organisational culture not mediating the impact of human resource flexibility on employee performance. However, Paais and Pattiruhu (2020) established a positive and significant influence between motivation and organisational culture on employee performance.

Hence if hotels integrate national and organisational cultures into the design and implementation of PMS, it would enhance employee engagement which would in turn advance organisational performance. Improved employee engagement leads to an increase in productivity (Hongal & Kinange, 2020).

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APPENDIX 1: REFERENCE

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APPENDIX 3: QUESTIONNAIRE FOR SURVEY

QUESTIONNAIRE

Please tick (✓) the appropriate space or provide answers where applicable (Providing relevant answers to all the questions will be very much appreciated).

Section A: Designing Performance Management System

| 1. | Organisational level | Responses | |
|----|---|-----------|----|
| a. | Does your hotel have a mission statement (why it exists)? If yes, please state your mission in the space provided below: | Yes | No |
| b. | Does your hotel have a vision statement (what it wants to achieve in the future)? If yes, please state your vision in the space provided below: | Yes | No |
| c. | Does your hotel have Values and its own Culture? (what it stands for e.g., growing profitability, delivering quality, respect for people, etc.) If yes, please state your values in the space provided below: | Yes | No |
| d. | Does your hotel have a Strategic Plan? (1 to 5 years plan to show the direction of the hotel) | Yes | No |
| e. | Does your hotel have an annual Performance Plan? (It is performance operational plan from the strategic plan, and it shows how the hotel's programmes and activities will contribute to it. It shows the annual budget – costs and revenue). | Yes | No |
| f. | Does your hotel have objectives and strategies to achieve them? (Aims and how to achieve them) | Yes | No |
| g. | Does your hotel have a Performance Agreement? (Performance Agreement is a process that makes sure that daily operations and work activities contribute to the achievement of the hotel's goals and objectives). | Yes | No |

| 2. | Departmental/Unit Level | Responses/Answer |
|----|--|------------------|
| a. | Please write your department/unit objectives or goals? | |
| b. | Please write your department/unit strategies? | |
| c. | Are the goals different from | |

| | | |
|----|---|--|
| | that of the main hotel's goals. Please explain? | |
| e. | Do all departmental/unit members involve in setting objectives for the department/unit? | |

| 3. | Individual Level | Responses/Answers |
|----|--|---|
| a. | Do you have a job description? | |
| b. | Is your job description written or did your boss mention them to you? | Please tick the appropriate answer below: Written [] or Oral [] |
| b. | Are your tasks, duties, and responsibilities clear? | Please tick the appropriate answer below: Clear [] or Not clear [] |
| c. | Are your tasks, duties and responsibilities contributing to meet your department and hotel's objectives? | Yes, they are [] No, they are not [] Please explain: |
| d. | Do you work with set targets/goals? | Please explain: |
| e. | Are you involved in setting your own weekly or monthly targets? | Please explain: |
| f. | Does your individual performance targets support that of your department? | |

4. Does your individual performance goals/ objectives have the following?
 - a. Measured targets Yes [] No []
 - b. Deadlines Yes [] No []
 - c. Results/Outcomes Yes [] No []
5. Do you give regular feedback to your subordinates about their performance?
 - a. Yes [] b. No []

6. If your answer to the above is yes, how many times do you give feedback in a month? Please tick the appropriate box
 a. Once [] b. Twice [] c. Three times [] d. Four times or more [].
7. Do you coach your subordinates? A. Yes [] b. No []
8. In your opinion, should employees be involved in the design of a programme that will manage their performance?
 a. Yes [].
 b. No [].

Please explain.....

.....

Section B: Performance Appraisal System

9. Does your hotel have a Human Resource Management Department? a. [] Yes. b. [] No.
- 9.1. If NO, who does human resource management job in the hotel? Please indicate in the space provided.

