

DOCTOR OF PHILOSOPHY

Mechanisms guiding the use of Individual Performance Related Pay (IPRP) a case study of three Ghanaian financial institutions

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Award date:
2018

Awarding institution:
Coventry University

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**'MECHANISMS GUIDING THE USE
OF INDIVIDUAL PERFORMANCE
RELATED PAY (IPRP): A CASE
STUDY OF THREE GHANAIAN
FINANCIAL INSTITUTIONS'**

By

BUERNORKIE MANYEYO PUPLAMPU

(PhD)

AUGUST 2018



'MECHANISMS GUIDING THE USE OF INDIVIDUAL PERFORMANCE RELATED PAY (IPRP): A CASE STUDY OF THREE GHANAIAN FINANCIAL INSTITUTIONS'

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By

BUERNORKIE MANYEYO PUPLAMPU

AUGUST 2018



A thesis submitted in partial fulfilment of the University's requirements for the Degree of Doctor of Philosophy



Certificate of Ethical Approval

Applicant:

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Project Title:

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.

This is to certify that the above named applicant has completed the Coventry University Ethical Approval process and their project has been confirmed and approved as Low Risk

Date of approval:

28 February 2016

Project Reference Number:

P41902



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PRACTICES ACROSS AFRICA AND ITS IMPACT ON ETHICS
AND EMPLOYEE WELL-BEING'**

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DEDICATION

May those who delight in my vindication shout for joy and gladness; may they always say, **‘The Lord be exalted, who delights in the well-being of his servant’** (Psalm 35v27) Amen.

To my dear parents, who taught me to unflinchingly place my trust in Jesus.

To my sisters Suomi and Mawulerde, rejoice with me; for this is how far the Good Lord has brought me.

ACKNOWLEDGEMENTS

Foremost, I would like to thank and praise my loving God for His utmost patience and guidance. The writing of this thesis has been one of the most significantly academically challenging yet fulfilling accomplishments that I have ever had to face. You supported me, gave me strength, endurance and the courage to complete my PhD. Dear Lord, I owe you my Life. I am eternally grateful.

I wish to express my in-depth gratitude to my Director of Studies, Dr Eno Amasi Maycock, for being the best Director I could have asked for. There were several demands on your time, yet you spent several hours answering my numerous questions, reflecting, reading, and patiently helping me to develop my work. Dr Randhir Auluck and Dr Harjit Sekhon, you were extremely generous with your precious time. Your expertise and your comments motivated me to think critically. Thank you very much.

Thanks to CBiS (Centre for Business in Society) for tuition-funding my study and the entire FBL Faculty, in particular, Professor Nigel Berkeley, Dr Phil Dunham, Mrs Helen Rowe and Mrs Kate Pope for their immense support.

I am particularly grateful to the three Ghanaian financial institutions, the CEOs who granted me access, their staff who participated in the study and the key officials of the Ghanaian Ministry of Employment and Labour Relations (MELR) and the Fair Wages and Salaries Commission (FWSC) who permitted me to interview them despite their extremely busy schedules.

My gratitude also goes to Mrs Sarah Horton-Walsh of the School of Marketing and Management for the teaching opportunities offered me which helped shape and improve my academic skills and experience.

Finally to my seniors, most of whom have completed their PhD and to my colleagues. The experiences you shared and the pieces of advice you gave at the start and during the PhD journey have proved useful.

May the Good Lord be pleased to bless you all richly, continually.

ABSTRACT

Growing levels of regulations by national governments, worldwide consolidation of firms and increasing customer expectations have made the global financial services industry very competitive (Tomasic 2011; Walter 2009). To motivate superior employee performance and drive aggressive deposit mobilisation in order to maximise profit, several financial services institutions are reported to be making extensive use of individual performance-related pay (IPRP) schemes as a reward strategy (Maycock, Auluck and Puplampu 2017). This research identifies and compares the mechanisms guiding the use of IPRP schemes within three Ghanaian financial services institutions, assessing whether culture and socio-economic context have an influence on its implementation.

A multi-method qualitative research approach was adopted for this study. Data was drawn from publicly available data, corporate policy statements and multi-level, semi-structured interviews conducted with Human Resource Managers (N=6), Line Managers (N=28) and Lower-Level Employees (78) across three Ghanaian financial services institutions and key officials of the Ghanaian Ministry of Employment and Labour Relations (MELR) and the Fair Wages and Salaries Commission (FWSC).

Thematic analysis of the findings revealed eight general characteristics that define the mechanisms guiding the use of IPRP within the organisations under study: 1) IPRP policy implementation and its use is far more advanced within the Ghanaian private sector than in the public sector; 2) the mechanisms guiding the practice of IPRP within the case examples under study are comparable to those of Western countries; 3) HR is the custodian of the IPRP system; 4) line managers are noted as the principal connections between IPRP policy development, use and implementation; 5) employees expressed a preference for avoiding uncertainty. They also acknowledged that the negative impact of IPRP on their well-being was due to shortfalls in their organisations’ IPRP policies and the high level of uncertainty within the Ghanaian socio-economic context; 6) there is no legal and regulatory framework for Ghanaian financial institutions regarding the use of IPRP; 7) customers and depositors are the focus of the Bank of Ghana’s (BoG) business operation stipulations for Ghanaian financial services

institutions. There are no stipulations regarding the employees of these institutions; 8) as a marketing strategy, more females are used in the sales and marketing team to convince potential customers (i.e. men) more easily.

This qualitative study was limited to participants within the three Ghanaian financial services institutions selected for this study. The key focus was on the financial services sector because it is in this sector that IPRP has been embraced with fervour, due to the perceived need to engender more commercially aware behaviour among employees in an increasingly competitive industry – a need with which IPRP is assumed to be consistent (Bambrough 2016; Maycock 2009). Hence, while the results can be generalised to Ghana and financial services, they may not be generalisable to other sectors and countries characterised by different cultures and contexts. However, the approach adopted to find these results can be applied to a wide variety of situations, therefore allowing the examination of external validity.

This research contributes significantly to the current literature on IPRP by providing a more in-depth understanding of how the unique Ghanaian cultural and socio-economic context shapes IPRP practice and the impact it has on employees within these organisations. To boost organisational productivity while fostering employee well-being and productivity, the study developed an IPRP framework. The framework stresses the importance of considering both the external and employee drivers of IPRP implementation for the Ghanaian ‘uncertainty avoidance’ culture and uncertain socio-economic context, rather than adopting Western IPRP frameworks for implementation and use.

Keywords: *Individual Performance-related Pay, Financial Services, Ghana, Human Resources and Employee Well-being.*

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LIST OF ABBREVIATIONS

IPRP	(Individual) Performance Related Pay.
FO1	Financial Organization One.
FO2	Financial Organization Two.
FO3	Financial Organization Three.
MELR	Ministry of Employment and Labour Relations.
FWSC	Fair Wages and Salaries Commission.
BoG	Bank of Ghana.
HRMs	HRMs: Human Resource Managers.
LMs	Line Managers.
LLEs	Lower-level Employees.

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'MECHANISMS GUIDING THE USE OF INDIVIDUAL PERFORMANCE RELATED PAY (IPRP): A CASE STUDY OF THREE GHANAIAN FINANCIAL INSTITUTIONS'

CHAPTER 1: INTRODUCTION

1.1 Chapter Overview

This chapter provides the precise explanation of the aims, objectives, questions and justification of this thesis. This introduction also provides an overview of the contextual background, i.e. the Ghanaian financial organisations under study. For the reader, this grounds the thesis in relation to the context and its theoretical roots, as well the contribution that the thesis makes to the literature. Finally, the last section of this introduction describes the structure of the thesis.

1.2 Introducing the Context of the Study

Increasing levels of regulations by national governments, worldwide consolidation of firms and increasing customer expectations have made the global financial services industry very competitive (Lefkowitz 2006; Tomasic 2011; Walter 2009). Thornton and White (2011) posit that market growth, in such a highly competitive market, is only possible by attracting competitors' customers. Salespersons or marketing executives, because of their boundary-spanning positions where they come into direct contact with customers, therefore play a key role in helping organisations to establish such customer-focused relationships (Adenugba and Ilupeju 2012; Aloomaa and Atadiose 2014; Beverland 2001; Leigh and Marshall 2001).

The costs attached with attracting, retaining, motivating and developing these salespersons and employees to promote such customer-focused behaviours have therefore become a huge proportion of many companies' operating budgets (Cravens, Piercy and Low

2006; Johnson, Griffeth and Griffin 2000). In the endeavour to regulate these expenses and improve performance by increasing the quality and quantity of outputs, research evidence (e.g. Barboza and Roth 2009; Heiens and Pleshko 2011; Uzelac and Sudarevic 2006) suggests that sales managers monitor, direct, evaluate and compensate salespersons using individual performance-related pay (hereafter IPRP) schemes.

The management and effective implementation of such IPRP schemes require various stakeholders and also depend largely on the existence of requisite guidelines and mechanisms relating to the appropriate setting of targets, how performance is rated and (if they are used) how ratings are used to make IPRP increases (Armstrong 1999; Suff, Reilly, and Cox 2007). According to Gandini, Astori and Cassano (2009) and Marsden (2009), various stakeholders have multiple and differing degrees of involvement in the implementation of IPRP. These stakeholders may be shareholders and top or senior management whose decisions influence the use of resources and the preparation and distribution of results over time, as well as the degree of risk attached to organisational activities. What this means is that (line) managers responsible for administering IPRP schemes to employees often encounter contradictory goals and demands from one set of stakeholders usually override those of others half-way through the process of IPRP implementation.

Correspondingly, extensive empirical evidence suggests that this intense pressure from varied interests on managers has rendered several IPRP schemes ineffective, demotivating and unpopular among employees on performance-related contracts. For example, Kersley et al. (2006) and Marsden (2007) accede that under such pressure, most managers are not able to properly align the performance criteria with employees' own sense of professional values when setting targets and that, when linking employee performance to pay decisions, their judgement may also be compromised, partial, inconsistent, prejudiced or ill-formed (e.g. Armstrong and

Baron 1998; Bach 2005). Having indicated the intricacies involved with the management and implementation of IPRP schemes, the section that follows will render a brief overview of IPRP, presenting the case for and against its implementation within organisations.

1.3 Background of the Study

Individual performance-related pay is an employee reward scheme that awards periodic pay rises incorporated into the basic wages or salary earned; these pay rises result from appraisals of an individual employee's performance and the individual's value to the organisation (Cromwell et al. 2011; Maycock and Puplampu 2014). These periodic pay rises, according to Armstrong (2006), may determine an employee's speed of advancement through salary bands or scales and may be communicated as either proportions of basic pay, unconsolidated one-off lump sums or predetermined increments.

The preceding description of IPRP encircles all the incremental reward schemes where pay increases are based on individual assessment and are more discretionary than spontaneous. Moreover, IPRP overlooks productivity or other fixed service augmentations, incentive increases, supplementary share option schemes, piecework payments and monetary bonuses. Conclusively, Armstrong (2010) and Heneman (1992) suggest that IPRP is hinged on the compensation of employees in exchange for their ability to attain a predetermined level of performance (Alooma and Atadiose 2014; Maycock and Salawudeen 2014).

1.3.1 Arguments in Favour of IPRP

Proponents in favour of IPRP argue that such schemes recognise the achievements of those who perform better by giving them more financial and tangible rewards since that is the right and proper thing to do (e.g. Armstrong 2010; e-reward 2003). Similarly, the UK ACAS (1990) suggests that the use of IPRP enables organisations to stress the importance of high

standards for job performance to advance the efficiency and effectiveness of their workforce. Additionally, it also helps organisations to retain higher than average performers who will have a higher market value (Eriksson and Villeval 2008; Lazear 2005).

Lawler (2000) also proposes another advantage of implementing IPRP. The author asserts that the scheme communicates strong messages to employees about the behaviour expected from them by management as it has the potential to create highly motivated employees who see a clear relationship between how they perform and how much they are paid. Marsden (2004), for example, confirms this by arguing that the main impact of the scheme's introduction across large sections of British public services during the 1990s was to renegotiate performance norms. Thus, due to changing employee/employer demands and expectations, the employment relationship becomes vulnerable to pressure tactics from both parties and fluctuations in the market estimation of worker productivity. The use of IPRP as an employee reward management tool, therefore, serves as a parameter within which the job boundaries, standards and the nature of job performance are redefined, revised and renegotiated.

1.3.2 Arguments against IPRP

In contrast to the arguments in favour of IPRP, employees' expectations about the workplace are expanding, with many looking for personal development, fulfilment and well-being (Harter, Schmidt, and Keyes 2002; Slemp, Kern, and Vella-Brodick 2015). In line with this a number of researchers (e.g. Deci 1972; Heneman 1992; Lawler 1990) have levelled certain criticisms against the scheme, pointing out that IPRP can damage creativity, decrease self-esteem and equity, undermine intrinsic motivation in the work, discourage risk taking, and damage work relationships. In addition to these issues, it results in a situation where to keep

their jobs, intense pressure and strains are placed upon employees by themselves and their supervisors.

Belcourt, Burket, and Lee-Gosselin (1991) in an all-women study put forward that this might result in a situation where employees face tension between their personal lives, career pursuits and work-family balance. Specifically, these strenuous conditions might result in an ethical dilemma. This situation is particularly amplified for employees in contexts where the legal systems for protecting the jobs and incomes of employees are fragile or missing and in organisations with weak or non-existent governance mechanisms guiding the management and implementation of IPRP (ACAS 2005; Armstrong 1999; Suff, Reilly, and Cox 2007). For instance, in the bid to respect the often contradictory goals and demands from the multiplicity of stakeholders involved in the administration of IPRP as mentioned in section 1.2, some corporate leaders place a prominent focus on aggressive deposit mobilisation (City & Business Guide 2010; Klutse 2010; Osewa 2016). This might result in a situation where unrealistic, unachievable and unattainable targets with inflexible deadlines are set for employees (e.g. Adenugba and Ilupeju 2012; Oluka 2014). Given this scenario in an organisation (with weak ethical policies and principles) within a context of high job and income insecurity, low levels of employment and weak legal systems protecting workers, the potential for ethical dilemmas is high since workers are left with little or no option (Fadare 2016; Sule and Three Anonymous Bankers 2012).

Furthermore, some employees may be forced to voluntarily resign due to the risk of being dismissed for not meeting these set targets. While others, in order to keep their jobs and survive by gaining organisational rewards, may face this pressure and 'do the unthinkable' by going all out to achieve the set targets, using whatever means they can (e.g. Bangudu 2016). For example, as Ordóñez et al. (2009) suggest, salespersons, in an effort to reach a sales quota

or target, may lie to customers or even falsify numbers. Oluka (2014) also confirms the use of women in Nigeria and Ghana by banks in manners that make them compromise their dignity in order to meet targets and keep their jobs using 'hook or crook', even if it means using unethical means to secure potential customers. For employees who attain these targets, this could be an advantage for them since they have succeeded in impressing corporate leadership and have no fear of losing their job – at least for a certain period of time. However, for those who after staying on are unable to achieve the set target, City & Business Guide (2010) reports that they may be humiliated with inappropriate questions and executive comments being passed on them during their Monthly Performance Report (MPR) meetings. During these meetings, an employee is called by the board and told to account for everything he or she has done so far.

This humiliating, psychologically distressing, intimidating, traumatic and sometimes dehumanising give-and-take situation constitutes a 'decent work' deficit because basic income security is missing and workplace anxiety, depression and exhaustion are commonplace. This falls short of the decent work agenda put forth by the International Labour Organization (ILO), which states that corporate survival should not be at the expense of the natural dignity of employees.

These ethical issues, ranging from gender bias through to corporate prostitution, were informed by both sentiment analysis (here after SA) (Pang, Lee and Vaithyanathan 2002; Turney 2002) and thematic analysis (here after TA) (Braun and Clark 2006) of secondary data garnered via blogs, tweets, news articles and websites (e.g. Bangudu 2016; Dimokokorkus 2016; Fadare 2016; GhanaWeb 2010; ibankng.com 2016; New Issues Magazine 2016; Oluka 2014; Sule and Three Anonymous Bankers 2012; The Nation Newspaper 2016; Ukwu 2015). These data highlighted employees' perceptions of the implementation and use of IPRP within the financial services sectors in Ghana and Nigeria. The analyses give clear evidence pertaining

to the incorrect use of IPRP (i.e. target setting, performance rating and its link with pay etc.). They also raise questions regarding whether there are any requisite policies and guidelines governing its use within such organisations.

Boachie-Mensah and Dogbe (2011), Maycock and Puplampu (2014) and Puplampu (2014) have carried out research on IPRP schemes in Ghana. However, there is no research evidence to ascertain the veracity of policies, practices and corporate governance mechanisms guiding the implementation and use of IPRP within the Ghanaian 'uncertainty avoidance' cultural (Hofstede 2016) and uncertain socio-economic context (Esson 2013, 2015; Diehl, Richter and Sarnecki 2016). According to Hofstede (2016) and Diehl et al. (2016), members of such cultures and contexts express a preference for avoiding uncertainty since they feel threatened by ambiguous or unknown situations. Hence, the uncertainty associated with effectively meeting IPRP targets could cause stress and tension on the job for employees. As such, these could result in psychological and health problems, which can impact negatively on employees' well-being in the long term.

Individual performance-related pay is a Western management tool. Thus, the replication of its systems, implementation mechanisms and policies within the Ghanaian workplace/context may be incompatible with the needs of corporate institutions, jobs and employees. This therefore calls for an examination of the mechanisms guiding the use of IPRP within Ghana, assessing whether its distinct culture and context have an influence on its implementation.

1.4 Research Justification

The prominent and rapidly growing literature on IPRP (e.g. Armstrong 2010; Inceoglu and Warr 2011; Lawler 2000; Maycock 2009; Puplampu 2014) presents the argument that its

use could enable organisations to stress the importance of high standards for job performance in order to advance the efficiency and effectiveness of their workforce. However, Ordóñez, Schweitzer, Galinsky and Bazerman (2009), Marsden (2007) and Maycock and Puplampu (2014) contend these assertions that have been put forward in favour of IPRP. They query these advantages and claim that the multiplicity of stakeholders involved with the governance and implementation of IPRP (as mentioned in section 1.2 above) more often than not results in a poor design and operation difficulties associated with the implementation of IPRP. Additionally, the lack of requisite principles guiding the use of IPRP results in the improper alignment of the scheme with employees' own sense of professional values, values, ability, experience and achievement (e.g. Armstrong 2010).

Ordóñez et al. (2009: 12) also propose that the prominent focus placed on goal attainment by management can potentially encourage unethical behaviour by creating an organisational culture that 'focuses on ends rather than the means'. This phenomenon is particularly compounded in contexts characterised by low levels of employment, ethical business problems, corruption and weak legal systems protecting employees (e.g. Cuervo-Cazurrall and Genc 2008; Obalola and Adelojo 2012; Uba 2010). Correspondingly, this could have negative implications for organisational competitive advantage, employee well-being and productivity (Buckley et al. 2001 and Cullen, Parboteeah, and Victor 2003).

Given the centrality of these issues and their link to the effective implementation and use of IPRP, the researcher noted the following:

- i) Much of these research studies have been conducted within the Western management context (e.g. Armstrong 2010; Marsden 2007; Lawler 2000 etc.).
- ii) Published evidence on the implementation and effectiveness of IPRP schemes in low- and middle-income countries and contexts is scarce. Findings from these few published

studies are also mainly pay reforms aimed at using IPRP as a tool for boosting performance within the public sector (e.g. Gakure, Muriu and Orwa 2013; Kabibu 2017; Kobia and Mohammed 2006; Krukru 2015; Mutahaba 2011; Obia 2012). Additionally, these findings are conflicting, with mixed results from the assessments (Eijkenaar et al. 2013; Van Herck et al. 2010).

This study conducted specifically within the Ghanaian context, therefore, adds to the current body of knowledge by shedding light on the mechanisms guiding the implementation of IPRP within the financial services sector in a developing country setting such as Ghana.

1.4.1 Methodology

Methodologically, this research is a multi-method qualitative case study design, situated within the critical realist research paradigm. As its unique strength, critical realists stress the elucidation of observable organisational events by searching for the causes and mechanisms that underpin the deep social structures that shape everyday organisational life (e.g. Reed 2005). The case study method is also idiosyncratic in its ability to deal with several sources of evidence such as observation, surveys, document study, interviews etc. which leads to greater validity and reliability (Yin 2003: 19). This qualitative exploratory research was thus divided into two key phases: the secondary desk-based research and the primary field-based research phases.

1.4.1.1 Secondary Desk-based Research

The first phase was completely mainly through a desk-based review of literature with the aim being to explore the meaning and operational issues associated with the implementation of IPRP and to design a questionnaire for the primary field-based research phase. In particular, this phase explored earlier secondary research that focused on the disturbing and unsettling

findings related to ethical issues, unrealistic target setting, gender bias and corporate prostitution. Sources included blogs, tweets, reviews, news articles and other social media concerning the implementation of IPRP within the financial services sector in Ghana and Nigeria. Consequently, the textual analysis (i.e. SA and TA) of the informants' opinions on eighteen of these social media, which had close to forty-thousand views and hundreds of comments on the implementation and use of IPRP within the financial sector, allowed the researcher to understand the feelings that were being expressed and to extract full value from the interactions in conversations ongoing on such sites.

Documentary secondary data sources such as policy documents guiding performance management and the use of IPRP within the three Ghanaian financial institutions under study were also collected, studied and analysed using Document Analysis (hereafter DA) (Bowen 2009). The list of themes garnered from the SA, TA and DA of the findings from the explorative literature review were used to design a semi-structured interview guide. To address any dearth of information identified after these analyses, the researcher made notes and included such items on the interview schedules for human resource managers (HRMs) and line managers (LMs). Similar items were also included on the interview schedule for officials of the Ghanaian Ministry of Employment and Labour Relations (MELR) and the Fair Wages and Salaries Commission (FWSC).

1.4.1.2 Primary Field-based Research: Interviews

The global and widespread use of IPRP as an employee-motivating tool within organisations has gained increasing popularity over the past decade. Hence, there is a need for more empirical investigations to be carried out in the area of IPRP, particularly within non-Western settings. As such, the second phase of this study compared and contrasted the introduction, implementation and operation of IPRP in three Ghanaian financial services

institutions anonymised as *FO1*, *FO2* and *FO3*. Furthermore, it critically examined and gained insight into the unique influence that culture and socio-economic context have on the mechanisms and principles that guide the operation of IPRP in these three institutions.

The interview guide designed during the first phase was pilot tested to check the suitability of the items (on the interview guide), the length of time a typical interview would take and to establish whether the items were easily comprehensible (Neuman 2011). Skype-assisted pre-test/pilot interviews were conducted with the same level of interviewees as those who would be involved in the main study. Based on findings from these pilot interviews, the interview schedule was then modified and used to gather additional qualitative data via one-to-one in-depth semi-structured interviews conducted across three levels within each organisation: HR, middle-level and lower-level management.

These interviews were conducted with HRMs, LMs (middle-level) and employees (lower-level) who had been in employment with these three organisations for one year and over. First, one-to-one interviews conducted with HR managers/support staff helped to identify, explain and compare the existing IPRP policies, practices and systems in place within the three firms. The findings were examined in order to assess how these measured up to statutory obligations. Second, one-to-one interviews conducted with LMs examined their experiences and perspectives regarding their role as implementers of the IPRP policies and practices in their respective organisations.

Third, interviews held with lower-level employees (LLEs) across the three organisations also assisted the researcher to ascertain the experiences and perspectives of LLEs on the use of IPRP policies and practices within their respective firms. To ensure data triangulation, the researcher ensured that LLEs selected for the interviews were from various departments and across different branches but were similarly ranked on the corporate ladder of

the three organisations (i.e. lower-level). Fourth, interviews were also conducted with key officials of the Ghanaian Ministry of Employment and Labour Relations (MELR)/Fair Wages and Salaries Commission (FWSC) to ascertain whether there were any legal and regulatory frameworks guiding the implementation and use of IPRP within the Ghanaian financial services.

To enable the researcher to probe and gain a deeper understanding of the mechanisms guiding the implementation of IPRP within these organisations under study, findings from the one-to-one LLE interviews were then compared to the results obtained from the HR and line manager interviews. Also, the HR interview findings were compared to findings from the MELR/FWSC interviews to establish whether *FO1*, *FO2* and *FO3* IPRP policies measured up to statutory obligations. The findings from these four data sets were compared and triangulated with each other after thorough thematic analysis in order to come to a valid conclusion. The number of corporate branches and demographic data of employees within the three financial organisations being studied show that they have nationwide coverage and diverse workers. These characteristics made them suitable for this research and afforded the researcher the opportunity to examine the mechanisms guiding the implementation of IPRP in such a context.

Rather than the use of a single methodological data-gathering technique, the use of the multi-method qualitative design, which constituted both secondary data (which underpinned the design of the semi-structured interview guide) and the primary data (one-to-one semi-structured interviews), enhanced data triangulation. This increased the validity and reliability of the research outcomes (Yin 2003: 97-100; Dey 1993). Furthermore, the research employed a longitudinal or diary perspective (which involved secondary data available via blogs, tweets etc. centred on the implementation and use of IPRP within the financial sector over the past ten years) and a cross-sectional time-horizon (which involved the 'snapshot' collection of data on

the mechanisms guiding the use of IPRP within the three Ghanaian financial services institutions). These helped the researcher to gain and analyse valuable secondary and primary data using SA (Pang, Lee and Vaithyanathan 2002; Turney 2002) and TA (Braun and Clark 2006) in order to achieve the research objectives. The results of this research therefore are of great significance and value to the employee reward field as well as the theory and practice of IPRP.

1.5 Contribution to Theory

✚ *IPRP augments threat to employee job and income security and hinders well-being in 'uncertainty avoidance' and uncertain socio-economic contexts characterised by low employment levels, ethical business problems and weak legal systems protecting employees.*

The use of IPRP enables employees to increase control over their individual reward outcomes. Nonetheless, the prominent focus placed by management on individual performance within competitive industries (i.e. the financial services), 'uncertainty avoidance' cultural (Hofstede 2016) and uncertain socio-economic contexts characterised by low levels of employment, ethical business problems and weak legal systems protecting employees, augment the threat to employees' job and income security, as was discovered within this study. Within such contexts, the constant pressure and strain faced daily by employees in order to meet their set IPRP targets hinder psychological, emotional and physical well-being.

1.6 Contribution to Practice and Policy Formulation

MELR/FWSC interviews and HRM and LM interviews across FO1, FO2 and FO3 revealed that in relation to the implementation and use of IPRP, there is presently no legal and regulatory framework for Ghanaian financial institutions or the employees who work for them.

However, these institutions are guided by the Bank of Ghana’s regulatory framework for the financial services industry. Specifically, this regulatory framework states that institutions within the sector should ensure that their business operations are in the interests of customers and depositors.

Findings from these analyses/studies have policy implications for the Ghanaian MELR as it is entrusted with the task of formulating and implementing policies, and co-ordinating, monitoring and evaluating the performance in the sector (GhanaWeb 2010). It also has implications for HR practitioners within financial organisations in particular, as they must adapt their corporate IPRP policies to conform to the ‘uncertainty avoidance’ Ghanaian culture and uncertain socio-economic context. These contributions are depicted in **Table 1.1**.

Table 1.1: Contribution to Practice and Policy Formulation

IPRP GUIDANCE MECHANISM	(IPRP) IMPLEMENTATION
I. Working to frequently tight performance-related deadlines hinders employee well-being.	To promote employee psychological, emotional and physical well-being this study recommends that employees are given adequate timeframes to meet their set targets.
II. Prompt payment of promised performance -related cash rewards.	To promote transparency, boost the motivation of employees and their trust in senior management, this study also endorses that the requisite criteria for qualifying for cash rewards attached to meeting set targets should be communicated to all staff. Further, when an employee is found to have qualified for this cash reward, he or she should be paid promptly as promised.
III. Singular/Focused Targets	Rather than being set both core and financial targets, set targets should be centred on the skill-set and job description of employees as this helps to promote job clarity and focus when meeting targets.
IV. Constructive / Proper Dismissal Procedures	To enhance the corporate image and boost the morale of remaining employees, organisations should implement both constructive and proper dismissal procedures for dismissing underperformers.
V. Remuneration Committee	HR practitioners via remuneration committees should ensure that IPRP is integrated with sound corporate governance. This committee should also monitor and safeguard against the use of sales and marketing employees as corporate prostitutes.
VI. IPRP Legal and Regulatory Frameworks	To safeguard the well-being of employees, the Ghanaian Government (MELR) and the Bank of Ghana (BoG) should consider instituting both legal and regulatory frameworks for Ghanaian financial institutions regarding the use of IPRP.

The outcomes of this study therefore add to the current literature on IPRP. The study also provides more information on the requisite mechanisms needed to govern the use and implementation of IPRP within the Ghanaian socio-cultural context since as Kessler (1994) suggests, the real contribution of IPRP lies in its widely symbolic role as part of a broader HRM strategy to promote cultural change. Based on these contributions, the next section elucidates the choice of financial services in Ghana as the context for this research.

1.7 Setting the Research in Financial Services: Ghana

Kefela (2011) suggests that compared to developed countries, developing countries (such as Ghana) have been experiencing growth in their financial services sectors in recent times, with multinational organisations particularly targeting developing countries for expansion (Arena 2008; Guislain and Kusek 2010). Additionally, the financial services sector was chosen because it is in this sector that IPRP has been embraced with particular interest, due to the perceived need to engender more commercially aware behaviour among workers in an increasingly competitive product market – a need with which IPRP was assumed to be consistent (Bambrough 2016; Lewis 1998; Maycock 2009). Based on these assertions and the background of the problem highlighted (Section 1.4), this study aims to assess the mechanisms (policies and practices) guiding the use of IPRP within three Ghanaian financial services institutions anonymised as Financial Organisation One (*FO1*), Financial Organisation Two (*FO2*) and Financial Organisation Three (*FO3*).

1.7.1 Ghana

Culturally, Ghana is a heterogeneous (Adinkrah 2011) and sovereign unitary presidential constitutional democracy, situated just north of the equator along the Gulf of Guinea and the Atlantic Ocean, in the sub-region of the West Coast of Africa. The country

spans 238,535 km² and shares borders with the Ivory Coast to the West, the Gulf of Guinea and the Atlantic Ocean to the South, Burkina Faso to the North and Togo to the East. Ghana, like most developing economies in Africa, is occupied by ethnically and culturally diverse groups of approximately twenty-five million people mainly distinguished by language (Ghana Demographics Profile 2014). Though Asante and Gyimah-Boadi (2004) report that the country is characterised by a vast mosaic of both large and small ethnic groups, the Ghana Statistical Service (2002) indicates that the Akan, Mole-Dagbani, Ewe, Ga-Dangme, Guan, Gurma, Grusi and Mande-Busanga constitute the major groupings.

Religious heterogeneity in Ghana is also reflected in the several traditional and institutionalised faiths with which the majority of Ghanaians identify. According to Care International (2009) and the Ghana Statistical Service (2002) findings from the 2000 population census, 68.8% of the Ghanaian populace specified an affiliation with one of the various Christian denominational churches, 15.9% subscribed to Islam and 8.5% adhered to traditional faiths such as ancestor veneration. The remaining 6.1% of Ghanaians reported no affiliation with any religious grouping.

In spite of this rich cultural diversity, easy social and geographical mobility have dispersed indigenes from various ethnic groupings across the nation without weakening or destroying their ethnic bonds (Asante and Gyimah-Boadi 2004). The Global Peace Index (GPI) released by Britain's Economic Intelligence Unit (2008) indicates that Ghana is the most peaceful country in Africa and the 40th in the world. Nonetheless, ethnic rivalries during the colonial period, the impact of colonialism in different regions and groups of the country and the unequal distribution of both economic and social amenities during colonial and post-independence Ghana have all contributed to some of the present-day ethnic tensions within and between the varied ethnic groupings and the country in general (Anyemadu 1993). On top of

these issues, rising inflation rates (Ghana Statistical Services 2018) over the years have led to increased costs of living and the diminishing purchasing power of earnings (Debrah 2000:194). Thus, though employee motivation in Ghana generally takes the forms of extrinsic and financial motivation such as salary, bonuses and fringe benefits, poor conditions of service and low remuneration are still important and recurrent problems for many employees (Magbadelo 2016). Following on from this general overview of the Ghanaian situation, the aim, objectives and questions that this research seeks to answer are expatiated in the section that follows.

1.8 Research Aim, Objectives and Questions

1.8.1 Research Aim

The aim of this research is to critically examine the mechanisms guiding the use of IPRP within three Ghanaian financial services institutions (*F01*, *F02* and *F03*), assessing whether culture and context have an influence on its implementation. These findings will then be compared with the Government of Ghana's legal and regulatory framework for financial institutions and the experiences and perspectives of HR managers, middle-level/line managers and LLEs within these three organisations.

1.8.2 Research Objectives

The aim will be achieved by the following six specific objectives:

- 1 To critically examine the literature on the mechanisms that guide the implementation and use of IPRP in organisations.
- 2 To ascertain whether there are any corporate governance mechanisms guiding the use and implementation of IPRP within the three financial services institutions under study and to compare these with the Government of Ghana's legal and regulatory framework for non-bank financial institutions regarding the use of IPRP.

- 3 To assess the similarities and differences in the distinct policies and practices put in place to support the effective implementation of IPRP within these three organisations.
- 4 To ascertain the experiences and perspectives of those responsible for implementing IPRP policies and practices within these three organisations.
- 5 To assess the experiences and perspectives of workers on the use of IPRP policies and practices.
- 6 To compare the mechanisms guiding the use of IPRP within the three Ghanaian financial services institutions and compare these with the Government of Ghana's legal and regulatory framework for non-bank financial institutions and the experiences and perspectives of HR managers, LMs and employees within these three organisations in order to come to a valid conclusion.

1.8.3 Research Questions

These objectives will be achieved with the following specific research questions:

- 1 What are the mechanisms guiding the use and implementation of IPRP within Financial Organisation One (*F01*), Financial Organisation Two (*F02*) and Financial Organisation Three (*F03*)?
- 2 What are the similarities and differences in the distinct policies and practices put in place to support the effective implementation of IPRP at FO1, FO2 and FO3?
- 3 Who is responsible for implementing IPRP policies and what are their experiences and perspectives of this responsibility?
- 4 What are the experiences and perspectives of employees on the use of IPRP policies and practices?

- 5 What is the Government of Ghana's legal and regulatory framework for non-bank financial institutions regarding the use of IPRP and how does this compare with the experiences and perspectives of employees?

Embedded in this aim, research objectives and questions, the subsequent section will focus on the layout of this thesis.

1.9 Thesis Structure

The remainder of this thesis is set out in the next eight chapters.

Chapter 2 (Literature Review): This chapter presents a review of relevant literature on human resource management and reward in organisations; the changing phase of employee reward practices and the undergirding theoretical viewpoints on performance-related pay (PRP). The chapter also focuses on reward in Africa, Europe and the Americas – taking into cognizance, the unique political, socio-cultural and socio-economic differences. Furthermore, the review discourses the national contextual factors that influence the implementation of IPRP and how this impacts ethics and employee well-being.

Chapter 3 (Methodology): This chapter presents the entire research process. Furthermore, it advances the arguments for the choice of the multi-method qualitative case study design, situated within the critical realist research paradigm. Critical realists recognise that knowledge is historically situated and that rather than existing independently, we will only be able to comprehend what is going on in the social world if we understand the social facts that have given rise to the phenomena that we are trying to understand (Fleetwood 2005). Building on this chosen methodological approach, the chapter also provides detailed explanations of the data collection and analysis procedures as well as ethical considerations.

Chapter 4 (Sentiment and Thematic Analysis of Secondary Data): This chapter presents findings on employee perspectives of the use of IPRP within the financial services industry in Ghana, using secondary data gathered via peer-reviewed academic journals, blogs, tweet reviews, news articles and other social media.

Chapter 5 (Corporate Governance Mechanisms Guiding the Use and Implementation of Individual Performance-related Pay (IPRP): This chapter provides a synopsis of the Ghanaian cultural and socio-economic context with particular reference to the financial services. The three cases within the sector are described and then findings on the corporate governance mechanisms guiding the use and implementation of IPRP within these institutions are presented. Furthermore, the similarities and differences in the particular policies and practices put into place to underpin and support IPRP within FO1, FO2 and FO3 are examined. The perspectives of HR managers on designing and superintending these policies and practices and how these measure up to statutory obligations are further discussed. Altogether, these findings served as the corporate stance of the three financial services institutions in relation to the implementation and use of IPRP. Findings from follow-up interviews with key officials of the Ghanaian MELR and the FWSC are also compared with HR interview results. From here on, the results of this chapter are juxtaposed with the veritable experiences of LMs and LLEs (Chapters 6 and 7).

Chapter 6 (LMs' Perspectives on the Implementation of IPRP): This chapter presents the findings from the in-depth semi-structured interviews with LMs. Specifically, it critically examines and compares the experiences and perspectives of LMs regarding their role as implementers of the IPRP policies and practices in their respective organisations. These findings were then compared to the results obtained from the HR, MELR and FWSC interviews.

Chapter 7 (Employee Perspectives on Corporate IPRP Policies and Practices):

This chapter presents findings from interviews held with LLEs across the three organisations to examine and compare their experiences and perspectives on the use of IPRP policies and practices within their respective firms. These findings were then compared to the results obtained from the HR and line manager interviews to ensure the completeness and triangulation of the findings.

Chapter 8 (Lack of Legal and Regulatory Framework, 'Uncertainty Avoidance' Culture and Uncertain Socio-Economic Context and their Impact on IPRP: A Synchronised Perspective): This chapter incorporates the major findings from the HR, middle/line manager and lower-level employee interviews. The discussion also assimilates findings from the additional interviews held with officials of the Ghanaian MELR and FWSC and relates the analysis and discussion back to the relevant theory uncovered in the literature review.

Chapter 9 (Conclusions and Recommendations for Practice, Policy Formulation and Future Research): Showing the wider contribution to knowledge and implications for the organisations under study, this chapter points out any limitations while ensuring that the analysis is valid. Further, the chapter also proffers some recommendations and postulates the need for future research. The conceptual framework presented in Chapter 3 is also modified. Additionally, salient findings for both policy formulation and practice are discussed. The contributions that the research makes to performance management, employee appraisal and its link to rewards from a developing economy perspective are also detailed.

The following chapter presents a review of the wider context of the existing literature on IPRP as a Contingent or 'Best Fit' reward strategy.

CHAPTER 2: LITERATURE REVIEW

2.1 Chapter Overview

This chapter places the present research into the wider context of existing literature on individual performance-related pay (IPRP). The chapter is divided into three principal sections. The first section examines some of the key debates concerning human resource management and its link to reward strategy, including underlying assumptions and arguments in favour of and against the use of strategic reward. The second section grounds the study within two theoretical frameworks: the universalistic (*'more is better'/'best practice'*) and the contingency (*'best fit'*) approaches to strategic reward management. In line with the contingency (*'best fit'*) approach, the third and final section discusses IPRP and its link with the performance management cycle. Within this section are presented the theoretical debates, the arguments for and against IPRP and the capability of line management as a critical success factor. Evidence from the UK, USA and African public sector experiences of IPRP are also presented. The paucity of evidence regarding IPRP within the African private sector, despite reports indicating that it is being used by most financial services institutions (Chapter 4: Exploratory literature review), and the failure of most IPRP schemes due to weak or non-existent guidance mechanisms within the context, lead the researcher to argue for the development of an IPRP model that governs the use of IPRP from an African perspective (and specifically that of Ghana).

2.2 HRM Strategy and the Link to Reward Strategy

The association between human resource (HR) practices and organisational effectiveness has received considerable attention in the literature (Armstrong 2016; Chuang and Liao 2010). The fundamental proposition of this line of thought is that, rather than the use of idiosyncratic HR practices in isolation, a system of internally coherent HR practices properly aligned with the overall organisational strategy may augment organisational performance (e.g. Lepak et al. 2006). Thus, Collins and Clark (2003) suggest that strategic human resource management (SHRM) centres on the contribution that human resource (HR) practices can make to optimise and sustain the competitive advantage, productivity, effectiveness and increased performance of an organisation.

Ulrich (1997, 1998) hypothesises that SHRM is delivered through three core/major areas, sometimes called '*the three-legged stool model*'. These areas include (Armstrong 2016: 14):

-Centres of Expertise: HR provides strategic high-level advice and services to organisations on key activities relating to reward, talent management and leadership development.

-Strategic Business Partners: Though often 'embedded' within business units or departments, HR works with line managers (LMs) to help achieve their goals through strategy formulation and execution.

-HR Shared Service Centres: These include all the 'transactional' services across the business (training, absence monitoring, recruitment and advice on dealing with employee issues such as absenteeism and discipline).

The '*the three-legged stool model*' has been criticised for fragmenting the HR function, hampering communication between those engaged in different HR activities, and also for creating difficulties in defining roles and responsibilities, especially those of business partners (Gratton 2003; Reilly 2007). Nevertheless, it proves useful as it delineates the immensely varied roles and business-oriented activities of SHRM (e.g. Hope-Hailey et al. 1997; Sisson 1990). The model also specifies how SHRM contributes to the achievement of sustained organisational competitive advantage by providing insight, leadership, advice and services on matters relating to the management, employment, learning and development, reward and well-being of committed and motivated people and the relationships between management and employees (Armstrong 2016: 12; Francis and Keegan 2006; Ulric and Brockbank 2005).

Strategic reward management via the HR *Centres of Expertise* function is concerned with the policies and practices required to ensure that the value of people and the contribution they make to achieving team, departmental and organisational objectives are recognised and rewarded (Armstrong and Murlis 2004). This will be explained further in the section that follows.

2.3 Strategic Reward Management

Employee reward management represents the significant mechanisms by which employee behaviours can be aligned with the objectives of an organisation (Chiang and Birch 2010; CIPD 2011). Larkin, Pierce and Gino (2011) also put forward that it is concerned with the design and implementation of reward strategies and policies aimed at influencing and increasing employee performance by encouraging effort and attracting, directing, sustaining, retaining and motivating high-ability workers. Excluding a corporation's physical cost of merchandises sold, Armstrong (2016: 211) and the Bureau of Labour Statistics (2009) agree

that employee reward (pay) accrues the biggest single cost for the typical organisation and accounts for 60% to 95% of average company costs.

Characteristics and Basis of Effective Reward Strategies

Armstrong and Murlis (2004) point out that reward strategies should be characterised by diversity, the legacy of the past and the realities of the future. In accordance with variations between organisations, reward strategists should also recognise the role of the context, strategies, cultures, and views of top management, and be prepared to convince them that investment in rewards will pay off (Perkins, White and Jones 2016). Additionally, they must communicate with and persuade employees and their representatives that the reward strategy will meet both employee and business needs (Armstrong and Brown 2006).

Armstrong (2016) also establishes that a reward strategy should be based on a detailed analysis of the present arrangements for reward. This analysis should include a statement of strengths and weaknesses, and a diagnosis of 'gaps' that need to be filled. Findings from the analysis/diagnosis should be structured into a plan. This plan should be supported by:

- ✚ A *rationale* that states the business case (e.g. benefits, costs, people issues that need to be addressed) for the proposed reward initiative and how the strategy will deal with them.
- ✚ A *timetable* for implementation, including a *statement* of steps that need to be taken, who will implement it, how and when it will be implemented, resource constraints, communication, involvement and training needs.
- ✚ A definition of *guidance principles* (values/philosophy) that should be adopted in the reward strategy and implementation process. These principles should be influenced by general beliefs about fairness, equity, consistency and transparency. Some of these specifics focus on (Armstrong 2016: 217):

- The development of reward policies and practices that support the achievement and development of business objectives.
- Attracting, retaining and motivating staff and helping to develop a high-performance culture.
- Maintaining competitive rates of pay.
- Rewarding people according to their contribution.
- Recognising the value of all staff who are making an effective contribution, not just the exceptional staff.
- Allowing a reasonable degree of flexibility in the operation of reward processes and in the choice of benefits by employees.
- Devolving greater responsibility for reward decisions to LMs.

The Content of Strategic Reward Initiatives

To achieve an appropriate balance between financial and non-financial rewards aimed at developing the employment relationship and enhancing the work environment, reward strategies could be *broad-brush* (a *total reward* policy) (Aleweld, Festing and Teklell 2015; Perkins 2015). Such strategies simply indicate the general direction in which it is thought an organisation's reward management should go. Alternatively, or additionally, Armstrong (2016) puts forward that strategic reward can be based on *specific initiatives* or *organisational priorities* such as flexible benefit systems, formal recognition schemes, training, coaching and guidance programmes designed to increase the ability of LMs to play their part in managing reward. It can also include the development of a total reward approach in which financial (contingent pay, base pay, employee benefits etc.) and non-financial (e.g. intrinsic rewards from the work itself) aspects of rewards are connected and treated as an integrated and coherent whole. Lastly, specific reward initiatives could be implemented with the aim of improving the

performance management processes so that they provide better support for the development of a performance culture and more clearly identify development needs.

The Case For and Against Strategic Rewards

Trevor (2009: 34) establishes that 'attempting to use strategic reward systems, such as incentive pay, results often in unintended consequences and negative outcomes that destroy value rather than create it'. Irrespective of Trevor's (2009) assertion, strategic (well-designed) reward management frameworks that are clearly linked to business objectives provide a sense of purpose and direction for the organisation (Brown 2001). Such effective reward frameworks also increase accountability and ownership, and indicate how reward processes will be linked to HR processes so that they are coherent and mutually supportive (Cox and Purcell 1998). Within the sections that follow, the universalistic ('*more is better*'/ '*best practice*') and the contingency ('*best fit*') approaches to reward management will be discussed. These two perspectives delineate how an organisation can ensure a strategic fit between its HR and reward policies and practices to promote coherence, mutual support, cost effectiveness, sustained competitive advantage and committed and motivated employees.

2.3.1 Universalism- 'More is Better / Best Practice' Approach to Strategic Reward

The Universalism position ('*more is better*'/ '*best practice*') approach is based on the assumption that some HR reward policies and practices 'strategically fit' or are better than others (Beer et al. 1984). This is because they lead to HR outcomes (i.e. *employee commitment, competence, congruence, cost effectiveness*) and long-term consequences such as *individual well-being, organisational effectiveness* and *societal well-being*. Thus, taking situational factors (i.e. *workforce characteristics, business strategy and conditions, management philosophy, labour market, unions, task technology, laws and societal values*) into cognizance, all organisations should adopt *best HR reward policies and practices* that are in the interests

of the various 'stakeholders' within the workplace. These various 'stakeholder interests' include *shareholders, a variety of employee groups, the community, government etc.* (e.g. Freeman 1984, 2008; Pearlson and Saunders 2006; Smith and Hasnas 1999). To achieve these HR outcomes, therefore, the Universalism position (*'more is better'/'best practice'*) emphasises that it is necessary, as far as possible, for the legitimate interests of these varied groups to be recognised, reflected and fused into the creation of HRM, and reward and business strategies, as depicted below in 'the map of HRM territory' (**Figure 2.1**):

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Figure 2.1: 'The map of HRM Territory', Beer et al. (1984: 18 cited in Beardwell and Thompson 2014: 10)

The key contribution of this model to SHRM is that it emphasises the benefits accrued to employers of adopting strategic employee reward policies and practices that seek to enhance the quality and commitment of the workforce. Furthermore, the focus on the need to recognise that workers and their representatives are significant stakeholders who at least need to be motivated and included actively in the equation led, initially, to a greater acceptance of the framework by commentators and academics. However, this universalistic position (*'more is*

better'/ *'best practice'*) has been criticised as being too unitarist since in the management of employee rewards within the workplace, it does not specify how much *authority, responsibility* and *power* need to be voluntarily delegated to these varied 'stakeholders interests' (e.g. Hendry and Pettigrew 1990). Cappelli and Crocker-Hefter (1996) also contend that this notion of set of *best HR reward policies and practices* has been overstated. According to them, there are examples in virtually every industry of highly successful firms that have very distinctive HRM reward policies and practices that help to create unique competencies, and which differentiate products and services and, in turn, drive competitiveness. Furthermore, Armstrong (2016) also adds that it is difficult to accept that there is any such thing as universal best HR reward policies and practices, since what works well in one organisation will not necessarily work well in another because it may not fit its strategy, management style, culture, technology or working practices.