.....

| 10. | Performance Appraisal System | Responses/Answer |
|-----|--|--|
| a. | Does your hotel appraise its staff? | |
| b. | How many times are employees appraised in your hotel in a year? | Please tick the appropriate answer below: Weekly [] or Monthly [] or Quarterly [] or Once a year [] |
| c. | Can the appraisal be repeated easily for every member of the organisation? | |
| d. | Is the appraisal free from personal biases or opinions? | |

11. What method of appraisal does your hotel use? Please choose from the options below (You can tick more than one option):

- a. Self-evaluation (against a set list of criteria). []
- b. Behavioural checklist (Yes or No list set against list of behaviours). []

- c. 360-degree (employee assessed by supervisor, colleagues, and customers). []
- d. Rating scale (A predetermined criteria for assessment). []
- e. Management by objectives (Manager and employee agree on set goals to be achieved).[]
- f. Straight ranking method (comparing employees to each other, from bad to worst). []

12. Does your appraisal lead to any of these options? Please choose from the options below (You can tick more than one option):

- a. Training []
- b. Promotion []
- c. Transfer []
- d. Rewards []
- e. Termination []
- f. Dismissal? []

13. In which of the following situations do you find yourself uncomfortable?

- a. Appraising distant subordinate []
- b. Appraising (technical) subordinate []
- c. The older, highly experienced subordinate []
- d. High compensated individual []

14. What do you do when you identify poor performers after your review session?

- a. Training []
- b. Improvement Coaching []
- c. Relocation []
- d. termination/Discharge []

15. As an appraiser what role do you perform better?

- a. Judge []
- b. Helper []
- c. Both []

16. Who oversees Performance Appraisal in your hotel?

- a. Human Resource Management Department
- b. Line Managers
- c. Both
- d. Chief Executive Officer (CEO)

17. In your view, which factors can help with the implementation and success of the performance management system (checks for performance) in your hotel?

On a scale of 1 to 5, please tick the level of importance from the list provided (From Not important to Very important)?

| Factors | Not Important (1) | Less Important (2) | Important (3) | More Important | Very Important (5) |
|---------|-------------------------|--------------------------|------------------|-------------------|--------------------------|
| | | | | | |

| | | | | | |
|--|--|--|--|-----|--|
| | | | | (4) | |
| a. Adding national and hotel culture to the performance programme. | | | | | |
| b. Make sure that employees' goals are clear, aligned to the hotel's, and have specific purpose for them to understand. | | | | | |
| c. Top management buy-in (support the programme). | | | | | |
| d. Tasks, responsibilities, and accountabilities can be easily identified. | | | | | |
| e. Define competencies needed for a position and train employees to acquire competencies. | | | | | |
| f. Coach and develop your employees through regular feedback (positive and constructive). | | | | | |
| g. Design a reward system that will work best for motivating high performance. | | | | | |
| h. Regular recognition of employee contribution | | | | | |
| i. Make sure employees understand performance measurement indicators. | | | | | |
| j. Train management to ensure that they are managing their teams according to the hotel's performance management strategies. | | | | | |

18. Listed below are the factors that can hinder/prevent the implementation and success the of performance management system. For each one, please indicate whether you **Strongly Agree (1)**, **Agree (2)**, **Neither Agree nor Disagree (3)**, **Disagree (4)** and **Strongly Disagree (5)**.

| actors that can prevent successful implementation of performance management system | Strongly Agree | Agree | Agree nor Disagree | Disagree | Strongly Disagree |
|---|-----------------------|--------------|---------------------------|-----------------|--------------------------|
| Factors | (1) | (2) | (3) | (4) | (5) |
| a. Wrong design of performance management system. | | | | | |
| b. Failing to integrate performance management system in HR, strategic plan and culture of the hotel. | | | | | |
| c. Lack of leadership commitment. | | | | | |
| d. Involving managers, supervisors and officers in the development of the system. | | | | | |
| e. Lack of training before the start of implementation. | | | | | |
| f. Poor communication especially between supervisors and their subordinates. | | | | | |

19. Please tick in the table below, the HR practices in your hotel. You can tick more than one.

| HUMAN RESOURCE MANAGEMENT PRACTICES | | TICK |
|--|--|-------------|
| a. | Having a healthy, safe, and happy workplace environment | |
| b. | Management is open to sharing information relating to business | |
| c. | The hotel practices an all-year-round performance feedback system. | |
| d. | Knowledge sharing among employees. | |
| e. | Management and employees have open discussions and feedback sometimes. | |
| f. | Fair performance appraisal system. | |
| g. | Performance is linked to bonuses. | |
| h. | Highlight performers (example, projecting the best performer for the month). | |
| i. | Rewarding performance. | |
| j. | Delighting employees with the unexpected/surprises. | |

20. What would you recommend being added to the implementation of a performance management system in your hotel to ensure its success? Please share your opinion below:

.....

.....

.....

.....

.....

Cultural Peculiar Differences and Design of Performance Management System

(National and Corporate)

National

21. Please read through the questions below and choose the appropriate gender

| | | | |
|--|---|------------|----------|
| 1 | Masculinity/Femininity | | |
| | Comparing male and female employees, in your opinion, which gender is more service-oriented and assertive towards guests? Please tick the option prevailing in your hotel. | | |
| | | M | F |
| Based on the chosen gender, how would you rate the following on a scale of 1,2,3,4,5 (1 is the lowest followed by 2 in that order, and 5 is the highest)? | | | |
| a. | Which gender would show more responsiveness towards guests | | |
| b. | Which gender is more assertive or confident? | | |
| c. | Which gender takes initiative? | | |
| d. | Which gender is more open to communication? | | |
| e. | Which gender plays more top roles in your hotel? | | |
| Please read through the statements (a - e) below and rate them on a scale of 1,2,3,4,5 (1 is the lowest followed by 2 in that order, and 5 is the highest). | | | |
| 2 | Power Distance | | |
| | How are information/decisions relating to performance shared in your hotel? | | |
| | | 1-5 | |
| a. | Performance information/decisions are shared through established formal channels (from managers to subordinates). | | |
| b. | Everybody is given the opportunity to contribute toward decisions/information relating to performance. | | |
| c. | Information is neither shared through formal channels nor shared openly | | |
| d. | Performance evaluation standards are developed by | | |

| | | |
|--|--|------------|
| | managers/superior(s). | |
| e. | Subordinate input is sought when developing performance assessment criteria | |
| Please read through the statements (a - e) below and rate them on a scale of 1,2,3,4,5 (1 is the lowest followed by 2 in that order, and 5 is the highest). | | |
| 3 | Individualism vs. Collectivism Which one do you believe in the more: conforming to community values or being personally responsible for your own achievements? | |
| | | 1-5 |
| a. | I like working in teams. I believe in the expression 'We must all succeed/or fail together'. | |
| b. | I like working alone. | |
| c. | I am indifferent when it comes to teamwork/working alone. | |
| d. | I will like my supervisor to give me feedback alone (one-on-one). | |
| e. | I prefer an open discussion during feedback sessions. | |
| Please read through the statements (a - e) below and rate them on a scale of 1,2,3,4,5 (1 is the lowest followed by 2 in that order, and 5 is the highest). | | |
| 4 | Uncertainty Avoidance How do you feel when there is a problem/change in your hotel? Are you comfortable with surprises, or do you insist on thorough planning? | |
| | | 1-5 |
| a. | I am comfortable with surprises or changes when they happen in my hotel. | |
| b. | I think stress, surprises and change are part of work life (normal). | |
| c. | Evenly split between the two extremes (indifferent). | |
| d. | I prefer an extremely high level of planning and organising before changes. | |
| e. | I hate changes or surprises. I would like to be informed before it happens. | |
| Please read through the statements (a - e) below and rate them on a scale of 1,2,3,4,5 (1 is the lowest followed by 2 in that order, and 5 is the highest). | | |
| 5 | Long-term/Short-term Orientation Do employees in your hotel have short-term/ long-term orientation towards work? | |
| | | 1-5 |
| a. | I would like to work very hard to increase my performance to attain | |