Rather than the notion of best HR reward policies and practices as postulated by the universalistic perspective, contingency theorists emphasise the importance of interactions between organisations and their environments so that their choice of HR reward policies and practices is dependent on the context in which they operate. This approach will be explained in the next section.

2.3.2 Contingency-The 'Matching Model' / 'Best Fit' Approach to Strategic Reward

Developed by academics at the Michigan Business School, the contingency approach (*'Matching Model' or 'Best Fit'*) surmises that to ensure 'Strategic/Best Fit', a firm's HR reward policies and practices should be intricately connected to the economic, political and cultural context and circumstances of the organisation and its type (Devanna, Fombrun and Tichy 1984) as depicted below in **Figure 2.2**:

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Figure 2.2: The contingency approach to strategic reward adapted from Devanna et al. (1984 cited in Beardwell and Thompson 2014: 9)

The authors stress that differing views cannot exist in the organisational setting because managers and employees alike are working to achieve the same goal – the success of the business. Hence the importance of a ‘best fit’ between the economic, political and cultural context, the business strategy and the utilisation of a set of strategic HR reward policies and practices that are incorporated with each other and with the goals of the organisation. For example, Price (2004: 45-46) delineates ‘selection of the most suitable people to meet business needs’, ‘performance in the pursuit of business objectives’, ‘appraisal, monitoring performance and providing feedback to the organization and its employees’, ‘rewards for appropriate performance’ and ‘development of the skills and knowledge required to meet business objectives’ as the specific areas for the development of appropriate HR reward systems and policies.

As exemplified in much of the prescriptive literature, the contingency approach to strategic reward is not without criticisms. For example, Green (2002) and Paauwe (2004) put

forward that it is too simplistic and overemphasises the role of context as if that is what absolutely determines the choice of strategic HR reward policies and practices. As Boxall (2007) also contends, it is clearly impossible to make all HR reward policies and practices reflective of a chosen competitive or economic mission. Purcell (1999) also adds that in the choice of strategic HR reward policies and practices, it is difficult or impossible to model all the contingent economic, political and cultural variables, their interconnections, and the way in which changes in one variable have an impact on others, let alone the need to model idiosyncratic HR reward policies and practices and path-dependent contingencies. However, the contingency theory proves useful in that it is realistic (Dyer and Holder 1988). Ultimately, this perspective suggests that in the bid to achieve strategic organisational aims, there is no one 'set' of universal best HR reward policies and practices. Most importantly, it stresses the variety of HR reward policies and practices that will suit or 'Strategically Fit' different contingencies or circumstances, as these will vary from one organisation to another dependent on context (e.g. Armstrong 2016).

The current decline in collective pay bargaining, and the rise of the HRM paradigm coupled with increased competition and globalisation, have resulted in a situation where employers are seeking to control huge employee reward costs and hence are resorting to more extrinsic or contingent forms of reward (Heery et al. 2014; Tasie 2009: 236). Contingent rewards involve financial remuneration openly based on competence, length of service, organisational success, contribution or skill and individual or team performance, dependent on a base salary (Armstrong and Stephens 2005). This increased preference for contingent rewards has caused a shift in the employer-employee relationship towards one where employees carry more risk (Marcoux and Ouedrago 2012), although they may have the capacity to increase control over their own reward outcomes. The subsequent section will focus specifically on HR reward policies and practices that are solely contingent on individual performance (i.e. IPRP).

2.4 Contingent Reward: Individual Performance-Related Pay

2.4.1 The Meaning of IPRP

IPRP is a compensation arrangement in which an employee's pay progression within and between pay grades is mainly based on measured performance or merit (Heery and Noon 2001). Performance can be based on quantitative measures of outputs (e.g. number of clients/cases served), inputs (e.g. attendance, effort allocation, skills acquisition or voluntary contributions at the workplace) or qualitative assessments (Hasnain, Manning and Pierskalla 2012). As such, it can encompass merit pay, gain sharing, piecework, profit sharing and other output-based systems (Murphy and Cleveland 1995). Salary rises through the band or grade within such schemes are dependent on some assessment of an employee's individual performance by a manager or supervisor, as modelled below in **Figure 2.3**:



Figure 2.3: Individual performance-related pay model (Armstrong 2010)

Figure 2.3 illustrates the foundation of an operational IPRP system where pay rises are associated to the performance or achievement of agreed outcomes defined as objectives or targets (Armstrong 2010; Maycock and Puplampu 2014). Opportunities are provided for amalgamated salary rises within brackets attached to levels in a graded or career/job-family structure or zones in a broad-banded arrangement.

In line with the contingency approach to SHRM, increasing economic uncertainty, business competition, technological change and globalisation in recent years have placed pressure on organisations to streamline their performance in order to make it more adaptive and flexible (Hanley and Nguyen 2005). In acknowledgement of these imperatives, the management of employee performance has assumed significant emphasis and organisations are placing increasing prominence on performance-based compensation. As a consequence, the IPRP scheme is an embedded part of the remuneration system. Precisely, the diffusion of the scheme and its impact on the business system, as well as human resource practices and innovation in areas such as productivity bargaining and high commitment systems, have attracted lengthy and wide-ranging debate among HR practitioners, reward consultants and academic commentators over the past decade (Almond, Edwards and Clark 2003; Edwards and Ferner 2002). Within the UK and USA, there has been conflicting research evidence about whether such systems work (Perkins et al. 2016: 149). However, Gerhart and Rynes (2003) propose that in relation to the use of IPRP, many managers and economists may find the role of individual differences and the role of ability in performance inconvenient and complex, but ignoring them may impede managers seeking to improve performance.

Moreover, Armstrong (2010) also advocates that the scheme has become highly controversial, mainly because when it was first introduced it was managed badly and the high expectations of its impact on performance, coupled with its ability to change cultures, were not achieved. Nonetheless, the CIPD Reward Management survey (2014-15, 2015d) discovered that although there are variations between occupations and sectors, individual performance was the most popular criterion used in progressing someone along their pay scale. Additionally, the 2011 Workplace Employment Relations Survey also indicates that over half of all workplaces (55%) use at least one incentive scheme, but that this is much less likely in the public than in the private sector (Kessler 2013; van Wanrooy et al. 2013).

Irrespective of sector, industry or occupation, the content of employment contracts is prone to contingencies and changing demands. These contracts therefore require adaptability, revision and renegotiation on a regular basis (Marsden 2004). Within the section that follows, contract theory (the main theory on which this thesis is grounded) expounds how individual performance contracts are used as a tool for renegotiating performance norms. Other theories that may also be used to underpin IPRP, such as tournament, goal setting, expectancy, equity, Herzberg's two-factor and agency theories, are also discussed subsequently, as presented diagrammatically in **Figure 2.4** below.

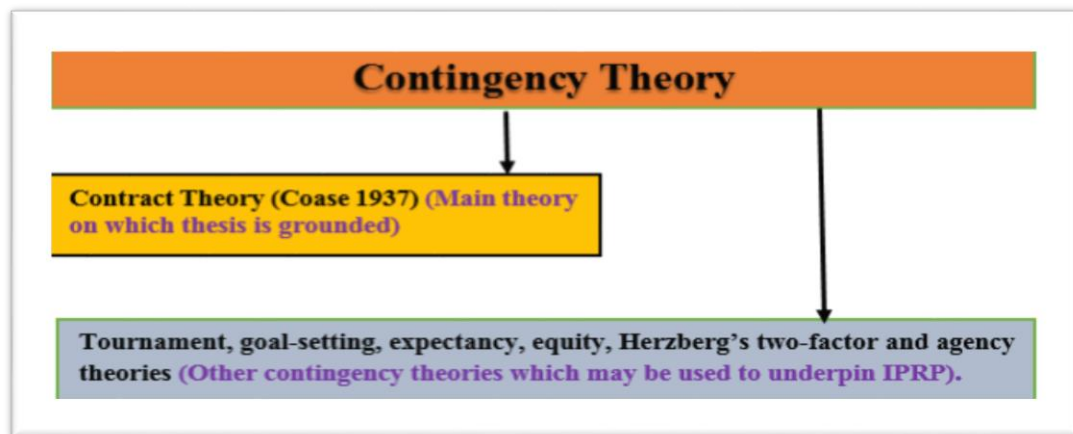


Figure 2.4: Contingency theories used in this thesis

2.4.2 Theoretical Underpinning of PRP: Contract Theory

Contract theory (Coase 1937), the main contingent theory on which this thesis is grounded, emphasises that the practices and rules that we observe in firms are outcomes of a negotiated order. Thus, when an employee is hired, he or she and the organisation negotiate and agree to the terms of their exchange in the form of an employment contract. According to Marsden (2004), a key feature of this employment contract is that it should be open-ended in terms of duration and content. Workers therefore agree to give management some flexibility to adapt the content of this contract to changing demands, but only within certain parameters.

These parameters require revision on a regular basis. Hence such occasions become a juncture for renegotiation. However, by this time, both parties in the contract have made some investments into the employment relationship and are therefore vulnerable to the pressure tactics of the other party.

According to Malcomson (1997), the majority of the contract literature stresses employee remuneration because of fluctuations in the market estimation of worker productivity. Less evident, but just as significant for management, is its ability to help management reassert control, and to redefine and revise the job boundaries, as well as the nature and standards of performance that it requires from its employees. Specifically, because management has to usually renegotiate these standards of performance or performance norms within budgetary constraints, it is probable that the terms and conditions of the employment contract offered will be accepted willingly by some employees while others who feel inadequately compensated will not be willing to comply with these norms. This suggests the two-sided function of the use of performance-related pay (PRP) within organisations.

The tax service data from the CEP survey provides some supporting evidence for this prediction. Based on concerns raised by the department's Review Team (Inland Revenue 1994b), participants were asked whether staff felt pressured to accept management's choice of objectives despite the express philosophy of voluntarism enunciated by the service's performance management scheme (Inland Revenue 1995). In line with a second concern raised by the department, participants were also asked about the fairness of the scheme, the negotiation of objectives and whether they thought that all staff were in effect given the same targets, despite the philosophy that targets should be adapted to suit the capability of individual workers. Scores on these measures painted a consistent picture in which employees felt that

management pressured them, and were not playing the game. This boosted perceptions of divisiveness and weakened both faith and motivation in the appraisal process.

In another study that sought to survey the attitudes of workers and LMs' judgements on the effects of IPRP, Marsden (2004) provides summary evidence on public service workers' responses to PRP and their disenchantment with the scheme. Attitudinal survey findings from a cross-section of public organisations using PRP at the time of the study revealed that in spite of the wide support for the principle of linking pay to performance, only a small proportion of workers perceived that their current performance pay systems provided them with an incentive to take more initiative or work beyond the job requirements. More importantly, additional evidence showed that staff saw the performance pay schemes in place as being too divisive and undermining co-operation among employees. Furthermore, a distressing percentage of LMs reported that the system had made employees less willing to cooperate with management.

Contingency theorists posit that there is no one-best-way of remunerating workers. Hence management should observe organisational conditions and make well-balanced judgements about which unique approach or combinations of approaches will best suit the organisational context and culture (Donaldson 2003). Using this view, therefore, tournament, goal setting, expectancy, equity, Herzberg's two-factor and agency theories may also be used to underpin IPRP.

Tournament Theory

A tournament is a contest in which participants compete for prizes that are awarded based on relative rank (Sheremeta 2016). According to the Tournament Theory (TA), a manager (tournament designer) can assess the relative performance of employees (contestants) and based on this performance, determine winners and losers (Konrad 2009). TA has been criticised for lacking substantial evidence in practice and encouraging competition, selfishness,

unethical and less helpful behaviour, rather than group co-operation among workers (Heneman 1992; Kohn 1993). Nonetheless, the theory emphasises that there are only a few stars among employees, who are likely to produce the most value for the organisation through their high performance (Canyon and Peck 1998; Drago and Garvey 1998; Lazear 1999; Sheremeta 2013, 2016). Hence, organisations, via the use of IPRP, should focus on jobs and the relative gaps between the higher extrinsic reward signals attached to these particular jobs, as this will elicit premium performance from those high performing workers that the organisation wishes to motivate, recognise and retain (e.g. Connelly et al. 2014; Dechenaux, Kovenock and Sheremeta 2015; Sheremeta 2010).

Expectancy Theory

Correspondingly, Perkins and White (2011) assert that employee behaviour may be observed as cogent, purposeful and grounded in beliefs, experiences and expectations about future happenings. Therefore, Mabey, Salaman, and Storey (1998) suggest that expectancy theory (Vroom 1964) may be used to explain the performance management of employees. Opponents of Vroom's (1964) expectancy theory contend that it is unduly idealistic in nature and does not provide clear explanations on what motivates workers (Lawler and Suttle 1972; Luthans 1998; Robbins and Judge 2013). Nonetheless, the theory has significant managerial implications in that it is useful for explaining the basis of IPRP by stipulating that an employee's motivation to achieve will be high when he or she knows that performing in a certain way will bring about a remuneration that he or she values, rather than if the relationship between effort exertion and measured performance or measured performance and pay is ambiguous and insignificant (e.g. Cole and Kelly 2011; Mabey, Salaman and Storey 1998; Parijat and Bagga 2014; Stoner, Freeman and Gilbert 1998).

Expectancy, instrumentality and valence are the key elements stipulated in Vroom's expectancy theory, as demonstrated in **Figure 2.5** below:

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Figure 2.5: Expectancy Theory of Motivation (Vroom 1964)

Figure 2.5 elaborates Vroom's (1964) assertion that the combination of the three factors specified above influences the perception of employees that greater productivity will result in the attainment of the expected rewards (Ivancevich, Konopaske and Matteson 2012; McShane and Von Glinow 2011).

Goal-setting Theory

Similarly, goal-setting theory places less emphasis on remuneration but it stresses the motivating influence of defining appropriate work goals and engaging worker commitment (Brown and Latham 2000). Due to its relative simplicity compared to other theories and the wide support provided by extensive empirical research, it is one of the most widespread theories currently in use by industrial and organisational psychologists and organisational

behaviour scholars (Pennsylvania State University (PSU) 2015; Redmond and Jones 2016; Smith and Hitt 2005).

The goal-setting theory, as postulated by Locke and Latham (1990, 2002), hypothesises that rather than simply encouraging employees to do their best, setting explicit, specific and difficult goals that are properly associated with business goals inspires and stimulates superior employee job performance. The proponents of the theory argue that these goals do not only serve as a standard against which employees may evaluate the outcomes of their behaviour, but they also provide them with a sense of direction (Latham 2003; Lunenburg 2011). Specifically, if employees estimate that their current performance in a job will not support their achievement of such goals, they are likely to alter their behaviour by focusing their attention on specific objectives, persisting in the face of drawbacks and augmenting their efforts, as well as developing new approaches in order to attain the stated goals and valued rewards such as increases in income, promotion, recognition etc. (e.g. DuBrin 2012; Greenberg 2011; Luthans 2011; Newstrom 2011; Wiese and Freund 2005).

As is characteristic of every theory, goal setting is not without its criticisms. For instance, Ordóñez et al. (2009) argue that the over-prescription of the assumptions of the theory can potentially encourage unethical behaviour by creating an organisational culture that 'focuses on ends rather than the means'. Another key limitation of the goal-setting theory that has been put forward by Locke and Latham (2002) is that, when two distinct goals are set at the same time, exerting too much effort on one may make it difficult to attain the other. For instance, if a line manager sets quantity and quality objectives simultaneously for an employee, striving too hard for quantity may cause quality to be neglected (Latham 2004). Nevertheless, Gergen and Vanourek (2009) propose that this problem can be solved by finding a balance between goals dealing directly with each other or prioritising different goals, since it is better

to have a few well-thought-out goals than to have too many and not be able to follow through on any of them.

Equity Theory

Research in social psychology describes distributive justice as the perceived fairness of outcomes and it can be explained using John Stacey Adams' (1965) equity theory. The theory puts forward that employees make sophisticated assumptions about the informational signals being transmitted to them through remuneration and other HRM initiatives. According to Chen, Choi and Chi (2002), employees may not be necessarily distressed about such remuneration signals since they consider information about their inputs (performance) and outputs (pay) when making such assumptions (Larkin, Pierce and Gino 2011).

Major themes within this component of fairness include the perception of how benefits and costs are shared between significant parties, how resources are allocated or 'how the pie is shared out'. Equity theory has been successfully applied in the study of employee job satisfaction/dissatisfaction, organisational ethical climate and employee well-being and employee reward (e.g. Dickson et al. 2001; Fritzsche 2000; Malloy and Agarwal 2003; Maycock and Puplampu 2014; Puplampu 2014; Schwepker and Good 2004a). Extending these lines of reasoning to the context of PRP, employees will perceive there to be distributive fairness if they evaluate their outcome vis-à-vis other employees and reasonably perceive salary inequalities or performance pay differences to be fairly justified by impartial and easily noticeable performance differences. If, however, the differences are perceived to be unfair, then this is likely to influence cognition, emotions and behavioural reactions to the outcome (Adams and Freedman 1976). As Cohen-Charash and Spector (2001) argue, perceptions of distributive fairness are a corollary of how controllable factors and resources are allocated.

Herzberg's two-factor Theory

The two-factor theory of job satisfaction by Herzberg, Mausner, Peterson and Capwell (1957) also distinguishes between two groups of factors that impact employee job satisfaction and dissatisfaction. On the one hand, there are hygiene factors that surround the doing of the job, such as company policies and governance principles, supervision, salary and benefits, physical working conditions, job security, interpersonal relations etc. and on the other hand, there are motivation factors such as the work itself, achievement, recognition, advancement etc. According to Herzberg et al. (1957), these factors result in positive work attitudes because they satisfy the need for self-actualisation (Kohn 1993). Thus, the reverse of satisfaction is no satisfaction and the reverse of dissatisfaction is no dissatisfaction. Likewise, the satisfaction of hygiene needs can prevent dissatisfaction and poor performance (e.g. once a fair level of remuneration has been established, money ceases to be a significant motivator for employee performance).

The two-factor theory has been criticised for being limited in scope and lacking empirical support (Hayday 2003; King 1970). Also, it does not consider individual differences and conversely predicts that all employees will react in an identical manner to changes in motivating-hygiene factors (e.g. Bellot and Tutor 1990; Hackman and Oldham 1976). Despite such criticisms, there is continuing evidence for the relevance of the theory (e.g. Buckingham and Coffman 1999; George and Jones 2005). For example, a survey of 1,000 employees working in companies employing more than 500 workers by Development Dimensions International in 2004 discovered that many employees were bored with their jobs, lacked commitment and were looking for new jobs that were challenging and exciting to do, with opportunities for advancement. Key among the findings was that pay or employee reward, a classic Herzberg motivation factor, actually came 5th in the reasons employees gave for leaving

their jobs (Dartey-Baah and Amoako 2011). Another study conducted by Neghandi (1985) within six African countries with work ethics and an environment comparable to America and other European countries, also highlighted that in addition to opportunities for advancement, better working conditions, fair treatment, challenging and interesting jobs, autonomy on the job and responsibility, African workers also wanted job and pay security. This theory is therefore relevant to IPRP since job security, pay rises or the opportunity to earn extra are contingent on performance.

Agency Theory

The agency theory is another model whose assumptions are applicable and relevant to the tenets and design of IPRP (Gerhart and Rynes 2003; Rynes and Gerhart 2000). According to Eisenhardt (1989), in any business relationship, principals (e.g. financiers, shareholders, managers, some employees inclusive of the concerned agents etc.) and agents have different goals and sensitivity to risk. Hence, they all try to maximise their interests. In view of these propositions, the agency theory proposes two forms of contracts: outcome-based and behaviour-based contracts. In the former, principals use IPRP where employee compensation is linked to the outcome desired by the principal, and in the latter, the behaviour of agents is observed by the principals, who pay them fixed earnings. Jensen and Murphy (1990) claim that both contracts incur distinct costs and the principal would choose the most inexpensive option.

In line with these assumptions, IPRP is used as a device to increase benefits for the principal (Davis, Schoorman and Donaldson 1997; Gomez-Mejia, Wiseman and Dykes 2005), monitor costs and the intricacy and accuracy of outcome measurements, as well as transferring the risk to the agent through a contract based on performance (Eisenhardt 1988; Jensen, Murphy and Wruck 2004; Kultys 2016; Prendergast 1999; Stroh 1996). Segrestin and Hatchuel

(2011) have criticised the theory by suggesting that it is expensive and economically ineffective. Additionally, Makinson (2000) and Bichard (1999) also contend that there is diminutive evidence to support the claim that this type of remuneration arrangement helps to confront poor performance. Similarly, other critics suggest that it is one-sided, emphasising some economic factors and not including, among other things, political and social factors, internal problems or the roles of other stakeholders (Bruce, Buck and Main 2005; Mamun, Yasser and Rahman 2013; Mesjasz 2007).

Summary of Theoretical Viewpoints

Despite the criticisms and shortfalls of the theories expounded above, organisations through employment contracts, workplace tournaments, goal setting, employee perceptions of equity and expectations of valuable rewards, efficiently control agency costs, motivate workers to perform better and ultimately retain high performers through the use of performance-related contracts (i.e. IPRP). The following section will discuss the benefits of and criticisms against the organisational use of IPRP.

2.4.3 Benefits of IPRP

Motivational Effect

Armstrong (2002) and Lawler (2000) identify the following benefits of IPRP. They argue that an effective IPRP system assists organisations to communicate strong messages about the behaviour that management expects from employees through goal setting, as this has the potential to create highly motivated workers who see a clear relationship ('an almost perfect line of sight') between how much they perform and how much they are paid (e.g. Asplund and Blacksmith 2013; Ha and Sung 2011; Nahrgang et al. 2013; Oliver 1974).

Increased Productivity and Retention of Better (Valuable) Performers

E-reward (2003) states that the key benefit of IPRP is that it is an efficient tool for distinguishing and recompensing better performance, and attracting and retaining superior quality workers. Correspondingly, several studies have also reported the benefits of IPRP such as the fact that indeed, its use increases productivity (e.g. Kahn, De Silva and Ziliak 2001; Stazyk 2010; World Bank 2001). For instance, Armstrong (2010) suggests that it helps organisations to recognise the achievements of those who perform better by giving them more financial and tangible rewards since that is right and proper (Dohmen and Falk 2011; Gielen, Kerkhofs and van Ours 2006; Lavy 2009).

Increased Efficiency and Effectiveness of the Workforce

According to the UK ACAS (1990), IPRP also enables organisations to stress the need for high standards of job performance to advance the effectiveness and efficiency of their workforce and to retain high rather than average performers who will have a higher market rate in the external market (Caza 2011; Gómez-Miñambres 2012). In turn, employees may welcome a system that rewards extra effort with extra pay.

A Tool for Renegotiating Performance Norms

Likewise, Marsden (2004) affirms these benefits of IPRP. Specifically, he argues that the main impact of the introduction of the scheme across large sections of the British public services during the 1990s was to renegotiate performance norms. Thus IPRP is used as a means to clarify work goals, give recognition and renegotiate what the employer and employee expect of each other (Malcomson 1997).

A Tool Linked to the Introduction of Other Organisational Pay and Personnel Policies

Correspondingly, UK ACAS (2005) also asserts that the introduction of IPRP is often connected to other changes in pay and personnel policies within organisations. Some of these include the introduction or extension of appraisal schemes, greater decentralisation of responsibility for pay determination and moves towards harmonised terms and conditions of employment.

Despite these arguments in favour of IPRP, there is an established and substantial critique of IPRP in the academic literature. These will be discoursed in the succeeding segment.

2.4.4 Criticisms of IPRP

Employees' expectations about the workplace are expanding, with many looking for personal development, fulfilment and well-being (Harter, Schmidt and Keyes 2002; Slemo, Kern and Vella-Brodick 2015). Thus, in opposition to the arguments in favour of the benefits of IPRP, both the academic and practitioner literature have levelled certain criticisms against the scheme.

Decrease in Intrinsic Motivation

Kohn (1993), Deci (1972), Heneman (1992) and Lawler (1990) also point out several potential pitfalls of IPRP. They put forward that it can damage creativity and undermine intrinsic motivation in work, cause unethical behaviour, discourage risk taking, decrease self-esteem and equity and rift work relationships (e.g. Heery 2000; Griffith and Neely 2009; Ordóñez et al. 2009; Prendergast 2008, 1999).

Undermined Team Working

Pearce (1987) argues that most organisations excel because of co-operation among employees and not because of employees' discrete individual performance. He therefore argues strongly against IPRP, contending that it is based on the false assumption that market-type contracts are appropriate in employment relationships between the employer and employee.

PRP is Problematic

A strong proponent of the 'best practice' school of HRM, Pfeffer (1998: 204) likewise contends against IPRP. He puts forward in his arguments that, rather than their performance, subjectivity and capriciousness have tended to reward employees' political skills or 'ingratiating' personalities. Furthermore, IPRP undermines team working by accentuating individual success at the expense of that of peers. Also, the over-emphasis on individual objectives in the use of IPRP means that wider organisational needs and concerns for organisational performance are ignored. Correspondingly, it discourages long-term planning since it boosts a short-term mentality/focus among employees. In addition to signalling organisational control, lowering individual feelings of competence, self-determination and running counter to an intrinsic reward policy, Pfeffer also propounds that IPRP has a tendency to create a climate of fear within the workplace.

Threat to Employee Job Security

Heery (2000) also submits that IPRP places emphasis on individual performance. Hence it is unethical. Particularly, it poses a threat to employee job security by putting their income at risk and thus undermines employee commitment. Potentially, it is unjust in terms of both procedural and distributive justice, leading to possible gender and other forms of

discrimination. Further, it is undemocratic as it leaves little scope for employee involvement in collective pay decisions.

Work Intensification

Though studies in this area show mixed results, Bryson et al. (2013) and Ogbonnaya, Daniels and Neilsen (2017) opine that IPRP can also induce employees to over-exert themselves and this can generate excessive work intensification, and job and psychological stress. As Lucifora (2015) surmises, such increased work pressure may or may not improve performance in the short term, but its impact on employees' performance, health and well-being may be detrimental in the long-term (Harter, Schmidt and Keyes 2002; Sears et al. 2013).

Psychological Problems

The absence of job and income security, intense strain and the pressure from working to meet frequent performance-related deadlines lead to increased stress and psychological problems which hinders employee well-being (Jeanie 2005 and Rao and Pradhan 2007). This intense pressure and strain, according to Hofstede (2016) and Diehl, Richter, and Sarnecki (2016) is amplified in 'uncertainty avoidance' cultures and uncertain socio-economic contexts since members of such societies express a preference for avoiding uncertainty as they feel threatened by ambiguous or unknown situations.

Emotional Distress

Siegrist (1990) also suggests that as part of a psychological contract, effort at work is paired reciprocally with rewards provided in terms of money, esteem and career opportunities. In the use of IPRP therefore, an imbalanced (non-reciprocal) relationship between the effort spent in meeting IPRP targets and the actual rewards received can result in emotional distress

(e.g. feeling nervous or irritated, associated with a stress response, and an increased risk of ill-health (Hassard and Cox 2015) .

Physical/Ill-health Symptoms

Segal et al. (2018) also opine that the fear of being laid off due to frequent inability to meet set IPRP targets, the pressure to work/perform at optimum levels in order to meet rising expectations and workplace IPRP targets without an increase in job satisfaction can interfere with the quality of work performance, health or even personal life. They identify some signs and symptoms of excessive workplace stress such as irritability, depression, anxiety, sleeping problems, fatigue, concentration problems, muscle tension and head aches, stomach problems, social withdrawal, loss of sex drive and alcohol use etc. (Canadian Centre for Occupational Health and Safety 2018).

Encourages Unethical Behaviour

Maycock et al. (2017) and Ordóñez et al. (2009) also contend that motivating workers to meet unrealistic, challenging and specific goals can result in unethical behaviour among employees. In particular, the link between IPRP and unethical behaviour (e.g. lying to customers in an effort to reach sales quotas, falsifying numbers, and corporate prostitution as a result of gender bias in sales and marketing roles etc.) is heightened in contexts characterised by low levels of employment, ethical business problems, corruption and weak legal systems protecting employees etc. (e.g. Liu, Lo and Chen 2011; Uba 2010).

In the light of these arguments in favour of and against the use of IPRP in practice, the sections that follow will succinctly examine IPRP research evidence within the UK and USA.

2.5 Research Evidence on IPRP

2.5.1 The UK Experience

HRM reward trends indicate that the shift in focus from remunerating job input and content using fixed incremental systems, to rewarding individual achievements and outputs in white-collar jobs within both the public and private sectors, began during the 1970s (MacNabb and Whitfield 2007). However, Kessler and Purcell (1992) report that it was not until the 1980s that many organisations began using PRP on a large scale, with the hope that the scheme would encourage higher levels of organisational and individual performance and also bring about cultural change.

Since its early years, when it was first introduced to the UK's employee reward management scene, all the earlier academic research studies on UK IPRP have been conducted mainly within the public services (e.g. IRS 2000a; Kessler and Purcell 1992; Marsden and Richardson 1994). Armstrong (2016) explains that probably, this is because it is easier for researchers to gain access to public sector rather than private sector employees. Such studies have also been critical. In particular, the potency of IPRP as an efficient and effective employee motivational tool has been contested widely by academics, reward specialists and organisational psychologists (Suff, Reilly and Cox 2007). Emphatically, critics of the scheme contend that paying for performance in this manner can be discriminatory, demotivating to the majority of employees and perceived by many as unfair (e.g. Heery 1998; Meyer and Smith 2000). In a paradox of findings, however, Marsden and French (1998) in a large-scale study of various UK IPRP schemes, identified that despite the negative views of employees that IPRP was divisive and that it had failed to motivate many staff, productivity nonetheless seemed to improve.

Despite these criticisms, the scheme now forms a key component of the reward strategies of many organisations – specifically within the financial sector – but it is increasingly more likely to be applied as part of a wider approach that does not rely on IPRP alone to encourage higher levels of employee commitment, motivation and productivity (CIPD 2015d; CIPD 2014/15 Reward Management Survey; van Wanrooy et al. 2013).

2.5.2 The US Experience

In the USA, several large-scale research studies have indicated the substantial and beneficial effects that financial incentives can have upon employee performance. For instance, Heneman (1992) indicates that as early as the 1990s, 80% of all public sector organisations utilised PRP remuneration systems. Recent estimations also specify that PRP systems support almost 300,000 federal service employees (USOPM 2007: 3). Additional reports also suggest that in the context of the ‘No Child Left Behind Act’, the scheme is at the centre of efforts to improve the efficiency and accountability of teachers. For example, Condrey and Brudney (1992) and Brudney and Condrey (1993), through their survey of federal managers and government employees in the US who were subject to performance pay arrangements, found that 17% of managers reported an increase in motivation. Comparable and more recent studies have also found higher satisfaction among US city managers when PRP is used (e.g. Milkovich and Newman 2008; Stazyk 2010).

In another study of over 3,000 companies, Huselid (1995) found a clear correlation between organisations using appraisal-related pay and those that had higher annual sales per employee. A study of 200 companies by Gerhart and Milkovich (1990) also found that the variable portion of employee pay had a stronger effect on corporate and individual performance than the level of base pay. Also, there was an increase of 1.5% in returns on assets for every 10% increase in the size of the bonus. Lawler (2000) criticises these positive findings, stating

that they may be due to the fact that IPRP works better in strongly individualistic national cultures such as the USA than in more collectivistic cultures.

In contrast to these positive findings, Kellough and Nigro (2002) found that civil servants on PRP in the US state of Georgia had very critical opinions of their managers and supervisors in relation to clear evaluation and selective bonus pay. Perry, Trent and So (2009: 43), in their review of IPRP within the USA public sector, also emphasise that at the aggregate level, it consistently fails to deliver on its promise. Similarly, the OME (2014a: 10) concludes that although IPRP can be effective in improving outcomes, the findings are mixed, dependent on organisational and occupational context as well as scheme design and implementation.

2.6 The African Experience

2.6.1 IPRP and the African Private Sector

A closer look at the private sector within Africa shows the prevalence of IPRP as a major employee reward scheme, although there is a paucity of literature to verify this assertion. For instance, Heerden and Zoma (2012) conducted a study of over 150 organisations in the financial and mining sectors of over 25 countries in Africa. Their survey did not indicate whether the 150 organisations under study were public or privately held institutions. It also did not garner as many participants as studies conducted in other parts of the world have done. Nonetheless, the findings showed that the majority of organisations offered performance-based pay, including guaranteed additional monthly salaries plus non-guaranteed variable bonus payments.

Similarly, although few and far between, Anakwe (2002), Boachie-Mensah and Dogbe (2011), Maycock (2009) and Maycock and Puplampu (2014) highlight the fact that there has been a shift away from collectively bargained pay towards more skills-based or individual-

performance driven systems, as well as an attempt to connect pay schemes with strategic organisational objectives and to develop more flexible and variable pay components and reward schemes. For instance, in a study on performance-based pay within two Nigerian financial institutions, Maycock (2014) discovered that although the introduction of IPRP had enhanced employee performance and brought about a culture change, it had damaged the concept of team working. Maycock, Auluck and Puplampu (2017), in another study on the experiences and perspectives of employees around goal setting within the IPRP system in the financial services sector of Ghana and Nigeria, also highlighted that setting unrealistic targets/goals encouraged unethical behaviour among employees (e.g. Adenugba and Ilupeju 2012; Ibok and Etuk 2015). These findings, according to Ogundeji et al. (2016) and Ogunmuyiwa (2013), could be attributed to the uncertainty of earning incentives and the lack of adequate infrastructure (e.g. at the managerial level), which reduce the motivation and performance of employees.

According to Ssenkooba, Mepake and Palmer (2012), published evidence on the implementation and effectiveness of IPRP schemes in low- and middle-income countries and contexts is scarce. Findings from these few published studies are also mainly pay reforms aimed at using IPRP as a tool for boosting performance within the public sector (e.g. Gakure, Muriu and Orwa 2013; Kabibu 2017; Kobia and Mohammed 2006; Krukru 2015; Mutahaba 2011; Obia 2012). Additionally, these findings are conflicting, with mixed results from the assessments (Eijkenaar et al. 2013; Van Herck et al. 2010).

The segments that follow will briefly elaborate the use of IPRP within the African public sector as a tool for reward reforms.

2.6.2 IPRP as a Tool for Reward Reforms within the African Public Sector

The link between budget and performance is becoming tighter than ever and as a result, several developing countries are seeking to reform their reward systems within the public as well as the private sector (van der Vyver and Bussin 2013). Particularly, numerous government-backed pay reforms worldwide (OECD 2005) have been instituted within the public sector with the aim of changing from selective salary awards and automatic seniority-based pay schemes to the implementation of PRP, a potential tool for improving the accountability, motivation and productivity of the public sector (Hasnain et al. 2012; Puplampu 2016). This section presents case studies of such reward reforms from Western, Eastern and Southern Africa.

2.6.2.1 Western Africa (Benin, Ghana and Burkina Faso)

IPRP as a Wage Control, Performance Boosting and De-clogging Tool

To control the wage bill, de-politicise the central administration and improve employee performance, the performance-based promotion system was introduced into the civil service by the Beninese Government (World Bank 2002). According to Kiragu and Mukandala (2003) the Beninese reform failed to succeed due to dependence on donor funding, pervasive corruption that is not sanctioned, a lack of transparency, a weak civil society, a dominant national bureaucracy and stiff political resistance from powerful trade unions or strategic groups with considerable political clout, such as the military (Batoko 2002).

Similarly, the Government of Ghana initiated the replacement of the Ghana Universal Salary Structure (GUSS) with the Single Spine Pay Policy (SSPP) in 2006 (Cavalcanti 2010). The aim of this reform was to ensure, among other things, that 'the balance of consistency, external competitiveness and employee performance are fully reflected in the public service

pay system'. However, Opong, Dickson and Asumeng (2015), after an analysis of the reform, suggest that the scheme has been only partially successful due to the lack of valid and reliable performance measurements across the sector to reduce rater errors and biases. The continuous existence of 'ghost names', which has the effect of persistently increasing the wage bill, is another factor that has impinged negatively on the success of the pay reform.

Correspondingly, proposals were made by the Burkinabé Government in the 1990s to de-clog the unduly centralised and bureaucratic remuneration system, in order to create a performance-based structure that would ensure that quality public services were being rendered to citizens (Abdourhamane 2002). Sadly, however, stiff opposition and resistance by trade unions and by extension, the National Assembly, have prevented the implementation of such a public service reform programme (Danielson 2001).

Table 2.1 summarises the rationale for the introduction and implementation of PRP within the public sector in Benin, Ghana and Burkina Faso. The reasons for the success or failure of the scheme in each of these countries are also highlighted.

Table 2.1: The rationale and outcomes of the introduction of PRP in Benin, Ghana and Burkina Faso

Country	Old Pay Scheme	Rationale for Introducing IPRP	Outcomes	Reasons
Benin	Salary Indexation Scheme	-De-politicise the central administration -Control the wage bill -Improve employee performance	-Unsuccessful	-Dependence on donor funding -Pervasive Corruption -Lack of transparency -Weak civil society -Dominant national bureaucracy -Stiff political resistance from powerful trade unions and other strategic groups
Ghana	Ghana Universal Salary Structure (GUSS)	-Reduce the rising numbers of pay disparities -Improve the employee performance-pay link -Control the wage bill	-Partially Successful	-Lack of valid and reliable performance measurements across the sector due to rater errors and biases -Persistence of 'Ghost Names'
Burkina Faso	Automatic Seniority-based Pay	-De-clog the unduly centralised and bureaucratic remuneration system -Create a performance-based structure to ensure quality service is being rendered to citizens	-Unsuccessful	-Stiff political opposition and resistance

2.6.2.2 Eastern Africa (Rwanda, Tanzania and Uganda)

IPRP as a Tool for Improving Transparency, Employee Recruitment, Retention and Motivation.

The performance-based salary scheme was implemented by the Government of Rwanda within the public sector to enhance its capacity to attract, retain and adequately motivate personnel with requisite experience and skills. At both the local and national levels, the reform was aimed at improving the quality, accessibility and delivery of services in an equitable and sustainable manner. The effective implementation of the scheme has been hindered by budgetary constraints in the short term and the Government of Rwanda's limited fiscal ability to fund reforms.

The performance-related pay system was introduced by the Government into the Tanzanian civil service to deal with inconsistencies, improve transparency, and to check whether objectives and targets were being achieved (Rugumyamheto 2004). Corruption, weak governance, political resistance and severe resource or budgetary constraints, coupled with enormous donor influence, have negatively impacted the success of the scheme.

Similarly, the Government of Uganda implemented the performance improvement remuneration policy with the objective of improving the transparency and equity of the pay structure. Another aim of the reform was to recruit, retain and motivate public officers with sensitive or heavy responsibilities, and/or with skills in scarce supply (KPMG 1999). Nonetheless, the huge size of the public sector, due to overdue leavers and 'ghost names', corruption, donor influence, low commitment to issues such as equity considerations, lack of clarity regarding performance benchmarks and implementation of the scheme without proper consideration, have rendered the current salary structure/pay reform still miserably inadequate for the attraction, retention and motivation of the quality of employees that the Government needs if it is to provide the quality services that taxpayers deserve (Ssenkumba 2000). **Table 2.2** summarises the rationale for the introduction, and the reasons for the success or failure of the implementation of PRP within the public sector in Rwanda, Tanzania and Uganda.

Table 2.2: The rationale and outcomes of the introduction of IPRP in Rwanda, Tanzania and Uganda

Country	Old Pay Scheme	Rationale for Introducing PRP	Outcomes	Reasons
Rwanda	Career and job-based system	-To deal with increasing disaffection with salaries, pay stagnation and decline in real compensation -To attract, retain and adequately motivate personnel with requisite experience -To enhance quality, accessibility and service delivery	-Limited success	-Budgetary constraints have limited the Government of Rwanda's ability to fund such reforms
Tanzania	Selective Accelerated Salary Enhancement (SASE) scheme	-To deal with salary inconsistencies -Improve transparency -Improve the clarity of the employee performance-pay link	-Limited success	-Donor influence -Corruption -Weak governance -Political resistance -Severe resource and budgetary constraints
Uganda	Selective Accelerated Salary Enhancement (SASE) scheme	-Improve transparency and equity of the pay structure -Recruit, retain and motivate public officers	-Miserably inadequate	-Huge size of public sector due to overdue leavers and 'ghost names' -Corruption -Donor influence -Lack of clarity regarding performance benchmark -Low commitment to the implementation of the scheme and other equity considerations

2.6.2.3 The Public Sector: Southern Africa (Botswana, South Africa and Zambia)

IPRP as a Disciplinary, Development and Retrenchment Tool

The Botswana Government embarked on a major public sector pay reform with the aim that annual employee reward increments should be geared towards increasing productivity, efficiency and discipline (NDP 7: 485). Largely, the scheme has been implemented successfully due to governmental commitment to the reform. The consistent and high levels of economic growth complemented by high revenues from mineral wealth have also vastly enhanced the capacity of the government to pay employees.

Similarly, the South African Government also embarked on a major pay reform within its public service in 1999. This new system was aimed at improving the attraction, retention and development of high-quality senior managers and professionals (CAFRAD/ACBF Workshop 2003). van Vyvver and Bussin (2013) report that elements such as balanced standardisation with flexibility to adapt to changing demands, the simplicity of the scheme, which is based on the adoption of the 'Keep It Simple Stupid' (KISS) principle, standardised rating scales, consistent management criteria linked to a competency framework and personal development plans, clear guidelines for linkages to reward and pay progression (e.g. workers have to enter into performance agreements, which are regularly reviewed), separate performance-based cash bonuses, and annual cost-of-living and pay progression increases, are some examples of the critical factors that have contributed to the immense success of the pay reform in South Africa.

Similar to Burkina Faso, the push for pay reforms within the public sector in Zambia has been mostly unsuccessful and any such attempts have been met with strong opposition from powerful groups and organised and militant trade unions. The Public Service Reform Program (PSRP) was launched in 1993 but remained inactive until 1997 when it was again revised. The reform was intended to retrench about 25% of public sector employees within the three years that it was implemented (van de Walle and Chiwele 1997). However, there was no successful retrenchment within this period. The consolidation of monetary allowances into basic salaries became effective from April 1992. However, reports indicate that there are still 53 kinds of allowances paid to employees within the public sector today (Valentine 2002) and contextual issues such as politics resulting in slowness, hesitancy, policy reversals and at times inaction coupled with rising pressure from powerful trade unions, have rendered the pay reform unsuccessful. **Table 2.3** highlights the rationale for the implementation of PRP within the

public sector in Botswana, South Africa and Zambia. It also specifies the reasons for the success or failure of the scheme.

Table 2.3: The rationale and outcomes of the introduction of PRP in Botswana, South Africa and Zambia

Country	Old Pay Scheme	Rationale for Introducing PRP	Outcomes	Reasons
Botswana	-Annual staff performance appraisal system	-To increase productivity, efficiency and discipline	-Successful	-Governmental commitment to the reform -Governmental capacity to pay due to consistent and high levels of economic growth
South Africa	-	-To identify underperformance and reward good performance based on fair and equitable criteria -Provide a framework for performance improvement -Create and develop a clear link between individual and organisational performance to improve service delivery -Attract, retain and develop high-quality employees	-Successful	-Balanced standardisation and flexibility of the scheme -Simplicity of the scheme based on 'Keep It Simple Stupid' (KISS) principle -Consistent management criteria linked to competency framework and personal development plans -Clear guidelines for linkages to reward and pay progression -Separate performance-based cash bonuses, annual cost-of-living and pay progression increases
Zambia	-	-To retrench about 25% of public sector employees	- Unsuccessful	-Rising pressure and strong opposition from powerful groups and organised and militant trade unions -Contextual issues such as politics resulting in slowness, hesitancy, policy reversals and at times governmental inaction

The findings from the review of such reward reforms authenticate the political and operational difficulties of successfully introducing performance pay as a major pay reform and suggest somewhat limited effectiveness (e.g. Independent Evaluation Group 2008; Kiragu and Mukandala 2003; World Bank 1999). The sections that follow will expatiate on IPRP and the

performance management system as a strategic process, focusing on line management capability as a significant actor in the design and implementation process.

2.7 IPRP and the Performance Management System

Performance management (PM) is an integrated process and strategic tool within the contingency approach that brings continuous success to business organisations by improving the performance of the employees who work in them and by developing the capabilities of the individual contributors and teams (Armstrong 2006). Fundamentally, the purpose of PM is to obtain better results from organisations, teams and individuals by comprehending and managing performance within an agreed structure of planned goals and competence requirements, as well as standards of achievement. Therefore, PM is a strategic tool for establishing shared understanding about what is to be achieved and an approach to developing and managing people in a way that increases the possibility that it will be achieved in the short and longer term (van der Vyver and Busin 2013).

2.7.1 The Principles of Individual Performance Management (IPM)

The basis of any IPRP system is an effective PM system that enables individual and corporate goals to be aligned (Perkins, White and Jones 2016: 155). Eghan (1995), Strebler, Bevan and Robertson (2001) and Perkins et al. (2016) put forward that an effective PM system operates as a continuous process that ensures that an organisation’s strategic goals are met in accordance with the following clear set of principles:

- I. Be designed with clear aims and established procedures stating what PM systems are to be used; how performance is to be measured and how any resulting performance score is to be linked to pay (e.g. Kessler 2013).

- II. During implementation, the process should encourage appropriate employee involvement and development (i.e. coaching, counselling, feedback, tracking, recognition etc.), focusing on role clarity and performance improvement (e.g. Boswell and Boudreau 2000).
- III. Be simple and easy to understand with its effective use core to all management goals.
- IV. Be closely allied to a clear and adequately resourced training and development infrastructure that allows employees a 'clear line of sight' between their performance goals and those of the organisation.
- V. Make crystal clear the purpose of any direct link to reward and build in proper equity and transparent safeguards. Here, Perkins et al. (2016) suggest the concepts of procedural and distributive justice as useful theoretical frames. Procedural justice is defined as the fairness of the procedures for allocating rewards while distributive justice is the fairness of the actual rewards received (Folger and Cropanzano 1998). Generally, where employees perceive that IPRP procedures such as the design, appraisal and allocation of associated rewards etc. are operated fairly, there is a higher probability that they will accept the actual rewards on offer. Contrarily, employees are likely to withdraw performance if they perceive that management violates the norms of procedural justice in the operation of IPRP. In line with these principles, Marsden (2007) emphasises that for pay decisions to be considered fair, it is important that organisations have procedures that are sufficiently well informed.
- VI. Be regularly and openly reviewed against its success criteria.

2.7.1.1 Individual Performance Management Strategy as a Cyclic Process

Individual PM Strategy, as depicted in **Figure 2.6**, flows from the organisation's goals, then operates as a cyclic and self-renewing process.