| | | |
|--|--|------------|
| | heights in future in this hotel. | |
| b. | Service to guests and colleagues is an important goal to me. | |
| c. | I am indifferent when it comes to preferences | |
| d. | I would like to plan and persevere to achieve my work targets. | |
| e. | Societal traditional values are important to me when it comes to work. | |
| Please read through the statements (a - e) below and rate them on a scale of 1,2,3,4,5 (1 is the lowest followed by 2 in that order, and 5 is the highest). | | |
| 6 | Indulgence/Restraint The extent to which individuals try to control their aspirations and desires based on their background. | |
| | | 1-5 |
| a. | I believe that creating a conducive environment for colleagues and I to have fun whiles working would improve performance. | |
| b. | Employees with high moral discipline and follow strict cultural rules, have a high rate of productivity. | |
| c. | I am indifferent when it comes to creating leisure for colleagues, and myself, as well as maintaining strict moral discipline and norms. | |
| d. | Having fun during work should be in moderation else, it may affect employee performance. | |
| e. | Moral discipline and strict rules may not necessarily lead to high performance. | |
| Please read through the statements (a - e) below and rate them on a scale of 1,2,3,4,5 (1 is the lowest followed by 2 in that order, and 5 is the highest). | | |
| 7 | Politeness and Hospitality | 1-5 |
| a. | Management and employees accept each other and work together irrespective of their status to enhance performance. | |
| b. | Employees greet each other, make friends easily and shake hands when they meet. This promotes teamwork and goal achievement. | |
| c. | Employees acquaint themselves with guests and make them feel at home all the time, promoting business to meet hotel goals. | |
| d. | We value open-mindedness (tolerance), which fosters performance information sharing. | |
| e. | One of our targets is to help guests, colleagues, and even strangers who visit our hotel, and we make them feel at home, increasing guests' inflows. | |

22. Corporate Culture

Please rate the following statements (a-e) on a scale of 1, 2, 3, 4, and 5 (1 is the lowest and 5 is the highest). Write the number in the spaces provided.

| | | |
|----------|---|------------|
| 8 | Clan Culture | 1-5 |
| a. | I feel like a part of a big family in my place of work (hotel), which enhances my performance on the job. | |
| b. | I see my supervisor or manager as my mentor; someone who gives me feedback that helps me achieve my targets | |
| c. | We work as a team in my unit/department | |
| d. | Communication from my supervisor is clear, regular and transparent | |
| e. | Decisions are made through consensus and demand a prior agreement of a wide group of people | |

Please rate the following statements (a-e) on a scale of 1, 2, 3, 4, and 5 (1 is the lowest and 5 is the highest). Write the number in the spaces provided.

| | | |
|----------|---|------------|
| 9 | Adhocracy | 1-5 |
| a. | Employees are allowed to take risks to improve their area of work. | |
| b. | Employees are encouraged to be innovative. | |
| c. | Employees are free to take initiatives with minimal supervision. | |
| d. | Employees in my hotel are self-motivated to be creative. | |
| e. | The organisation bond(oath) is by trying new things and sharing ideas | |

Please rate the following statements (a-e) on a scale of 1, 2, 3, 4, and 5 (1 is the lowest and 5 is the highest). Write the number in the spaces provided.

| | | |
|-----------|--|------------|
| 10 | Market | 1-5 |
| a. | Employees are encouraged to compete in their functions at their workplace. | |
| b. | Employees are encouraged to focus on reaching goals/targets. | |
| c. | We focus on increasing productivity. | |
| d. | Supervisors are demanding high expectations from the employees. | |
| e. | Employees are encouraged to complete their daily work schedule | |

Please rate the following statements (a-e) on a scale of 1, 2, 3, 4, and 5 (1 is the lowest and 5 is the highest). Write the number in the spaces provided.

| | | |
|-----------|---|------------|
| 11 | Hierarchy | 1-5 |
| a. | The hotel clearly communicates the power and responsibilities of its employees based on position. | |
| b. | Each level oversees those levels below and reports to the level above in my hotel. | |

| | | |
|--|--|------------|
| c. | Seniors and those with academic or professional titles are addressed appropriately. The same goes for staff with long years of service with average academic qualification | |
| d. | Employees are encouraged to use appropriate channels for redress or solve problems. | |
| e. | Employees' behaviour is guided by laid down rules, policies and procedures. | |
| Please rate the following statements (a-e) on a scale of 1, 2, 3, 4, and 5 (1 is the lowest and 5 is the highest). Write the number in the spaces provided. | | |
| 12 | Respect for the individual, Supportive and Experience | 1-5 |
| a. | Employees respect colleagues irrespective of position. | |
| b. | Supervisors support their subordinates in the area of duty | |
| c. | Supervisors find it difficult to give feedback to their subordinates especially, negative feedback because it is regarded as disrespectful | |
| d. | Employees are promoted based on how long they have been working. | |
| e. | Employees respect supervisors/managers and vice versa. | |

Section C: Impact of COVID-19 on hotels

23. How has COVID-19 Pandemic affected your hotel? Please rate your opinion for the following questions between No Impact and Very High Impact by ticking in the appropriate box.