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Figure 2.6: The Performance Management Cycle (adapted from Armstrong 2016 and Perkins et al. 2016)

Figure 2.6 above outlines the four essential stages/activities involved in the individual PM process and these are described below:

1. Performance Planning and Performance Agreement

The individual PM sequence begins with the 'Performance Planning and Performance Agreement' meeting, where individual objectives, key results areas (KRAs), key performance indicators (KPIs), competencies, behaviours for improvement and personal development plans are agreed between the manager and employee (IDS 2007a). Together, these activities constitute and establish the performance agreement, which serves as the basis for managing/monitoring performance throughout the whole year and for

guiding development and improvement activities. Ultimately, the performance agreement is used as a reference point when reviewing performance (Armstrong 2016).

✚ *Define individual objectives and key results areas (KRAs).*

A key component of the performance planning and performance agreement stage is the defining or updating of the role/job holder's individual profile. The job holder's profile outlines the KRAs (i.e. competencies, knowledge, skill and ability requirements).

✚ *Setting performance goals and key performance indicators (KPIs).*

Performance goals or indicators specify how individuals are expected to perform in terms of results. To achieve strategic alignment, these indicators/goals are cascaded down from the goals/objectives of the organisation. Expected individual results, outcomes or outputs (qualitative and/or quantitative) will be specified within the framework of the job holder's profile.

✚ *Determining key behaviours for improvement.*

As necessary and in conjunction with their managers, employees agree on personal improvement plans. These plans specify set goals and agreement is reached on how the expected results will be achieved. Some of the actions required at this stage include how to achieve individual objectives, improve performance, plans for developing abilities and skills in specified areas of their job such as sales or productivity targets, reducing waste, meeting deadlines, working more accurately, providing better services to internal customers etc. Additionally, if there are any behavioural issues (e.g. being uncooperative), plans would be agreed on how to overcome these issues.

Agreeing personal development plan (PDP).

The manager and the (individual) employee jointly agree a PDP, which spells out the learning action plans. Individuals are responsible for achieving the PDP with support from their respective managers and the organisation.

2. Act

Here, action by individuals means that they manage and carry out their individual performance activities, with support and guidance from their manager, team leader or supervisor. They also need to meet the demands of their roles as defined at the planning and performance agreement stage in the form of KRAs, KPIs etc. Furthermore, they are required to implement their individual PDPs.

3. Reviewing Progress

This stage of the individual PM process is about tracking progress. It entails a joint and formal interim review of performance between the manager and the employee, regular dialogue between both parties, and feedback and recognition of good work by the manager when appropriate. This means that, rather than being saved up for a later or formal performance review session, the manager gives support for weaknesses through coaching and recognises strengths immediately or in a timely fashion. Together, these supportive actions enhance continuous learning on the job and the attention given to under-performers means that improvements can take place. Lastly, if necessary, the performance plan can be updated or amended to reflect any changed circumstances.

4. Appraisal

This stage of the process involves the continuous managing/monitoring of individual performance throughout the year. However, a formal appraisal once or twice a year is still useful. Both the employee and the manager are required to collect evidence in preparation for

these meetings since they provide a focal point for the consideration of key performance and development issues, and lead to the completion of the PM cycle by providing the basis for updating performance agreements.

360-Degree Feedback Approach

Organisations often provide a checklist; however, the review of the evidence and the evaluation of competencies or behaviours is primarily based on the manager's own observations. Nonetheless, the evidence can also include feedback from colleagues, subordinates, clients, internal or external customers and individual self-appraisal by the employee (Silverman, Kerrin and Carter 2005). Although it is unclear whether appraisal conducted through such 360-degree approaches makes the linkage of appraisal to reward more or less acceptable to employees, the involvement of multiple stakeholders here, is intended to provide a more rounded view of individual performance, less subject to personal bias (Bach 2013).

Balanced Scorecard Approach

The 'balanced scorecard' (Kaplan and Norton 1996a) is another popular method for measuring performance. This approach appraises four related areas in PM (IDS 2007a: 5). These are:

- How should we appear to our customers?
- How should we appear to our shareholders?
- What business process must we excel at?
- How will we sustain our ability to change and improve?

The performance appraisal meeting is therefore an important review meeting that ensures that the five key PM components (i.e. agreement, feedback, assessment, positive

reinforcement and dialogue) can be put to good use. The outcome of the review/appraisal meeting may be either in the form of a narrative or a 'rating' of individual performance. Within the IPRP system, these ratings on the performance scale, which usually ranges from four to five, are important as they determine or inform pay decisions as demonstrated below in **Table 2.4:**

Table 2.4 : Sample Rating Scale (Perkins et al. 2016: 159)

Majority of goals not met	Under-achieved on some goals	All main goals achieved	Some goals exceeded	Majority of goals exceeded
Rating: 1	Rating: 2	Rating: 3	Rating: 4	Rating: 5
Poor	Needs improvement	Good	Very good	Excellent
Underachieves in the majority of goals	Achieves some goals but not all	Achieves all goals	Achieves all goals and exceeds expectations against goals in some areas	Achieves all goals and significantly exceeds expectations against goals

The language used to describe the levels on the rating scale is important as it can signal to staff about their performance but it has also been recognised as potentially demotivating. While some organisations have absolute measures of performance against which a 'proficient performer' is measured, others allow assessment against performance relative to other staff. In other instances, some organisations have separate rating scales for the achievement of objectives and for competencies exhibited.

Following this process, the employee is usually given the chance to record their views on the appraisal form. Within some organisations, employees are required to confirm that the appraisal is a correct reflection of the discussion that has taken place. Following this, both the appraiser and appraisee then sign off the documentation. Should there be disagreements, an adjudicator such as a more senior manager or the HR department usually handles any disagreements in the first instance. In the event that the disagreement escalates, it may become the subject of a formal appeal or a grievance procedure.

Perkins et al. (2016) emphasise that it is important that employees perceive the individual PM process as not only fair, but consistent. To ensure that different managers are not applying different standards, organisations may use a 'grandparent' system whereby each appraisal has to be signed off by a more senior manager. The HR department may also carry out a more formal audit of each manager's ratings to evaluate the overall outcomes of the process and to ensure that consistent standards are being applied across the workforce. Apparently, these guiding mechanisms ensure that there is no basis for legal challenges in the future – such as allegations of gender, racial or any form of discrimination.

Within the individual performance management strategies (IPMSs) the performance ratings, once agreed upon and approved, can be applied to pay progression through:

- The award of additional 'performance-related' increments on top of an essentially service-based progression system.
- Through all incremental progression within the grade based on performance ratings.
- Through 'all-merit' annual increases where the increase will range in size according to the individual performance rating.

Perkins et al. (2016) caution however that within such pay progression systems, there have to be some controls 'over pay drift' since these are complex and the cost of IPRP can escalate quickly (e.g. Eichenwald 2012).

2.7.2 Individual Performance Management Strategies

2.7.2.1 Limitations

The individual PM strategy, like all models, has been criticised for being bureaucratic, over-elaborate and another control mechanism imposed by senior management (Armstrong 2016). According to Fletcher (1998), it is also normative in that it ignores the role of context, culture, the needs of local circumstances and staffing levels by prescribing a standard pattern/ideal picture as 'best practice'. Other problems with the model are that it suggests a smooth transition from the organisation's strategic goals to individual goals, but this is more difficult than it sounds because organisational goals are not defined well enough or are too remote from the work of individual employees (e.g. Stoskopf 2002). Furthermore, the model designates a steady progression through the stages of PM, each of them linked together. Although these are both logical and desirable, they may be difficult to achieve in reality (Pulakos 2009). The subsequent section will briefly outline some of these implementation problems.

2.7.1.2 Implementation Problems

Individual PM strategies are quite easy to conceive but very hard to deliver due to low rates of coverage, low-quality conversations and non-existent follow-up, which are commonplace in the wake of uncommitted directors, incompetent LMs, uncomprehending employees and hectoring HR with their complex and bureaucratic HR process (Brown 2010: 1). Shields (2007) also contends that ill-chosen, over-engineered and poorly implemented IPMS can communicate entirely wrong messages that are contrary to what management expects from its employees. For example, a performance management survey conducted by e-reward (2014) revealed that 23% of respondents were more demotivated than motivated by PM. According to e-reward, this was a disturbingly high proportion. Another typical reason for

the failure of most IPMSs is that LMs do not have the requisite skills, expertise or inclination to manage the system properly (Coens and Jenkins 2002: 1). The following section will elaborate on some of the problems encountered by LMs in the implementation of IPMS.

The Critical Role of Line Managers (as Implementers)

Legge (1989: 27) concluded after her review of UK and US models of HRM that as business managers, line management is vested with the responsibility of co-ordinating and directing all resources within the business unit in the pursuit of bottom-line profits. Hence, an effective IPMS or any activity that is designed to improve the performance of employees, is usually driven and owned by line management (CIPD 2017; Storey and Sisson 1993).

In relation to the effective implementation of IPRP, line management is vested with taking significant decisions about who is to undertake performance assessment and when, how performance is to be measured, clear methods for establishing what performance measures are to be used and how any resulting performance score is to be linked to pay (ACAS 2007; Armstrong 2010; CIPD 2011; Kessler 2005). These significant decisions therefore highlight the pre-eminence and strategic link of LMs within the PM system because they must convert the abstract objectives of the organisation given to them by top/senior management into the concrete everyday tasks that individual employees undertake. They do so by defining the required standards of behaviour and performance through setting targets, explaining these to their subordinates, taking tough decisions about assessments, communicating these decisions to subordinates and defending these when questioned (CIPD 2017; Marsden 2004; McGovern et al. 2007; Phillips 1998; Schartel 2012; Thomas and Arnold 2011; USA Office of Personnel Management (OPM) 2017). Some of the problems faced by LMs in the implementation and use of IPMS/IPRP are outlined below:

Pressure from Multiple Stakeholders in the Appraisal of Employee Performance

Despite this pre-eminence, these LMs are also a potentially weak link, as they come under intense pressure from their staff to be lenient with work assignments and over-generous with performance rewards (Boesso and Kumar 2007; Rampling 2013; Sternberg 1997). Hence, the widely observed upward 'drift' in performance appraisal and pay awards seems to stem from just such pressures. Furthermore, this pressure cascading down from top management to the implementing line manager, as well as the pressure from subordinate employees, puts them in very objectionable positions resulting in dilemmas, since they must satisfy both ends of this strategic link to keep their jobs (e.g. Bruhl 2003; Carr and Valinezhad 1994; Elena 2007).

Lack of Reliable Methods for Aligning Performance Criteria with Targets

Principally, IPRP schemes depend on the setting of targets as well as the existence of accurate and reliable methods of measuring performance. However, empirical evidence abounds that due to this intense pressure, most managers are not able to properly align the performance criteria with employees' own sense of professional values when setting targets (Kersley et al. 2006; Marsden 2007).

Ethical Dilemmas/Challenges

Also, the judgement of most LMs who are responsible for making such pay decisions (linking performance to pay), under such intense pressure may be compromised. Thus, they are unable to act in good faith when it comes to the review of employees' performance. Specifically, these reviews may be partial, inconsistent and prejudiced or ill-formed (e.g. Evans and Tourish 2016). For instance, they may be more favourably disposed towards high-performing employees, to the detriment of those who are unable to meet the set targets (e.g. Armstrong and Baron 1998; Bach 2005).

These aforementioned ethical challenges emphasise the need for the adoption of guidance principles/mechanisms that enhance the capability of LMs in the implementation and use of IPRP. These will be discussed in the discussion that follows.

2.8 Guiding Principles on the Use of IPRP

According to Armstrong (2016), mechanisms guiding the use of IPRP must ensure fairness, equity, consistency and transparency. At different levels in the organisation, these IPRP guidance mechanisms should also satisfy the financial and personal needs of the workforce, given the existing business conditions and cost constraints. In particular, they must be generic enough to meet the needs of all stakeholders of the organisation, yet specific enough to ensure alignment with business values and strategy. From a stakeholder perspective, WorldatWork (n.d.) also stresses the importance of the following guidance mechanisms:

- To increase value for **shareholders**, the IPRP system must align employees' behaviour and performance with business objectives.
- To encourage performance, **management** must ensure that the IPRP system is attractive enough to help attract and retain the appropriate skills.
- The IPRP system must reward **employees** fairly.
- Recognise the role of **unions** as they will want an IPRP system that encourages equitable remuneration.
- The IPRP system should promote attention to **customer satisfaction**, a customer service culture and customer-centric behaviour.
- A **remuneration committee** that is mainly concerned with ensuring that the IPRP system is integrated with sound corporate governance.
- To prevent fraud, the misuse of financial resources and the widely observed upward 'drift' in performance appraisal and pay awards, an **audit committee** is required with

the sole responsibility of ensuring that the IPRP system is compliant with the necessary financial and governance policies.

- The organisation's IPRP system must be compliant with requisite **legislation and regulation**.
- The IPRP system should be structured to promote a company culture of responsible management, **community** upliftment and to discourage any behaviour that will endanger the well-being of the community, general public or society as a whole.

Chapter Summary

This chapter explored the concept of IPRP as a contingent reward strategy, and the criticisms that have been levelled against the phenomenon as well as the benefits proffered in its favour. Furthermore, the link between IPRP and PM and role of line management as a critical success factor in the implementation of IPRP were also discussed. The failure of most schemes gives rise to the need for requisite guidance mechanisms and the enhancement of line manager capability for the effective implementation of IPMS/IPRP systems. Going forward, Chapter 3 advances the arguments for the choice of a requisite philosophical and methodological approach that suits the overarching research aim and objectives.

CHAPTER 3: RESEARCH DESIGN AND METHOD

3.1 Chapter Overview

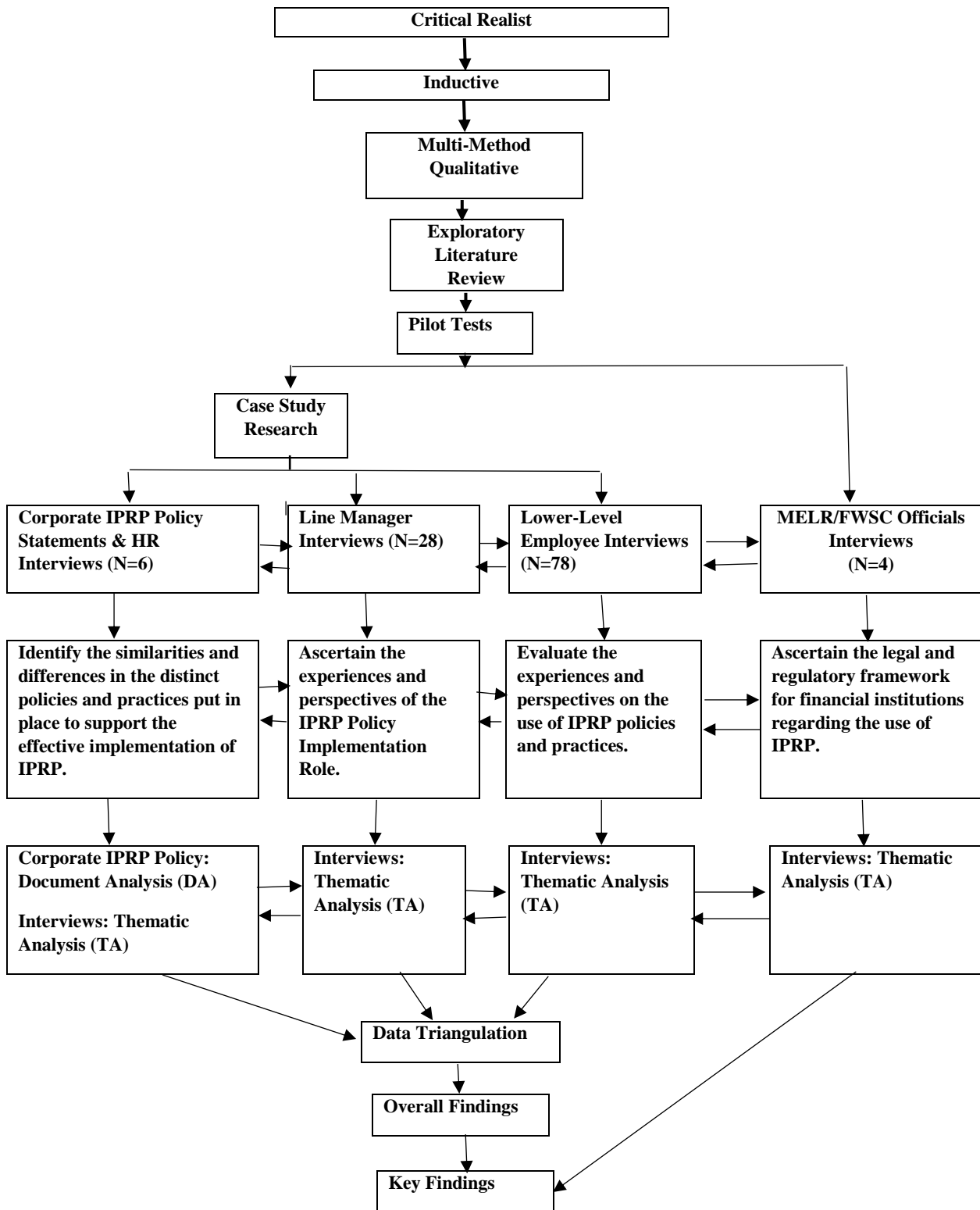
The aim of this chapter is fourfold. Foremost, it presents a brief overview of the entire research process. Going further, it then advances the arguments for the choice of a philosophical and methodological approach that suits the overarching research aim and objectives. Additionally, it builds on the chosen methodological approach to develop a research design. This is followed summarily by an explanation of the data collection and analysis procedures.

3.2 Research Process

The review of the literature highlighted the fact that there is scant research on IPRP within the African context (Ssenkooba, Mcpake and Palmer 2012). In this vein, the overarching aim of this research was to widen the research agenda to the financial services sector in general and to Ghana. Specifically, the study sought to critically examine the mechanisms guiding the use and implementation of IPRP. The research drew samples from the populations of three financial institutions in Ghana with nationwide coverage: FO1 (Financial Organization One), F02 (Financial Organization Two), and F03 (Financial Organization Three). In order to elaborate how this aim was attained, we turn to the suggestions of Stake (1995) and Yin (2009).

They proposed six techniques for organising and conducting case study research successfully and these steps were adhered to in this study:

- 1.** Define the research questions.
- 2.** Select the cases and determine the data gathering and analysis techniques.
- 3.** Prepare to collect data.
- 4.** Gather data in the field.
- 5.** Assess and analyse data.
- 6.** Prepare the report and conclude.



The Research Process

Figure 3.1: Summary of Research Process

To address the ethical concerns raised in the exploratory review of secondary literature in chapter four, methodologically, this research employed a multi-method qualitative case study design, situated within the critical realist research paradigm as depicted above in **Figure 3.1**. The unique strength of critical realism lies in its ability to search for the causes and mechanisms which underpin the deep social structures that shape everyday organisational life (e.g. Reed 2005). The case study method also deals with several sources of evidence, which leads to greater validity and reliability (Yin 2003: 19). This research was therefore divided into two key stages: the exploratory and the descriptive/explanatory stage.

The first or exploratory phase was conducted mainly through a desk-based review of literature, with the aims being to explore the meaning of and operational issues associated with the implementation of IPRP, and to design a questionnaire for the second or descriptive/explanatory phase. The second stage described and explained the mechanisms guiding the use of IPRP within the Ghanaian socio-economic context using qualitative techniques to gather primary data. Specifically, qualitative data was gathered via semi-structured interviews conducted with a select group of HR managers, line managers and employees. These findings were compared with the findings from the interviews conducted with the Officials of the Ghanaian Ministry of Employment and Labour Relations (MELR) to enable the researcher to gain a deeper understanding of the phenomena under study. The ethical considerations of this study are also presented summarily below in **Table 3.1**:

Table 3.1: Ethical Considerations of this Study

Ethical Considerations
-University Approval
-Informed Consent <ul style="list-style-type: none">➤ Companies + participants
-Voluntariness of participation
-Responsibility to applicants <ul style="list-style-type: none">➤ Anonymity and confidentiality➤ Name and contact details of researcher given to respondents.
-Copyright, plagiarism and internet

3.3 Research Philosophy

The research philosophy is the system of beliefs and assumptions about the development of knowledge within a particular field (Saunders, Lewis and Thornhill 2016:124). According to Crotty (1998), such philosophies include epistemological postulations about human knowledge, the ontological experiences encountered in research, and the axiological extent to which values impact the research process. Johnson and Clark (2006) therefore suggest that researchers must be committed to these philosophies since they shape how well the research questions have been understood, the methodology employed and how findings are interpreted.

According to Johnson and Clark (2006), a well-thought-out and consistent set of epistemological, ontological and axiological assumptions helps researchers to establish a credible, reliable and valid research philosophy (e.g. Crotty 1998; Saunders, Lewis and Thornhill 2016:124). These will not only undergird the research strategy, methodological choice, data collection and analysis processes, but will also allow the researcher to design a coherent and consistent research project in which all of the components of the research fit neatly together (e.g. Creswell 2014; Neuman 2011). In line with the above and the aims of this

research, the researcher considered critical realism and interpretivism since Saunders et al. (2016) claim that these two philosophical research positions often lead to qualitative research designs.

In contrast to naive empirical scientific realism or direct realism, which posits that the world is depicted accurately through what we perceive in our senses, critical realism emphasises and expatiates what we see and experience, in relation to the undergirding structures of reality that mould these observable events (e.g. Tashakkori and Teddlie 2010). Correspondingly, Bryman and Bell (2015) suggest that the research philosophy stance of critical realism also provides an account of the nature of scientific practice. Critical realism, according to Reed (2005), originated in the work of Roy Bhaskar in the late twentieth century in response to positivist direct realism and postmodernist nominalism and therefore occupies a middle ground between these two viewpoints. Variants of critical realism are the most robust and defensible positions from a reflexive viewpoint since reality is perceived as external. Furthermore, critical realists recognise that knowledge is historically situated and that rather than existing independently, we will only be able to comprehend what is going on in the social world if we understand the social facts that have given rise to the phenomena that we are trying to understand (Fleetwood 2005).

Like critical realism, interpretivism (though subjectivist in perspective) emerged in early- and mid-twentieth-century Europe due to the criticisms levelled against positivism. Crotty (1998) puts forward that interpretivism as a research philosophy is formed of notable strands such as symbolic interactionism, hermeneutics and phenomenology, and is largely attributed to German, French and occasionally, English, thinkers. According to interpretivists, the difference between human beings and their social world or physical phenomena lies in the fact that humans create meaning. Hence, rather than trying to emulate the latter by studying

humans and their social worlds in the same way, social science research needs to be different from natural science research. As mentioned earlier, interpretivists are critical of the attempt by positivists to create definite universal 'laws' that apply to everyone. Interpretivists therefore emphasise and reiterate that different people of diverse cultural backgrounds, under differing situations and at different times, make different meanings; hence, they experience and create different social realities.

After the researcher had considered these two variants of business and management research philosophies and juxtaposed them with the aim and research questions of this project, the critical realist and interpretivist viewpoints both seemed to suffice. For instance, the interpretivist philosophy is highly appropriate for business and management research because business situations are not only complex but often unique, especially in terms of context. The empathetic stance of the interpretivist is therefore crucial in understanding the human being and his or her social world. Nonetheless, interpretivists have been heavily criticised for their subjectivist stance, which involves entering the social world of the research participants and focusing on the complex, rich and multiple interpretations inherent in that world in order to make meaning. Further careful scrutiny also showed that critical realists have a mildly subjective view of knowledge acquisition (epistemological relativism) because they emphasise the explanation of observable organisational events by searching for the underpinning mechanisms and causes through which deep social structures shape everyday organisational life (Bhaskar 1989; Reed 2005). Hence, as Reed (2005) puts forward, the majority of critical

realist research takes the form of thorough or in-depth analysis of organisational and social structures and how they have evolved or changed over time.

The critical realist philosophy was thus considered the most appropriate for this research due to the following reasons:

i) The overall research aim was to assess and critically examine the influence of culture and socio-economic context on the corporate governance mechanisms guiding the use of IPRP within 3 Ghanaian financial institutions. The outcome of this study was therefore to probe for a more in-depth understanding of IPRP within the Ghanaian context. Additionally, the study also sought to understand what is happening and why it is happening since there has been very little literature on IPRP within the Ghanaian non-public financial services sector.

ii) IPRP is a Western management tool and while numerous research studies on the concept have been carried out in Western societies, as can be seen within the human resources management literature (e.g. Armstrong 2010; Ordonez et al. 2009 etc.) , Baruch, Wheeler and Zhao (2004) suggest that very little of this research has included samples from non-Western societies. Furthermore, Hofstede (1980a, 1980b, 1991) and Wiseman and Gomez-Mejia (1998) put forward that the exact meaning and definition of IPRP policies, practices and systems are quite culturally dependent. In line with these assertions and the critical realist view that there is no single reality for IPRP, this study sought to assess and examine the reality or practice of IPRP as reflected in the Ghanaian context.

iii) The design and implementation of IPRP is varied and organisation- and context-specific. Thus, rather than existing independently, critical realists propose that social constructions such as IPRP cannot be understood independently of the social actors involved. In line with this view, the researcher's socio-cultural background and experiences might influence how IPRP

is observed in reality. The ways that the researcher sought to minimise such biases and maintain trustworthiness are discussed in the succeeding section.

3.3.1 Trustworthiness of the Research

Several opponents of qualitative research have questioned the trustworthiness of qualitative research. However, frameworks for establishing rigour in such forms of research have been in existence for many years (Shenton 2004). Accordingly, guided by Guba's (1981) credibility, transferability, dependability and confirmability criteria, the researcher next discusses how trustworthiness was pursued in this study.

The first and most important factor in this process was achieving the credibility criterion. A true and clear picture of the phenomenon under study was demonstrated within the first, second and fourth chapters of this study. Specifically, secondary data (gathered via peer-reviewed academic journals, blogs, online news articles and other social media on the perspectives of employees working within Ghanaian financial services institutions regarding the use of IPRP were combined with information obtained from corporate IPRP policy documents of the three financial services institutions under study. Altogether, these two sources of information served as the basis for the design of a semi-structured interview guide and via the use of the multi-method qualitative research methodology, primary data was collected on the mechanisms guiding the use of IPRP within the Ghanaian financial services. Particularly, one-to-one semi-structured interviews were conducted with HRMs (Human Resource Managers), LMs (Line Managers) and LLEs (Lower-level Employees) across three Ghanaian financial services institutions. Interviews were also conducted with key officials of the Ghanaian MELR/FWSC (Ministry of Employment and Labour Relations/Fair Wages and Salaries Commission) to ascertain whether there are any legal and regulatory frameworks guiding the implementation and use of IPRP within the Ghanaian financial services. Findings

from these four data sets were compared and triangulated with each other after thorough TA in order to come to a valid conclusion.

This study was conducted within the Ghanaian financial services. To achieve the transferability criterion and increase the external validity of the study (Merriam 1998), the investigator went further to provide adequate detail on the Ghanaian financial services industry within Chapter 2 of this thesis. Tournament, Expectancy, Goal Setting, Agency, Equity, Contract and Herzberg's Two-factor theories were also used to expatiate the reasons why IPRP has been embraced with fervour within the wider global financial services industry. Hence, while the results are transferable to the broader Ghanaian financial services, they may also be transferable to other financial services industries situated in cultures and contexts similar to Ghana.

Employing techniques that show that if the study were repeated, in the same context, with the same methods and the same participants, similar findings would be obtained, assists the researcher in achieving the dependability criterion. However, Fidel (1993) and Marshall and Rossman (1999) point out that meeting such provisions in qualitative research is problematic due to the changing nature of the phenomena usually examined by qualitative researchers. Nevertheless, the investigator within this research has sought to describe the nature of the use of IPRP within the Ghanaian financial services clearly. In Chapters 5, 6 and 7 of this thesis, the researcher has also given an adequate description of the participants interviewed and the methods employed in selecting them, to enable another researcher to repeat the study in the future. These are also discussed in *Section 3.6* of this chapter.

The investigator also established the confirmability criterion within this study in two ways. Foremost, the researcher spent a substantial amount of time in the field after each interview, to ascertain and summarise the views of the participants during and after the

interview process. This helped the researcher to confirm whether the opinions of the interviewees had been accurately recorded. Additionally, interviews were transcribed verbatim and the results obtained from the HRMs, LMs, LLEs and MELR/FWSC interviews were compared with each other. This enhanced data triangulation, enabling the researcher to probe and gain a deeper understanding of the mechanisms guiding the implementation of IPRP within the organisations under study. Relevant extracts from the interview transcripts were also cited to support the themes emerging from the TA of interview data. Together, these confirmed that the findings emerged from the body of data and not from the researcher's own predispositions. Furthermore, the researcher had several rigorous inter-subjective interactions and exchanges with her supervisors, who ensured that the analyses and interpretations of data gathered from the interviewees were fair and objective. Overall, these components lend credence to the trustworthiness of the research.

In line with the aim of this study and the critical realist philosophy, the credibility, transferability, dependability and confirmability criteria helped the researcher to comprehend events within the Ghanaian financial services industry. In order to collect data to explore the issues that have given rise to the use of IPRP, the section that follows discusses the inductive, deductive and abductive approaches to research and then expatiates the reasons for the choice of the inductive approach.

3.4 Research Approach

3.4.1 Inductive

To cater for unforeseen constraints in research and to make an informed decision about the requisite design for a piece of research, Easterby-Smith et al. (2012) suggest that it is

imperative that the researcher makes the right choice regarding the approach to theory development. Saunders et al. (2016) distinguish deduction, induction and abduction as the three main approaches to theory development. The deductive approach, according to Bryman and Bell (2015), is the most common view of the relationship between theory and research and occurs when the conclusion in a piece of research is derived logically from a set of premises, the conclusion being true when all the premises are true (Ketokivi and Mantere 2010). Conversely, if a researcher collects data to explore a phenomenon and then infers the implications of his or her findings from the theory that prompted the whole exercise (often in the form of a conceptual framework), then this is termed the induction approach. Conclusively, the abductive approach combines both the deductive and inductive approaches by moving back and forth between theory and data, which results in lengthening the process and the time taken to collect the data and run the analysis.

Moving from theory to data can be quicker to complete when using the deductive approach, although the abductive approach would also have permitted the observation of a surprising fact and then working out a plausible theory for how this could have happened (Van Maanen, Sørensen and Mitchell 2007). On the other hand, moving from data to theory can be much more protracted and the use of smaller numbers of participants might be more appropriate when using the inductive approach, compared to the large number required when using the deductive approach (Suddaby 2006). Tashakori and Teddlie (2010) also suggest that a qualitative research design may utilise the inductive approach in research. Thus, because of the particular aim of this research, which is to assess and critically examine the influence of culture and socio-economic context on the corporate governance mechanisms guiding the use of IPRP within the Ghanaian context, the inductive approach was deemed to be more appropriate for

this study. This choice was informed during the explorative review of literature in Chapters 2 and 4 of this study.

3.4.2 Exploratory Literature Review

Foremost, the findings from Chapter 2 indicated that despite the wealth of literature on IPRP as an effective employee motivation and reward management tool, there seem to be gaps in and dearth of the research work done so far in the African context. Particularly, prior research provides scant empirical evidence on the mechanisms guiding the implementation of IPRP in organisations within the African and for that matter, the Ghanaian context. The findings from the exploratory review of literature in Chapter 4 on employee perspectives of the use of IPRP within the financial services industry in Ghana, using secondary data gathered via peer-reviewed academic journals, blogs, tweet reviews, news articles and other social media, also highlighted four emergent themes. These are: ‘The setting of unrealistic targets which were to be met within stiff deadlines and timeframes’, ‘Ethical challenges’, ‘Job insecurity: Harsh and vicious dismissal practices in the management and implementation of IPRP’ and the ‘Work intensification: Degradation of employee (psychological and physical) wellbeing’. These preliminary outcomes have negative implications for organisational image/branding and employee wellbeing. These findings served as the basis for the design of a semi-structured interview guide and the proposed primary multi-method qualitative research to address these concerns. The use of the inductive approach within this study therefore helped to shed some light by enabling the researcher to explore the mechanisms guiding the use of IPRP within the Ghanaian context, identify themes and patterns, and create a conceptual framework leading to the development of a richer theoretical understanding of these phenomena.

There is a high propensity for researchers using the inductive approach to work with qualitative data and to also use a variety of methods to collect these data, in order to ascertain

different perspectives of phenomena (Saunders et al. 2016). The section that follows will describe the qualitative research design and how these data were collected in order to establish the distinct viewpoints on the mechanisms guiding the use of IPRP within the Ghanaian setting.

3.5 Research Design

3.5.1 Qualitative Methods

In line with the aims of this research and the inductive approach to inquiry, and in order to accommodate the critical realist ontology and interpretivist epistemology (Tashakkori and Teddlie 2010), this study adopted a qualitative research design. This design enabled the researcher to make sense of the subjective and socially constructed meanings expressed about the mechanisms guiding the use of IPRP within the three Ghanaian financial institutions under study. This natural setting or research context enhanced access to meaning, in-depth understanding and the establishment of trust between the researcher and participants (e.g. Denzin and Lincoln 2011).

Qualitative research utilises a variety of data collection techniques or methods and analytical procedures to study participants' meanings and the connections between them. According to Saunders et al. (2016), this leads to rich theoretical contributions and the development of a conceptual framework. The mono-method and the multi-method are the two main types of qualitative study data collection techniques specified by Saunders et al. (2016: 168). While the former method may utilise just one qualitative data collection procedure, such as semi-structured interviews and its corresponding qualitative analytical technique, the latter,

on the other hand, may involve the use of more than one qualitative data collection procedure and its corresponding analytical procedure.

Due to the exploratory purpose of this study, given that it seeks to discover, assess, examine and gain insights into the influence of culture and socio-economic context on the mechanisms guiding the use of IPRP within the Ghanaian context, this study utilised the multi-method qualitative research design. This method is flexible and adaptable to change and it permitted the researcher to garner data via in-depth semi-structured interviews, company documentation on performance-related pay within the organisations under study and employee conversations on performance-related pay available on blogs and websites.

Bansal and Corley (2011) mention that although qualitative research is characterised by methodological variations, it is pertinent, regardless of the method used, to demonstrate methodological rigour and theoretical contribution. This triangulation of the data collected from these three sources therefore enabled the researcher to ascertain, expand, elaborate and explain the findings in order to establish different viewpoints of the phenomena under study. In line with the above, the subsequent section describes the research strategy adopted for this study.

3.6 Research Strategy

3.6.1 Case Study

Denzin and Lincoln (2011) define the research strategy as the methodological link between a researcher's philosophical stance and the subsequent choice of methods to collect and analyse data. Experiments, surveys, archival and documentary research, case studies, ethnography, action research, grounded theory and narrative enquiry, according to Saunders et al. (2016), are the research strategies that are principally associated with qualitative,

quantitative and mixed-method research designs. In line with the aim of this research, which is to critically examine the mechanisms guiding the use of IPRP within 3 Ghanaian financial services organisations, the case study research strategy was utilised (Eisenhardt and Graebner 2007).

Yin (2014) defines the case study as an in-depth inquiry into a phenomenon or topic within its real-life setting where the 'case' may refer to a single business organisation (e.g. Born 2004), a person (e.g. a manager; Marshall 1995), a group (e.g. a work team), a change process (e.g. restructuring a company), an event (e.g. Gephart 1993) or an association. The intensive and in-depth nature needed to identify, define, structure and gain access to a case study setting, coupled with positivist concerns about the capacity of such a strategy to produce generalizable, reliable and theoretical contributions to knowledge, have led to some misunderstandings of the case study method (Buchanan 2012; Flyvbjerg 2011). Nonetheless, as the value of both qualitative and mixed-method research is being recognised much more widely, these criticisms have been countered and are generally losing favour (Bansal and Corley 2011).

Dubois and Gadde (2002) and Ridder et al. (2014) claim that the case study method has the capacity to generate rich insights, leading to empirical descriptions and the development of theory. The method is particularly valuable for providing these insights because it draws on the use of either qualitative, quantitative or frequently a mixed-methods approach, in order to produce intensive and in-depth interactions and to fully understand the dynamics between a phenomenon and its real-life setting or context. Neuman (2007) also suggests that the case

study should be used to examine 'how' and 'why' questions, when the researcher has little control over events and when the focus of the research is a contemporary phenomenon.

Additionally, Saunders, Lewis, and Thornhill (2009) suggest that case study research may beneficially use a combination of archival records and documentation, interviews and focus groups, questionnaires and other research aids. The use of such multiple data sources in research allows for triangulation in data analysis, which provides more evidence to support the developing theory (Yin 2014). Therefore, in addition to the collection of qualitative data, documentary secondary data such as corporate IPRP policies around the use and aim of IPRP and its implementation methods were also collected and studied from the three financial organisations.

To achieve both literal and theoretical replication, where findings can be replicated across cases and where organisational culture and context may impact the predicted findings (Yin 2014), the mechanisms guiding the use and implementation of IPRP within three Ghanaian financial services organisations (cases) were studied. A description of the three case studies, Financial Organisation One (FO1) and Financial Organisation Two (FO2) and Financial Organisation Three (FO3) is provided in *Section of 5.1* of Chapter 5 of this study.

3.7 Time Horizon

3.7.1 Longitudinal and Cross-sectional

The 'snapshot', 'social survey' or 'cross-sectional' design and the 'longitudinal' or 'diary' perspective are the two types of time horizons specified by Saunders et al. (2016). Cross-sectional studies, on the one hand, involve the study of a peculiar phenomenon at a particular point in time. Such studies may be seeking to describe the incidence of a phenomenon or to explain how factors are related in different organisations. Longitudinal

studies, on the other hand, have the capacity to study change and development. They are therefore more akin to a series of snapshots including a representation of events over a given period (Bryman and Bell 2015).

Longitudinal studies may provide the researcher with a measure of control over some of the variables being studied. Nonetheless, due to the time constraints associated with this academic research project, only secondary data spanning 10 years on the perspectives of employees on the implementation and use of IPRP within the financial sector, available publicly via blogs, tweets and other online media platforms, were utilised. These provided the researcher with rich and valuable data for examination. The analysis of the findings from these data, using sentiment and thematic analysis, underpinned the design of the interview guide. This was used to gather primary data over the cross-sectional time horizon in order to achieve the objectives of this research.

3.8 Qualitative Data Collection Techniques and Data Analysis Procedures

3.8.1 Interviews

Saunders et al. (2016: 388) define the research interview as 'a purposeful conversation between two or more people, requiring the interviewer to establish rapport and ask concise and unambiguous questions, to which the interviewee is willing to respond, and to listen attentively'. More importantly, it is about asking purposeful and relevant questions and carefully listening to the answers to be able to explore these further. Guba and Lincoln (2005) assert that interviews are valid and reliable tools that can help a researcher to gather relevant data to answer the research questions and objectives, since they allow respondents to voice their views, attitudes, experiences, motivations and beliefs in their own words. Saunders et al. (2016) delineate three typologies of commonly used interviews based on their levels of

formality and structure. These are the structured, semi-structured and unstructured or in-depth interviews.

The semi-structured or qualitative research interview describes an interview situation where a researcher has a list of themes and, possibly, some key themes to be covered (Easterby-Smith et al. 2008). Bryman and Bell (2011), McCann and Clark (2005) and McNeill and Chapman (2005) argue that semi-structured interviews can be low on objectivity and susceptible to bias, which can compromise the reliability of the data and also means that they are time consuming to administer and analyse. Nonetheless, this approach was suitable since it assisted the moderator, through the use of the interview guide or schedule, to both assess and gain a deeper understanding of the mechanisms guiding the implementation and use of IPRP as an employee reward management tool (Smith and Osborn 2003). Furthermore, this type of interviewing allowed the interviewer and interviewees to engage in a dialogue and the interviewer had greater freedom to probe interesting areas that arose. Additionally, the interview can follow the respondent's concerns or interests and probe meanings by exploring responses from a variety of angles, thus giving the interviewer the flexibility and freedom to vary the course of the interview in terms of its length or the ordering of the questions (Cohen et al. 2007).

3.8.2 Interview Guide

The disturbing findings and ethical concerns raised in Chapter 4 of this study served as the basis for the design of a semi-structured interview guide to assess whether there are any mechanisms guiding the implementation and use of IPRP within Ghanaian financial services institutions (see Appendices 3-6). In line with the exploratory, descriptive, explanatory and evaluative purpose of this research, therefore, four distinct sets of semi-structured interviews were carried out with: 1) HR Managers, 2) Line Managers, 3) Lower-level Employees and 4)

Officials of the Ghanaian Ministry of Employment and Labour Relations (MELR) and Fair Wages and Salaries Commission (FWSC). All interviews were conducted in English since that is the business language of Ghana. There was therefore no need for translation (Refer to Appendices 3-6 for the respective interview guides). These four sets of interviews were one-to-one/face-to-face interviews. The employees were purposively sampled from several departments from which the various LMs originated. Some of the items on the interview guide were;

- What are the guiding principles for introducing and implementing IPRP?
 - Which group of employees is it used for?
 - How is it measured?
 - How are employee grievances related to IPRP managed?
 - Is it managed fully by line management or does HR have an oversight?
- What is the ratio/mix of males and females within the sales and marketing team?
 - Are you aware that there are more males than there are females?
 - Is this a marketing strategy?
- Do you think that you are given a long enough timeframe to meet your targets?
- Do you think that you work under a great deal of tension and stress because of the timeframes within which you have to meet these targets?
- Do you think that these tensions associated with the job have impacted your health in any way?

3.8.3 Sampling of Informants for Interviews

3.8.3.1 Purposive and Snowballing Sampling Techniques

The purposive and snowballing sampling techniques were used in the selection of informants for the interviews. These techniques were chosen because of the conviction that sample selection involves the precise and thoughtful picking of cases that are in line with the purposes of the research (Patton 1999). Also, the selection of participants was based on the availability and willingness of informants to participate in the research. Furthermore, some informants, due to their longer tenure as employees, might have a richer knowledge of the topic of interest, and the researcher believed that a great deal could be learnt from these individuals (Marshall 1996). It was therefore appropriate to use a non-probability sampling technique to purposely select these 'information rich' participants, since they could provide more insight into the issue of interest than others (Krueger and Casey 2009). Led by this understanding and based on the recommendations of some of the key informants, the consent of other key informants was sought and they were interviewed. Thus, the criteria for selection were as specified below:

- Participants must be employees of any of the three financial institutions under study.
- Participants should have been in employment with these institutions for 1 year or more.

3.8.3.2 Piloting of the Interview Guide

Prior to the main interviews, Skype-assisted pre-tests were carried out with all of the three interview sets, engaging employees in Ghana who were preferably at the same level as those involved in the main study. The employees and companies who formed part of the pilot test were independent of the actual organisations under study. The non-probability snowballing sampling technique, which is useful when people with requisite experience of the phenomenon

are being studied in a sample (Collis and Hussey 2014), was used to select all of the pre-test respondents. Succinctly, the aim of the pilot study was to assess the length of time a typical interview would take and to test the interviewer's interviewing skills and knowledge about the topic of interest prior to the main study by members of the supervisory team. Furthermore, the pilot study assisted the researcher to review the suitability of the questions and to establish whether the interviewees understood the questions (Neuman 2011).

3.8.3.3 Procedure

Preceding all interviews (both actual and pilot), the respondents were informed that participation involved a semi-structured interview to discuss their perspectives on the use of IPRP policies and practices within their respective firms. Confidentiality and the voluntary nature of the interviews were emphasised and no incentives were offered for participation. In line with Coventry University's Research Ethics Committee's guidelines, consent forms were designed and presented to every informant who agreed to participate in the research (Appendix 1 shows the informed consent form that was presented to each participant for signing).

Cover letters signed by the researcher's Director of Studies revealing the researcher's identity and the rationale and purpose of the study were given to the respective organisations under study. Interviews were conducted using the interview schedule as a guide. Appointments were booked with informants, who gave their consent to participate after permission was granted. Interviews were conducted mainly within the offices on the organisation's premises. However, the participants were also given liberty to choose the venue of the interviews, in

order to cultivate a more relaxed atmosphere and thereby promote free dialogue and communication (Clark 2006; Whiting 2008).

3.8.4 Transcription of Interviews

Although Kvale (2007) puts forward that transcription can be time consuming, all interviews were audio-recorded with permission granted by the respondents and these were later accurately transcribed. Whittemore, Chase and Mandle (2001) argue that the validity of interpretation is a key issue in such qualitative studies. Thus, to enhance validity and increase the accuracy of the interview reports, the researcher checked and summarised the opinions of participants during and after the interview process to ascertain that the views of informants had been correctly recorded (Whittemore et al. 2001). To guard against a malfunction of the tape recorder as well as a malfunction on the researcher's side, interview notes were also taken to check that all the questions had been answered (Bryman and Bell 2015).

3.9 Analysis of (Qualitative) Data

3.9.1 Semi-Structured Interviews

3.9.1.1 Thematic Analysis

Thematic analysis (TA) was used to analyse the audio-recorded and accurately transcribed data. The transcribed interviews were read repeatedly to search for themes, words, concepts, ideas or patterns that occurred recurrently across the data sets. Recurrent themes or patterns related to the research question were compared, cross-checked with other interviews and if found to be consistent and saturated by the final interview, coded for further analysis.

Braun and Clark (2006:78) define TA as a 'foundational method for qualitative analyses'. It offers a systematic yet flexible and accessible approach to identifying, analysing

and reporting themes and patterns within data (Braun and Clark 2006). This systematic method minimally organises and describes data sets in rich detail, as it provides an orderly and logical way to analyse qualitative data. Furthermore, it can be used to analyse both large and small qualitative data sets, leading to the interpretation of various aspects of the research question (Boyatzis 1998).

As flexible as it is, TA is not tied to a particular philosophical position (Saunders et al. 2016). It may also be used irrespective of whether a researcher adopts an inductive or deductive approach (Ibid). Thematic analysis is fairly straightforward to use and differs from other analytic methods that seek to describe patterns across qualitative data as it does not require the detailed technological and theoretical knowledge of approaches such as grounded theory, interpretative phenomenological analysis, thematic discourse analysis and thematic decomposition analysis. According to Braun and Clark (2006), TA can provide a detailed yet complex account of data, despite its theoretical freedom.

The step-by-step TA process utilised in this research is exemplified below:

1) Data corpus: In line with the purpose of this study, the entire body of research data was collected from one-hundred and sixteen (N=116) interviewees across three financial services institutions, the Ghanaian MELR and the FWSC.

2) Data set: For the purposes of analysis, the data corpus comprised three distinct semi-structured interview data sets within each financial services institution under study. The following research objectives were achieved from the first three data sets:

I. HR Managers (HRMs: n=6): To identify, explain and compare the existing IPRP policies, practices and systems in place within the three firms and to assess how these measure up to statutory obligations.

II. Line Managers (LMs: n=28): To examine the experiences and perspectives of LMs in their role as implementers of the IPRP policies and practices in their

respective organisations, and to compare these result with those obtained from HRM and lower-level employee interviews.

III. Lower-level Employees (LLEs: n=78): To evaluate the experiences and perspectives of employees on the use of IPRP policies and practices within their respective firms.

IV. The Ministry of Employment and Labour Relations (MELR) and Fair Wages and Salaries Commission (FWSC) (n=4): Ascertain the legal and regulatory framework for financial institutions regarding the use of IPRP.

3) Data item: The number of data items (one-on-one/face-to-face interviews) within the four distinct data sets are depicted in **Table 3.2** below:

Table 3.2: Research Data Items

Data Set 1		
HRMs		
Data Items: N=6		
(F01 HRMs) n=2	(F02 HRMs) n=2	(F03 HRMs) n=2
Data Set 2		
LMs		
Data Items: N=28		
(FO1 LMs) n=10	(FO2 LMs) n=9	(FO3 LMs) n=9
Data Set 3		
LLEs		
Data Items: N=78		
FO1 LLEs n=28	FO2 LLEs n=20	FO3 LLEs n=30
Data Set 4		
MELR/FWSC		
Data Items: N=4		
MELR n=1	FWSC n=3	

4) Transcription of interviews: The researcher prepared the individual data items for TA, transcribing the interviews into text.