- **NNI** - No Negative Impact 1,
- **LNI** – Low Negative Impact 2,
- **MNI** Moderate Negative Impact 3,
- **HNI** - High Negative Impact (schedule working days or trickling visitors) 4
- **VHNI** - Very High Negative Impact 5: (dismissed from work, no visitors at all).

| Activities | NNI (1) | LNI (2) | MNI (3) | HNI (4) | VHNI (5) |
|---|--------------------|--------------------|--------------------|--------------------|---------------------|
| Accommodation (hotel room occupancy) | | | | | |
| Conferencing | | | | | |
| Restaurants and Bar | | | | | |
| Swimming pool and other facilities | | | | | |
| Rate of booking | | | | | |

| | | | | | |
|-------------|--|--|--|--|--|
| Reservation | | | | | |
| Events | | | | | |

24. Which categories of employees were affected most in your hotel? Please rate.

| Categories | NNI (1) | LNI (2) | MNI (3) | HNI (4) | VHNI (5) |
|---|--------------------|--------------------|--------------------|--------------------|---------------------|
| Management (General Manager and Sectional Heads) - (reduction in their numbers) | | | | | |
| Event Planners | | | | | |
| Front Desk and Concierge | | | | | |
| House Keepers and Cleaners | | | | | |
| Food and Beverage (Chefs, Cooks, Waiters and Bar Operators). | | | | | |
| Maintenance and Security | | | | | |
| Administration | | | | | |
| Female employees (women) | | | | | |
| Male employees (men) | | | | | |

25. Which areas in your hotel were positively affected the COVID-19 and to what extent? Please rate your opinion on the following questions between Very Low Positive Impact and Very High Positive Impact by ticking the appropriate box.

- **VLPI** – Very Low Positive Impact 1
- **LPI** – Low Positive Impact 2
- **MPI** Moderate Impact 3
- **HPI** - High Positive Impact 4
- **VHPI** - Very High Positive Impact 5

| Activities | VLPI (1) | LPI (2) | MPI (3) | HPI (4) | VHPI (5) |
|--------------------------------------|---------------------|--------------------|--------------------|--------------------|---------------------|
| Accommodation (hotel room occupancy) | | | | | |
| Conferencing | | | | | |
| Restaurants and Bar | | | | | |

| | | | | | |
|------------------------------------|--|--|--|--|--|
| Swimming pool and other facilities | | | | | |
| Rate of booking | | | | | |
| Reservation | | | | | |
| Events | | | | | |

26. a. Please tick from the following risk management strategies/policies your hotel has?

- Natural Disaster Management (examples: hurricanes, floods, pandemics, etc.) []
- Environmental Risk Management (examples: plans to protect the environment) []
- Human Resource Risk Management (examples: quality employee attraction and retention, employee productivity, standard operating procedures) []
- Business Risk Management (examples: operational costs, business interruptions, competitors, project risks, economic conditions, sales volumes etc.) []

26. b. Did you have the risk management strategies or plans before the pandemic? Please explain?

.....
 ...

27. Based on your experience with the COVID-19 pandemic, which strategies would you recommend for your hotel to implement to manage future pandemics?

.....

28. What steps has your hotel taken to recover from the impact of COVID-19? Please write your answer in the space provided below:

.....

29. What suggestions will you give as the way forward?

.....
.....
.....
.....

Section D: Background Information

30. What is your sex?

- a. Male ☐ b. Female ☐

31. AGE: Please tick your age from the range provided below:

- a. 20 – 24 years old ☐
b. 25 – 30 years old ☐
c. 31 – 34 years old ☐
d. 35 – 40 years old ☐
e. 41 – 44 years old ☐
f. 45 – 50 years old ☐
g. 51 – 54 years old ☐
h. 55 years and above ☐

32. a. How long have you been working with this hotel? Please state it in this box []

32. b. And how long have you been working in the hotel industry? Please state it in this box []

33. Occupation/Position in the hotel:

- 33.1. Hotel owner ☐
33.2. General Manager ☐
33.3. Departmental/Unit Head ☐
33.4. Senior Officer ☐
33.5. Officer ☐