- 5) **Familiarising yourself with your data:** The researcher actively read and reread all the transcribed data items within each data set. This process enabled the researcher to first, become familiar with the data and second, to note items of interest in order to gain an awareness of the various issues embedded within the data. Additional detailed analysis of the data was done by extensive reading and closer examination of the texts, line by line.
- 6) **Generating initial codes:** The researcher manually used highlighters, coloured pens and Post-it notes to take notes on the texts being analysed. This process was followed by the coding of the data where shorthand labels (usually a word, short phrase or metaphor having some common meaning or relationship derived from the participants' accounts) were assigned to data fragments (Carpenter and Suto 2008: 116) as shown in **Table 3.3** below:

Generating Initial Codes:

Financial Organization	Data Item	Initial Codes
FO1	<i>FO1 is a company that takes performance very seriously and the IPRP policy they have in place is a good one because they regularly send you reports on your performance from the Head Office. From my experience of working within the sales department, I see the IPRP system as a good form of motivation because working as a salesman comes with a whole lot of challenges. To overcome such obstacles, you need to constantly be on your toes in order to meet your targets to boost your performance. Sometimes, you might not be able to tell what you might earn due to the current economic situation. So having a base pay and being set targets gives you an opportunity to try and earn extra income.</i>	<ul style="list-style-type: none"> -IPRP is good form of motivation. -Boost performance. -Uncertainty. -Opportunity to earn extra.
FO2	<i>I think that the IPRP system in place within FO2 is a good one and in the right direction. They constantly do research, review the system and change when necessary to ensure that we are on track in terms of meeting our targets. They also attend to the needs of employees and when they meet the targets, they are rewarded. We also have a customer-service award reward at the branch level where we vote for the employee who has excelled in that light. This, I think also makes employees conscious of what is expected of them with regards to how they relate to customers. This, I think has contributed greatly to our fame and publicity out there.</i>	<ul style="list-style-type: none"> -IPRP system is good one. -Rewards -Expectations. -Consciousness. -Organizational fame and publicity.
FO3	<i>In my opinion, IPRP is a very good and motivating initiative because it rewards individual employees for actual work they have done. If this were not so, underperforming staff will not be motivated to boost their performance.</i>	<ul style="list-style-type: none"> -IPRP is good. -Motivating Initiative. -Rewarding. -Deterrent to underperforming staff.

Table 3.3: Thematic Analysis (Generating Initial Codes)

- 7) **Searching for themes:** Items of similar interest were categorised into proto-themes or units by the researcher. These units were labelled with a code that summarises or symbolises an extract's meaning, as pictorially depicted in the thematic map (**Figure 3.2**) below:

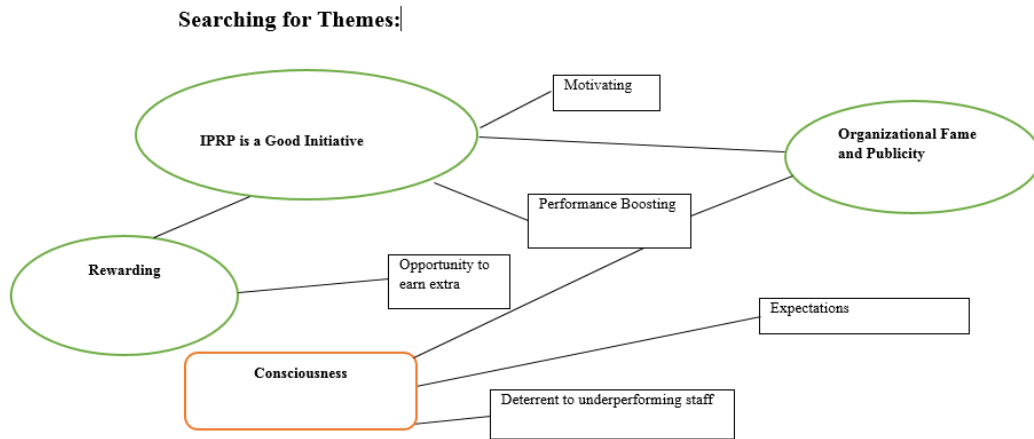


Figure 3.2: Thematic Analysis (Searching for Themes)

8) **Reviewing themes:** The text was cautiously re-examined for notable incidents of data for each proto-theme by taking each theme individually and re-assessing the original data for information relating to that theme. Also, the final form of each theme was refined and restructured, and the meaning of each theme was closely examined using all the materials and information connecting to each theme, as demonstrated in the revised mental map (Figure 3.3) below:

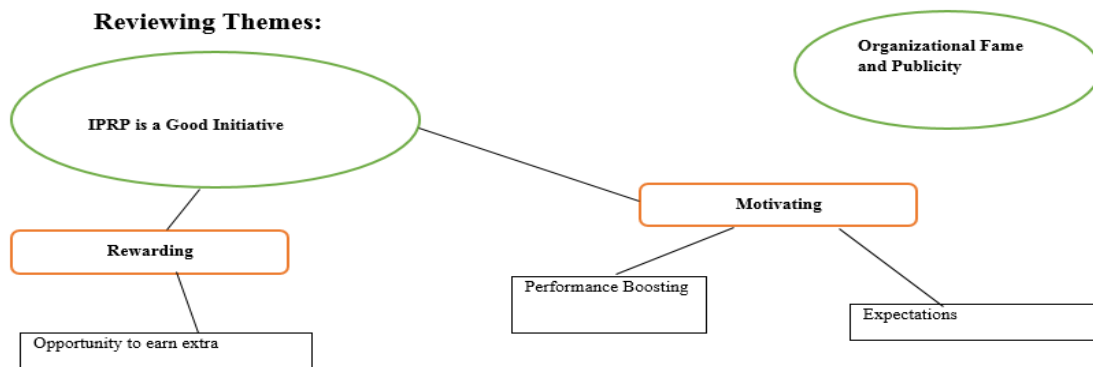


Figure 3.3: Thematic Analysis (Reviewing Themes).

9) **Defining and naming themes:** To create an overall narrative with the data corpus, the researcher at this stage re-named and re-defined all the supporting information. Specifically, all extracts or quotes were re-assessed for the final conclusion of each theme, utilising all the data relating to it. Summarily, each theme was reported with its description, in addition to exemplifying it with some data extracts/quotations from the original text and

interviews (data items) to help convey its meaning to readers. The final revised mental map for the ‘*Employee Perspectives on IPRP*’ thematic example is pictorially displayed in **Figure 3.4** below:

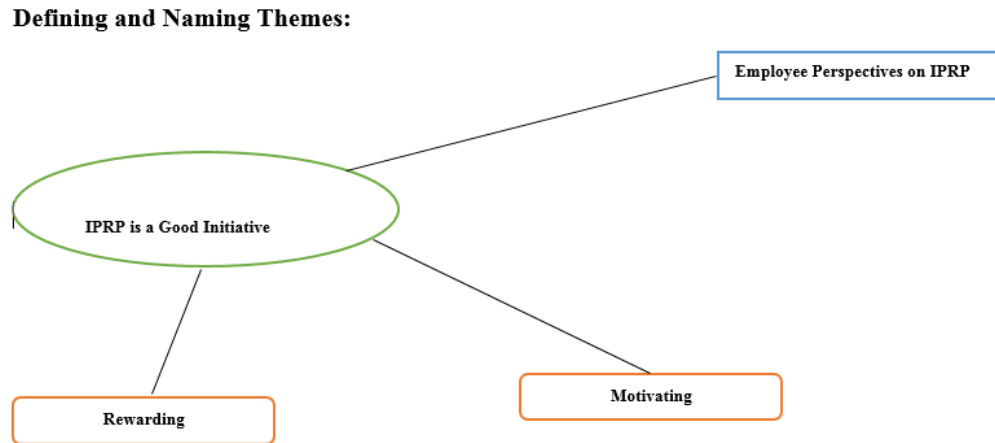


Figure 3.4: Thematic Analysis (Defining and Naming Themes).

10) Producing the report: This last stage involves the final analysis and write-up of the report.

In accordance with the aims and objectives of the thesis, the researcher has therefore produced the report of findings in Chapters 5, 6 and 7. Data extracts from relevant data items have been used to support each of the emerging major and sub-themes.

3.9.2 Corporate IPRP Policy Statements

3.9.2.1 Document Analysis

Bryman (2012) refers to document analysis (DA) as a form of qualitative research where significant documentary evidence is obtained to validate and support facts stated in a research project, involving reading and reviewing written material. Bowen (2009: 27) defines it as ‘a systematic review that requires the examination and interpretation of data in order to elicit meaning, gain understanding and develop empirical knowledge’. According to Bryman and Bell (2015), organisational documents deriving from private sources such as companies are likely to be meaningful and authentic in the sense that they can be both clear and

comprehensible to a researcher. This is not to suggest that analysts of such documents should be complacent, since issues of credibility and representativeness are likely to challenge document analysts somewhat more. To overcome these concerns, biases and subjectivities, Bowen (2009) and O'Leary (2014) suggest incorporating clear, evaluative steps and processes.

3.9.2.2 Procedure

Although it was not followed in a linear order, O'Leary's (2014) 8-step document analysis planning process therefore helped the researcher to ensure that the findings were reliable. Based on situational issues, the order in which these steps were utilised in this study are outlined below:

- 1) **Consider how texts will be accessed with attention to linguistic or cultural barriers:** Ghana is an English-speaking country, thus language was not a barrier. After seeking access, e-mails were sent to the respective company co-ordinators within the HR departments prior to acquiring the documents, in order to enlighten them on the specific documents relevant to the study. Requisite communication with co-ordinators was also done via text messages and telephone calls where appropriate.
- 2) **Gather relevant texts:** In line with the aims of the research, the IPRP policy document utilised by F01, FO2 and FO3 and the Government of Ghana's legal and regulatory framework for financial institutions regarding the implementation of IPRP were the documents of interest.
- 3) **Acknowledge and address biases:** The researcher was provided with an assortment of documents. However in line with the aims of this research and to avoid personal bias

and subjectivity, only the performance management policy and IPRP-related records were selected for analysis.

4) The acquisition of these documents was signed off with a ‘confidentiality and safe-keeping’ agreement with the three organisations under study.

5) **Develop appropriate research skills:**

- a. Initially, the researcher actively read and reread through the documents in order to become very familiar with them.
- b. At this stage, some initial ideas and notes were also taken and some relevant sections in the documents were also highlighted using coloured pens, as illustrated in **Table 3.4** below:

Financial Organization	Examples of some highlighted relevant sections of the IPRP policy documents used for analysis.	Initial Codes
FO1	Members of staff shall be appraised on their performance on semi-annual basis based on the Balanced Scorecard concept. The scope of the Performance Management Policy covers every regular employee of FO1.	-Appraise. -Semi-annual basis. -Balanced Scorecard Concept. -Performance Management Policy. -Every regular employee.
FO2	Performance reviews will be conducted twice a year on a half yearly basis. At the beginning of the year, Heads of Departments, Managers and Supervisors will agree with each employee the performance objectives for the year. The review will be done at the end of June and December. Performance appraisal shall entail a written assessment of each employee's performance for the period based on the 360 degrees feedback concept.	-Twice. -Half yearly. -June and December. -Heads of Departments, Managers and Supervisors. -Performance appraisal/review. -Written assessment. -Employee performance. -360 degree feedback.
FO3	In relation to employee remuneration, FO3 operates a fair performance-related pay process with career progression, special awards, commendations and compensation as components of the reward package. The appraisal system is important to FO3. During the recruitment process all is done to ensure that employees understand how they will be assessed twice a year on their set targets and key performance indicators (KPIs) and to take personal responsibility for it.	-Appraisal System. -Reward Package. -Personal responsibility of employees. -Fair. -Twice a year. -Targets. -Key Performance Indicators.

Table 3.4: Document Analysis (Initial Ideas and Notes).

- c. The researcher then sorted and grouped these initial notes and ideas into potential themes, as depicted in **Table 3.5** below:

Financial Organization	Initial Codes	Searching for and Reviewing Themes
FO1	-Appraise. -Semi-annual basis. -Balanced Scorecard Concept. -Performance Management Policy. -Every regular employee.	-Performance Management Policy aims to 'appraise' 'every regular employee'. -Timing/Regularity: 'Semi-annual bases based on the 'Balanced Scorecard Concept'.
FO2	-Twice. -Half yearly. -June and December. -Heads of Departments, Managers and Supervisors. -Performance appraisal/review. -Written assessment. -Employee performance. -360 degree feedback concept.	-Timing/Regularity: <i>Written assessment of employee performance is done half yearly (June and December) based on the 360 degree feedback concept.</i> -Implementers: <i>Heads of Departments, Managers and Supervisors.</i>
FO3	-Appraisal System. -Reward Package. -Personal responsibility of employees. -Fair. -Twice a year. -Targets. -Key Performance Indicators.	-Timing/Regularity: <i>Twice a year based on KPIs for every individual employee.</i>

Table 3.5: Document Analysis (Potential Themes).

- d. The themes from some relevant sections of the documents being analysed were defined and named as pictorially demonstrated in **Table 3.6** below:

Financial Organization	Searching for and Reviewing Themes	Defining and Naming Themes
FO1	-Performance Management Policy aims to 'appraise' every regular employee'. -Timing/Regularity: 'Semi-annual bases based on the 'Balanced Scorecard Concept'.	-Timing/Regularity: 'Semi-annually based on the 'Balanced Scorecard Concept'.
FO2	-Timing/Regularity: <i>Written assessment of employee performance is done half yearly (June and December) based on the 360 degree feedback concept.</i> -Implementers: <i>Heads of Departments, Managers and Supervisors.</i>	-Timing/Regularity: <i>Half yearly based on the 360 degree feedback concept.</i>
FO3	- Timing/Regularity: <i>Twice a year based on KPIs for every individual employee.</i>	- Timing/Regularity: <i>Twice a year based on KPIs for every individual employee.</i>

Table 3.6: Document Analysis (Defining and Naming Themes).

- 6) Consider strategies for ensuring credibility:** Bowen (2009) recommends that documents being used in DA should be examined for their completeness in terms of how comprehensive they are. Thus, after the documents acquired were thoroughly examined, the researcher discovered that they each provided information only on why and how the performance of employees were measured using IPRP, the regularity of assessment and the responsibilities of both implementers and employees in the appraisal process. These documents failed, however, to expatiate how these IPRP policies measured up to statutory obligations or to track the changes regarding these.
- 7) Know the data one is searching for:** Realising this shortfall in the completeness of data from the DA, the researcher enquired further from the co-ordinators within the HR departments of the organisations under study via email. However, these attempts yielded no extra information as there was no Government of Ghana documentation on the legal framework on IPRP for financial institutions.
- 8) Have a backup plan:** To lend credibility to the findings from the DA and to address the dearth of information identified in steps 5 and 6, the researcher made a note and included items on the interview schedules for HRMs and LMs to address this gap.

Similar items were also included on the interview schedule for officials of the MELR and FWSC.

In this study, data obtained from the DA of FO1, FO2 and FO3's IPRP policy documents were used to garner evidence to support and ascertain the similarities and differences in the IPRP policies and practices implemented within the three firms. To enhance triangulation, convergence and corroboration, these findings were then compared with the information and themes emerging from the TA of the interviews (data items: HRMs, LMs and LLEs interviews) obtained from the entire data corpus. Altogether, the findings from these two methods of analysis and confluences of evidences lent credibility to the study and reduced the potential of bias (Bowen 2009).

3.10 Ethical Considerations

Saunders et al. (2016: 239) stipulate that ethical concerns will unfold as a researcher designs and plans research, seeks access to organisations and to individuals, collects and analyses results and reports findings. Thus, research ethics refer to the standards of behaviour that guide the conduct of the researcher in relation to the rights of those who become the subject of any piece of research or are affected by it (e.g. Bryman and Bell 2012; Collis and Hussey 2014).

Correspondingly, the British Educational Research Association (BERA 2011), Creswell (2012) and Seale (2004) declare that academic research should be organised and carried out within an ethic of respect for the individual, knowledge, democratic values, quality of educational research and academic freedom. In the same vein, consideration must be given to how research is imposed on individuals (with or without their consent), and how this can be

balanced with the benefit of making positive contributions globally (Ali and Kelly 2011). Subsequently, the following ethical considerations were taken into account:

3.10.1 University Approval

The research project was subject to approval by the 'Coventry University Ethics Committee', the 'Research Ethical Guidelines for Postgraduate Students' and the 'Coventry University's Business School's Research Ethics Committee Guidelines'. Additionally, the 'University's policy on plagiarism' guidelines were complied with.

3.10.2 Informed Consent

Foremost, the researcher obtained permission from FO1, FO2 and F03. Company authorisation letters were then officially issued to the investigator. Subsequently, the researcher sought the permission of each interviewee prior to the start of each interview by allowing them to complete and sign off an informed consent form as shown in Appendix 1 (Cameron 2011; Kvale 2007). In this form, the participants were informed about the purpose of the interview, the approximate time for its completion, a statement on confidentiality and anonymity and the contact details of both the researcher and Director of Studies (DoS) (Zikmund 2000).

Furthermore, the researcher promoted transparency and facilitated participant enrolment in the research via the participant information sheet (Appendix 2). This sheet spells out the overarching purpose and benefits of participation as well as the responsibilities of the participant. It also goes further to provide information on the researcher's background (Dillman 2000). All necessary written or verbal explanations were provided to the participants in the

English language and in easy-to-understand terminologies (Saunders et al. 2009; Sekaran and Bougie 2010).

3.10.3 Voluntariness of Participation

Participants were made aware of the pure academic purpose of the research. It was also emphasised that participation was entirely voluntary (Cooper and Schindler 2008; Driscoll 2011). Participants were told that they had the right to refuse participation at any point in time for whatever reason without any negative repercussions (Merriam 2009). Nevertheless, the researcher specified that this was only allowable before the collected data was analysed and before any results were written up, since any decision to withdraw after this stage of the research might impact the findings.

3.10.4 Confidentiality of Data and Anonymity of Participants

Confidentiality is the protection of research participants such that the information they provide is neither linked to their individual identities nor divulged to the public (Polit and Beck 2006; Whiting 2008). Anonymity is also the 'assurance given to participants and organisations that they will not be named in research' (Collis and Hussey 2014: 33). In the light of these definitions, Burns and Grove (2005) therefore put forward that all research participants have the right to confidentiality, anonymity and privacy and these were emphasised in this research.

- ❖ First, all the respondents were assured that no one would be identified in the final reports that would be submitted to the companies (Driscoll 2011). Hence pseudonyms were used to protect their identities since, as Burns and Grove (2005) emphasise, true anonymity only exists when the identity of the

respondents cannot in any way be associated with the data collected, even by the researcher.

- ❖ Second, all data that was gathered was password secured on a computer only accessible to the researcher (BERA 2011; Saunders et al. 2016). These data included demographic information on all the participants, provided via the questionnaire and interviews, email correspondences between the researcher and the participants, and the transcribed interviews. Once the research process is complete, all of this information, including the audio-recorded interviews, will be destroyed (Levine 2011).
- ❖ Third, the audio-recorder used for the interview recordings, as well as all the official company documents given to the researcher, were bolted securely in a locker provided and situated within the protected Coventry University main campus premises, where only the researcher had access.

3.10.5 Copyright, Plagiarism and Internet Usage

The researcher understood the rights of authors and ensured that all copyrighted materials were used appropriately. All authors were also referenced following the Coventry University (CU) Harvard referencing style. Thus, the researcher exercised respect for all persons providing information, the information gained, the human resource and employee reward management literature and IPRP and the companies that consented to research being carried out on their employees (Eysenbach and Till 2001).

Chapter Summary

This chapter presented a brief overview of the research process. It also examined the research philosophy, approach and design. Furthermore, the qualitative techniques utilised in data collection, including the measures taken to enhance the trustworthiness of the research, were expounded. The chapter summed up by discussing the data analysis procedures and ethical considerations associated with the adopted research methodology. The subsequent chapter explores and presents the findings from the employees' perspective of the use of IPRP within the financial services industry in Ghana. These findings were derived from secondary data gathered via peer-reviewed academic journals, blogs, tweet reviews, news articles and other social media.

CHAPTER 4: SENTIMENT AND THEMATIC ANALYSIS OF SECONDARY DATA

4.1 Chapter Overview

The regular revisions and increments in minimum capital requirements for Ghanaian and Nigerian financial institutions have heightened competition within the financial industries in both countries, resulting in the extensive use of IPRP as an employee reward strategy to motivate superior employee performance and drive aggressive deposit mobilisation in order to maximise profit (e.g. Maycock and Puplampu 2014; Oluka 2014). This exploratory study examined employee perspectives on the use of IPRP within the financial services industry in Ghana and Nigeria, using secondary data gathered via peer-reviewed academic journals, blogs, tweet reviews, news articles and other social media. This data was then analysed using sentiment analysis (SA) and thematic analysis (TA) (Peter 2002; Braun and Clark 2006). Four disturbing/emergent themes around 'The setting of unrealistic targets which were to be met within stiff deadlines and timeframes', 'Ethical challenges', 'Job insecurity: Harsh and vicious dismissal practices in the management and implementation of IPRP' and the 'Work intensification: Degradation of employee (psychological and physical) well-being' were highlighted. These findings served as the basis for the design of a semi-structured interview guide and the primary multi-method qualitative research, which sought to address the concerns over whether there are any mechanisms guiding the implementation and use of IPRP within Ghanaian financial services institutions.

4.2 Outcomes of IPRP from Secondary Data Research: The Ghanaian and Nigerian Financial Services Sector

The Ghanaian financial services sector, which has developed significantly over the past decade, consists of the banking, insurance and capital markets (PwC Ghana 2015-2016). To strengthen its regulatory and supervisory functions, the Bank of Ghana (BoG) Act 2002 (Act 612) was replaced with the Banking Act 2004 (Act 673) and in February 2003, the BoG formally introduced the Universal Banking Business License (UBBL), which was envisaged to increase competitiveness within the industry.

In line with this, the BoG regularly reviews operating requirements for financial services institutions. In 2013, it revised the minimum capital requirements for new industry entrants in accordance with Section 6(2) of the Banking Act, 2004 (Act 673) and Section 11 of the Non-Bank Financial Institutions Act, 2008 (Act 774). Thus, the minimum capital requirement for obtaining a class 1 banking licence was increased from GH¢ 60 million (£10,848,519.89) to GH¢ 120 million (£21,695,827.17) and for obtaining a Savings and Loans, Finance House or Mortgage Company licence, it was increased from GH¢ 7 million (1,265,806.87) to GH¢ 15,000,000.00 (£2,712,763.70). Already licensed class 1 banks and non-bank financial institutions were also required by the BoG to maintain an unimpaired capital respectively, as above. As at the end of December 2016 and January 2017, the BoG (2017) reports that there were 34 licensed banks operating within the formal banking sector and 70 non-banking financial institutions (NBFIs) operating in the country.

Correspondingly, in the Nigerian banking sector, the issue of a poor capital base in the 1980s led to the collapse and liquidation of many new commercial or new generation banks and the resultant loss of depositors' funds. Professor Charles Soludo, the then Governor of the Central Bank of Nigeria (CBN), therefore initiated a total reform with a major requirement for

these banks to have a minimum capital base of twenty-five billion naira, in order to prevent this insecurity. This condition proved to be a major challenge and after a series of consolidations, mergers and acquisitions, only twenty-five banks met this minimum requirement at the deadline of December 2005 and therefore qualified to continue operating (Adegbaaju and Olokoyo 2008).