34. Please choose your current level of education from below:

- a. WASSCE
b. Vocational/Technical Certificate
c. HND
d. First degree
e. Second degree
f. Third-degree

35. Please state the name of your unit/department.....

36. Can your hotel be found only in Ghana or there are branches in other countries?

- a. Only in Ghana ☐
b. How many branches do you have in Ghana? ☐
c. There are branches outside Ghana ☐

37. Please indicate the level of your hotel in the options provided by ticking the appropriate box.

- | | |
|-----------|--------------------------|
| a. Budget | <input type="checkbox"/> |
| b. 1 Star | <input type="checkbox"/> |
| c. 2 Star | <input type="checkbox"/> |
| d. 3 Star | <input type="checkbox"/> |
| e. 4 Star | <input type="checkbox"/> |
| f. 5 Star | <input type="checkbox"/> |

38. The average number of employees in the hotel. Please tick the appropriate from the list below:

- ☐ 1-9 people
- ☐ 10-49 people
- ☐ 50-249 people
- ☐ 250 people


39. Additional comments, suggestions

THANK YOU FOR SPENDING YOUR VALUABLE TIME IN COMPLETING THE QUESTIONNAIRE.

APPENDIX 4: SEMI-STRUCTURED INTERVIEW QUESTIONS.

1. Do you practice a performance management system in your hotel?
2. How long have you been practicing PMS?
3. How is the process carried out?
4. Does it cover all departments/units or some? If some, which of them?
5. What are some of the challenges you're facing in the implementation of PMS?
6. What have you done to solve the challenges (solutions)?
7. Would you recommend PMS to other hotels?
8. How can PMS promote work engagement and enhance employee performance in hotels in Ghana?
9. Do you think the integration of specific Ghanaian cultures like "respect for elders" into PMS would enhance its implementation success?
10. What about the inculcation of organisational culture? For instance, the culture of hierarchy?
11. Would you recommend PMS to other hotels and why?

APPENDIX 5: Letter from Ghana Hotels Association

| | | |
|---|-----------------------------------|---|
|  | <h1>Ghana Hotels Association</h1> | |
| Bankers: Societe Generale Ghana, Accra Main | | P. O. Box GP 4218, Accra-Ghana |
| Our Ref: | | Ghana Postal Address: GA 076-5324 |
| Your Ref: | | Tel/Fax: 0302 249584 |
| | | E-mail: ghanahotelassociation@gmail.com |
| | | Website: www.ghanahotelassociation.com |

6th July, 2022

REQUEST TO COMPLETE Ph.D. SURVEY QUESTIONNAIRE

Dear Sir/Madam,

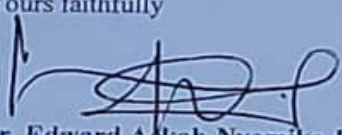
We are introducing Mrs. Dolores Mensah Harvie, a 3rd-year Ph.D. Management and Business Administration student at the Hungarian University of Agriculture and Life Sciences, to your hotel.

She is currently collecting data from hotels in Accra for her thesis. We will be grateful if you can spare about 15 minutes of your invaluable time to fill out her questionnaire entitled: "Performance Management System (PMS) and Employee Productivity in Hotels: Evidence from an Emerging Economy."

Your kind participation is voluntary but will be very much appreciated. Please be assured that your responses will remain confidential, anonymous and for scientific research purposes only.

Thank you for participating.

Yours faithfully



Dr. Edward Ackah-Nyamike Jnr
President (GHA)

| | | |
|---|--|--|
| PRESIDENT DR. EDWARD ACKAH - NYAMIKE JNR 1ST VICE - PRESIDENT DR. ABRAHAMA A. AHINFUL 2ND VICE - PRESIDENT MRS. JULIET FOSUHEMAA TAYLOR | NATIONAL SECRETARY MS. ELLEN GANDAA ASST. NATIONAL SECRETARY MR. ISHMAEL ALALEY NATIONAL TREASURER MR. PHILIP AKEY FINANCIAL SECRETARY MR. GODWIN KORTUMU | NATIONAL TRUSTEES MR. GEORGE ACQUAH DR. VON L. L. ASIGRI MR. KWAME APPIAH DANQUAH MR. NELSON RICKY ADOM |
|---|--|--|

APPENDIX 6: PROPOSED MODEL FOR THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM IN HOTELS