Like the competitive Ghanaian situation, where reports indicate that less than 20% of Ghanaians still save with banks, and the 34 banks operating in the country therefore struggle to obtain their portion of this percentage (City & Business Guide 2010), these Nigerian new generation banks also have the arduous task of competing with the older banks. Hence some of these new generation banks have adopted several strategies, including the relaxation and removal of bureaucratic operating procedures, to make their services efficient, better and faster (Ilupeju 2008). Additionally, these banks give high interest rates to customers, bringing flexibility to management styles while disregarding trade unionism and adopting aggressive marketing strategies with female graduates as marketers (Adenugba and Ilupeju 2012). These strategies have caused concerns about questionable labour practices, coupled with the rising complaints of abuse and sexual harassment thriving in the banking sector due to the glut in the labour market (Sule and Three Anonymous Bankers 2012).

Furthermore, the new generation Nigerian banks are flexible in their labour and recruitment standards and give their employees enhanced pay and conditions. These enhanced pay and conditions, a phenomenon common in both Ghana and Nigeria, are attached to employees' ability to perform against their given targets within a specified timeframe; this is termed individual performance-related pay (IPRP) (e.g. Armstrong 2010; Maycock 2009; Maycock and Puplampu 2014; Puplampu 2014). If these targets are not met, a percentage of

the employee's salary may be deducted and their promotion and other bonuses delayed (Bangudu 2016).

Nigeria is a masculine society with no clear preference for uncertainty avoidance, compared to Ghana, which is a more feminine culture with a clear preference for uncertainty avoidance (Hofstede 2016, 1980a). However, both countries are culturally similar with regard to high power distance, collectivism and indulgence – great respect for tradition and normative ways of thinking are exhibited, as indicated by their low scores on Hofstede's (2016) long-term orientation cultural typology dimension.

Furthermore, these nations are two of the most important members of the ECOWAS and the Commonwealth of Nations (Owusu 2004). Their existing close pre- and post-colonial relations have resulted in the high influx of Nigerian banks into Ghana as a result of the high minimum capital requirement needed to invest in the Nigerian banking sector (International Institute for the Advanced Study of Cultures, Institutions, and Economic Enterprise 2015). These regular revisions and increments in minimum capital requirements for financial institutions have heightened competition within the financial industries in both countries. This in turn has resulted in the extensive use of IPRP as an employee reward strategy to motivate superior employee performance and drive aggressive deposit mobilisation in order to maximise profit (e.g. Maycock and Puplampu 2014; Oluka 2014).

These issues raise ethical concerns regarding whether there are any corporate governance mechanisms guiding the implementation and use of IPRP within these financial organisations. Findings from this preliminary study on the experiences and perspectives of employees around the use of IPRP within the Individual Performance-Related Pay System, focusing on the financial services sector in Ghana and Nigeria, are therefore presented in the next section.

4.3 Outcomes of PRP: Ghanaian and Nigerian Financial Services Employees' Lived Experiences and Perspectives

This section presents the findings on the lived experiences and perspectives of Ghanaian and Nigerian financial services employees with regard to the implementation and use of IPRP to monitor their performance. Thematic and sentiment analysis were used to analyse secondary data available on the phenomenon under study over a period of 10 years, as pictorially depicted in **Figure 4.1** below:

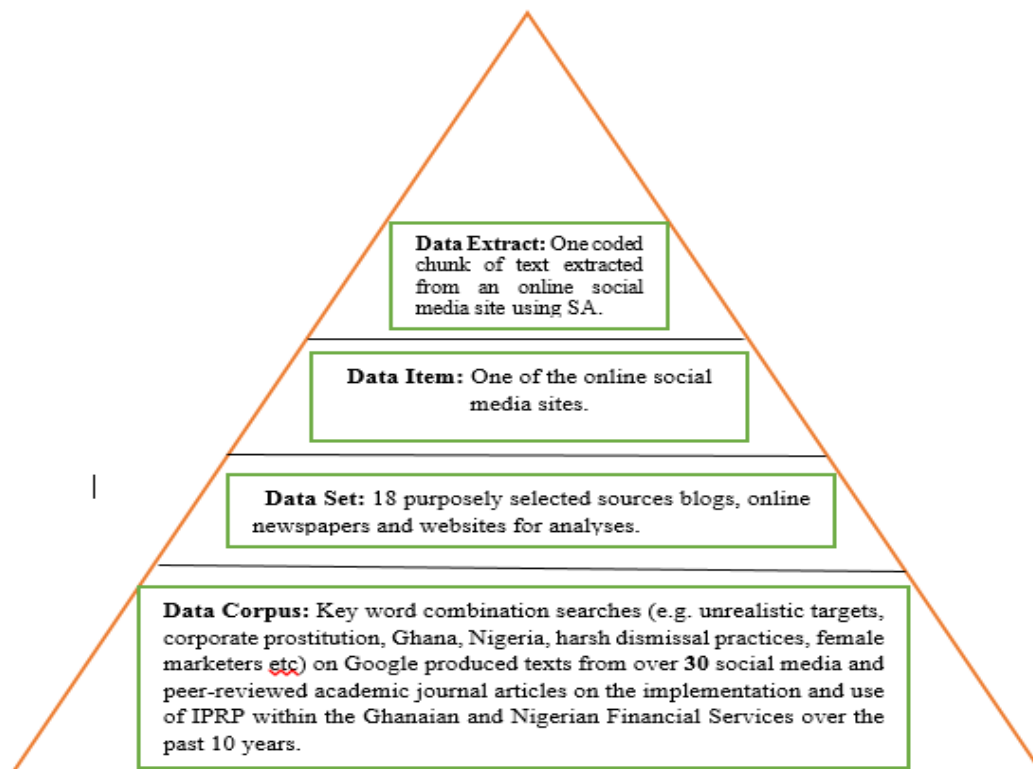


Figure 4.1: Thematic and sentiment analysis of secondary data

The sites and sources chosen had over forty thousand views, with comments running into the thousands. These therefore allowed the researcher to identify views that were being articulated on such sites in order to extract the full value from the conversational interactions, using TA (Braun and Clark 2006) to code data items. According to Braun and Clark (2006),

TA is a method for identifying, analysing and reporting patterns within qualitative data (See Chapter 3 for a more detailed description of TA). Renee and Jill (2017) recommend that researchers should be transparent about the process and methods utilised during the analysis of data. To enhance the rigour, clarity and credibility of the findings and conclusions, the researcher therefore followed the six clearly defined TA steps (*Familiarizing yourself with your data, generating initial codes, searching for themes, reviewing themes, defining and naming themes and producing the report*).

To lend credence to the emergent themes highlighted in the initial TA of data, SA (Turney 2002), a technique applied to reviews and social media for a variety of applications ranging from marketing to customer service (Pang, Lee, and Vaithyanathan 2002), was used to evaluate the attitude (i.e. evaluation or affective state) of the informants on the sites (i.e. blogs, websites, online news articles etc.). Thus SA, including the automatic processing, summarisation and classification of polar opinions (Liu 2009), was used to manually extract relevant coded chunks of data from the data items to support the emerging themes highlighted in the initial TA of data.

All these steps together proved useful for this secondary review as they helped to triangulate data, promoting the reflexivity, rigour and trustworthiness of the research outcomes. The findings are presented in line with the aim of this research. A summary of the blogs, websites, online news articles etc. and the peer-reviewed academic journals utilised can be found below in **Table 4.1**.

4.3.1 Unrealistic Target Setting¹

As opposed to simply trying to ‘do your best’, goals or targets must be specific, challenging and short term rather than long term (e.g. Latham and Locke 1979; Mento, Steel and Karren 1987). Likewise, ‘SMART Goals’ or ‘Specific, Measurable, Attainable, Relevant or Timely Goals’ have been used to explain the desirable quality of goals in many sectors and industries (Turkay 2014). In divergence with the characteristics of efficient goals, one of the major themes or findings from the analyses indicated *‘the setting of unrealistic targets which were to be met within stiff deadlines and timeframes’*.

➤ ***‘The setting of unrealistic ordinarily unattainable, irrational and unreasonable targets’.***

The findings from the analyses of data indicated that in the drive for aggressive deposit mobilisation in order to gain competitive advantage over rivals, some employees surmised that they were regularly set unrealistic, illogical, impetuous and ordinarily unattainable targets by their organisations and these were imposed upon them. One male banker clearly states thus:

‘The targets set for staff are unrealistic and can never be met. We are given unrealistic targets for account opening, deposits, loan, E-products and collections’ (Sule and Three Anonymous Bankers 2012).

‘..it doesn’t matter your level of knowledge of banking, you are given a very high target to meet, failing which you may find yourself out of job the next day. The credit officers and “executives” who are at the forefront of deposit mobilisation for the banks appear to be the most seriously ‘disillusioned’ employees’ (GhanaWeb 2009).

This finding is similar to that of Akenbor and Imade (2011). They surmised after their study on ‘sales target and ethical behaviour of marketing executives within the Nigerian banking industry’ that the targets set for employees were ordinarily unattainable. Schunk

¹ Findings on this theme is also published in: “Maycock, E.A., Auluck, R. and Puplampu, B.M. (2017) ‘Unrealistic Goal Setting within the West African Financial Services Sector’. *The International Journal of Business & Management* 5(7), 115-123”.

(1990) claims that goals which are specific and clear intensify persistence and self-efficacy. This alleviates frustration, disappointment and the effects of anxiety. According to Locke and Latham (2002), it is also easier to appraise one's progress towards specific and well-defined goals. Additionally, employees are also able to discover and utilise proficient strategies and modes of perception and thought in order to achieve such goals. Contrarily, when goals are too difficult to achieve in comparison to their value, employees may give up on their goals. The right amount of challenge based on employees' skill level is therefore key to their engagement and overall ability to achieve set goals.

This finding is therefore disturbing as these measurable targets, which are relevant to the overall financial objectives of the organisation, are ordinarily unattainable; as such, employees are regularly frustrated, disappointed and anxious as a result of their inability to meet these targets. Supposedly, these targets are not only restricted to sales or marketing personnel but are also extended to other employees throughout the organisational ladder, ranging from junior officers within the operations department and other back office departments all the way up to the managing director (Sule & Three Anonymous Bankers 2012). Some have put the blame for these occurrences on several factors including the dwindling economies within these two countries, the casualisation of workers, the desperate and aggressive mobilisation or search for deposits resulting in unhealthy competition among the banks, the army of jobless youths etc.

➤ *'These targets were to be met within stiff deadlines and timeframes'.*

Intense competition, ordinarily unattainable expectations from supervisors, being preoccupied with achievement or success, absence of job security, inability to admit failure and the pressure from meeting with work-related deadlines have been reported to lead to a plethora of psychological problems and stress (e.g. Rao and Pradhan 2007). For instance,

Jeanie (2005), Beech-Hawley (2004) and Bakhtair (2004) suggest that high pressure as a result of frequently working to tight deadlines, acts as the source of many health problems and disorders. Within this study, findings showed that these huge targets, set for employees by their respective financial institutions, were to be met within stiff deadlines and timeframes. Illustrative of this are the opinions below:

'We have witnessed a situation where a female bank employee was given a job in January and by March was expected to meet a target of over GH¢50,000 (£8,653.00)'' the source said, noting that realistic target per employee per month should be around GH¢6,000 (£1,038.00)' (Modern Ghana 2010).

'According to her (an employee), some female bankers are recruited with clear instructions to generate between N150 million (£380,684.00) and N300 million (£761,415.00) within 3-6 months, while those in the operations department have specified targets, like N1 million (£2,538.00) per month, two savings accounts in one week or three in a month, depending on the branch head and stability of the branch' (Bangudu 2016).

According to Alexander (1981), setting good work deadlines is one of the key techniques of time management since it also helps to improve work performance (Labianca, Emory and Henry 2005). However, meeting these specific and challenging targets within these tight timeframes, according to these employees, has become an immense source of stress.

4.3.2 Ethical Challenges

Ethics in the context of this secondary review comprises right and wrong or moral conduct in relation to any aspect of the banking functions performed by Ghanaian and Nigerian banks. Like any other professional body, banking associations usually have certain rules of conduct that guide or bind members in the performance of their professional duties at large (Ogechwukwu 2013). According to Obeng (1990), these ethics stipulate the duties that the members of these professional bodies owe to themselves, each other and the general public in the practice of their professions (e.g. Chandan, Singh and Machanp 1990). Ayozie (2012) and Clow and Baack (2004) also suggest that the application and interpretation of an ethical or moral conduct differs from one culture to another and from context to context. Nonetheless,

the researcher identified banking and HR-related functions that are susceptible to ethical challenges in the modern Ghanaian and Nigerian banking industries, and these are expounded below:

➤ ***‘Increased levels of unethical behaviour among employees’***

The low levels of employment, ethical business problems, corruption and weak legal systems protecting employees etc. (e.g. Liu, Lo and Chen 2011; Uba 2010) within the Ghanaian and Nigerian socio-cultural and socio-economic context have resulted in a situation that has generated aggressive competition among employees. They are left with little or no options. To survive and at the very worst avoid being sacked, some of these employees are forced to do the ‘unthinkable’ in order to break the high bar and meet these unrealistic and humongous targets, in order to not forfeit the chance to be promoted.

For example, some of these financial services employees, particularly females, wear revealing tops and ‘micro mini skirts’ so they could entice prospective male clients and use that as an avenue to meet their targets. Male employees, on the other hand, wear tight-fitting polo shirts and trousers so that they can attract potential rich female clients. Ogechukwu (2013) reports that the banking industry, which has been known in the past to be a conservative place noted for peculiar but decent modes of dressing for both male and female employees, is now characterised by high levels of abuse and sexual harassment due to indecent dressing. Some informants sympathising with this pitiable trend indicated thus:

‘All banks in Ghana expect their employees to bring customers each month to save with them, but interestingly the same banks regularly set unrealistic targets with stiff deadlines for the employees to meet, leaving them with no options than doing the ‘unthinkable’ (GhanaWeb 2010).

‘There is no university that will teach you how to be an efficient marketer; when you get to the field, you are going to navigate your way to get your desired goal whether by sleeping or not sleeping with anybody’ (Nigeria Bulletin 2016).

➤ ***‘Gender Bias in Sales and Marketing Roles’***

Based on the analysis of data, the findings suggest that in order to meet their given performance targets, some notable banks have by convention accepted ‘sex trade’, ‘corporate prostitution’ or ‘sex-business’ between their employees and prominent personalities so they could win them as clients. They therefore employ young, elegant, cute, single and educated women whom they consider beautiful and pay (entice) them with mouth-watering salaries, incentives, benefits, dressing allowances and welfare packages (Jacob 2013; Utomi 2011). These enviable women with such attractive remuneration packages are coerced and told to meet these targets either by ‘hook or crook’, ‘going all out’, ‘use their assets maximally to their advantage’ or ‘using any means possible’ to get the men or prospective clients even if this means dating them irrespective of their ages (ibankng.com, 2016). Indicative are some voices below:

‘Seven years ago when I joined the banking industry, it was obvious that they had a hidden agenda because they did not mince words. ‘Go over there and woo new customers with all that you have’ were the words from our supervisor, who told us that we were lucky to get the job because it was competitive’ (Newissuesmagazine 2016).

‘In order to attract the big shots to invest with our banks, we (women workers) are let loose as bait and tagged as ‘marketers’. We have to convince the wealthy men to save millions with our organizations using whatever means we can. The big men often ask to sleep with us in return, so as to seal the deal. Failure for us to meet up our exorbitant annual targets would require the immediate termination of our jobs’ (Daily Monitor 2014).

➤ ***‘The Dilemma of Engaging in Corporate Prostitution’***

Furthermore, married women encounter a lot of subtle discrimination in these banks. For instance, they may be warned explicitly not to get pregnant. In some other banks, if they should wish to get pregnant, they must first obtain the approval of senior management. In other scenarios, single women employees are discouraged from getting pregnant (Mojisola 2010). Men also face discrimination since some of them find themselves having to choose between sleeping with their prospective clients (man or woman) in order to meet their targets or risk losing their position (Sule & Three Anonymous Bankers 2012). Inadvertently, some of these

banks resort to unethical means to ensure that these targets are met by impliedly or explicitly encouraging their staff, particularly the women to engage in illicit behaviour (Newissuesmagazine 2016). Thus, whether by action or character, a bank manager may not tell a woman banker to become a sex slave to a customer, but the insinuations are glaringly obvious when some of these banks, for example, even go to the extent of distributing condoms to their employees in their offices (Bangudu 2016). Below are some voices/sentiments illustrating this trend:

'Story of my life. Bank work ain't it. U sleep with bosses, customers, list is endless. I wonder why my relationships don't ever work out. I wish one customer will just marry me out of d bank' (Stelladimokorkokus 2016).

'I need to survive so I am doing it for a living. I also know of countless women bankers, young and old, who are 'forced' to use their bodies to generate funds for their employers' (GhanaWeb 2010).

Ukwu (2015), for example, cites an instance where in a rival race with other banks with similar motives, women marketers were briefed to woo as many senators as possible onto their list of clientele during the 7th and 8th National Assemblies of the House of Representatives in Nigeria. In these desperate attempts to secure good bargaining and meet targets, some of these women marketers soon found themselves in the beds of these senators. Most of these senators therefore saw these women bankers as prey, and it was normal procedure to sleep with them before being convinced to bank with their organisations (New Issues Magazine 2016). In this sleazy situation, although most of these relationships were not sustainable, some of these marketers eventually became second or third wives to these politicians.

According to the Daily Monitor (2014), this common phenomenon or canker, which nobody in the corporate environment will practically admit, involves countless single, married, old and young women bankers who are 'forced' to use their bodies to generate funds for their employers. Sometimes, even at short notice, some of these employees travel the length and breadth of the country and at other times some of them have to even go to the extent of

travelling with a client outside the country, all in a bid to secure a deposit for their employer. These are just a few of the unsavoury experiences of bank marketers whose task it is to market their banks' products and services and also attract potential clients; if they fail to do so, they will be humiliatingly dismissed for under-performance or inability to meet targets.

Oluka (2014) reports that the House of Representatives in Nigeria attempted to pass a bill to curb this canker, which has slowly but steadily eaten into the moral fibre of the banking sector. The aim of this bill was to prohibit corporate prostitution and the exploitation of Nigerian women by banks in a manner that made them compromise themselves in order to meet targets and keep their jobs. Unfortunately, however, this bill was never passed into law since it was protested against by commercial banks. The banks rejected claims by a section of the public that they were running prostitution rings in the name of employing young women to serve as marketing executives in order to attract deposits to the bank vaults (Oluka 2014). As at present, there has been a public outcry (e.g. GhanaWeb 2010) but no attempts yet to pass a bill to curb this problem in Ghana.

Those employees within these banks who are unable to give in to this pressure to warm the beds of potential clients for deposits, end up resigning and losing their jobs. For those who have no other means of surviving and wish to impress their employer for the sake of their job, they are pressured and subtly coerced into engaging in sexual escapades in order to meet these high targets (The Nation Newspaper 2016). It is therefore not surprising as one report indicates that *'dozens of women are seen every day parading the corridors of offices knocking on doors, and once let in, some would begin to weep, begging for help to meet their targets or they will get sacked'* (Nigeria Bulletin 2016).

Some argue that the women within these organisations should be mature enough to withstand the pressure, since everyone who works within the corporate setting is an adult. Also,

money could be sourced from financial institutions, pension fund managers, real business people, clubs, insurance houses and churches, to mention just a few. Hence, some might say that these women or men who engage in such sexual escapades or corporate prostitution succumb because they do not have the fear of God in them and therefore see nothing wrong with this practice. These arguments notwithstanding, the responsibility of the 'big men' in charge of such sources, who request that employees sleep with potential clients to 'seal the deal' or even to make them just start to consider opening an account with their bank (e.g. Nigeria Bulletin 2016), has not been fully explored.

These findings are similar to that of Adenugba and Ilupeju (2012), who discovered in a study on 'working conditions of women marketers in selected new generation banks in Ibadan, Nigeria', that 80.8% of women respondents agreed that sexual harassment is a major risk they face in the course of their work. In a similar study by Ibok and Etuk (2015), respondents indicated from an array of challenges that in the course of carrying out their marketing roles for the bank, sexual harassment was the greatest challenge, followed by intimidation from management and clients. Unrealistic sales targets or high workload, job insecurity, sexual discrimination or outright bias against women are some of the other major problems specified by respondents that they encounter in the course of performing their duties.

4.3.3 Job Insecurity: *'Harsh and Vicious Dismissal Practices in the Management and Implementation of IPRP'*

Adebayo and Lucky (2012) and Simon (2011) suggest that job security is the assurance from a company or organisation that their employees will remain with them in gainful employment for a reasonable period of time without being wrongfully dismissed. Within the corporate world, workers are dismissed for several reasons, ranging from but not limited to restructuring, under-performance, mergers and acquisitions, bankruptcy, insubordination etc.

Ideally, dismissal within the Ghanaian or the Nigerian banking industry should therefore be nothing out of the ordinary. Nevertheless, the impact of this ‘dehumanising’ and ‘traumatic’ phenomenon (i.e. harsh and vicious IPRP practices) is further aggravated when during monthly performance appraisal meetings, employees are called in by the board and told to account for everything they have done within the past month.

When targets have been met (irrespective of how these targets were met), these employees may be promoted quickly, to the envy of their marketing peers and other working colleagues (Nairaland Forum 2016). When targets have not been met, some of the employees involved are humiliated, queried and intimidated with various forms of threats. Insulting questions and derogatory executive comments are sometimes passed on these employees. Some are also advised to either resign or be sacked (New Issues Magazine 2016). In worst case scenarios, some are dismissed electronically via email or even through text messages (Fadare 2016).

In a similar humiliating instance Sule & Three Anonymous Bankers (2012) report a scenario where a general manager, in the presence of many people including the victim’s subordinates (a deputy general manager), was told, *‘since you can’t answer my question, let me test your intelligence to see whether you are more intelligent than my ten year old daughter’*. In another scenario a senior manager is reported to have shouted at his staff saying: *‘I will throw my shoes at you’; ‘Are you mad? I will slap you’*.

The low level of job security within the sector is so great and extreme that employees go to work and find themselves relieved of their jobs without proper notification processes (Adebayo and Lucky 2012). Adigun (2009) and Lucky, Minai and Rahman (2013) cite examples where in an attempt to restructure their workforce, Bank PHB, Spring Bank, First Bank, Diamond Bank PLC and Intercontinental Banks, among many other banks in Nigeria,

have relieved or were in the process of relieving between 200 to 500 employees of their jobs. The majority of these employees are at the mercy of their employers, who terminate their appointments or dismiss them without following due processes or giving them their due salary, as expressed below:

‘Per a female bank staff, "some banks, attach the payment of the salaries of marketers to performance on their given targets. If the target is not met, a percentage of their salary may be deducted and their promotion and other bonuses delayed”’ (Nairaland Forum 2016)

‘I have a friend who has just lost his job because he didn't meet his target. The management called him and advised him to resign or get sacked’ (City & Business Guide 2010).

4.3.4 ‘Work Intensification: Degradation of Employee (Psychological and Physical)

Well-being’

Employees’ expectations about the workplace are expanding, with many looking for personal development, fulfilment and well-being (Slemp, Kern and Vella-Brodick 2015). Nonetheless, the numerous instances of these kinds of statements, which are prevalent throughout the sector as a result of the over-prescription of IPRP, give rise to ‘psychological distresses, ‘ethical dilemmas’ and ‘pressure’, which negatively impact on the psychological and physical well-being of these employees. For instance, GhanaWeb (2010) indicates in a report on ‘some banks turning their women bankers into prostitutes’ that some of these employees, in order to keep their jobs, survive and make ends meet, have ended up inflicting pains on themselves. They have contracted diseases, are unable to settle down in a lasting relationship and others have ended up with destroyed and broken homes or wretched marriages (e.g. Sule & Three Anonymous Bankers 2012), as surmised in the voices below:

‘Both married women and single women were forced into this corporate prostitution. They either complied or stood the risk of losing their jobs. These bank staff, especially the women turned the whole business into a personal affair and ‘business-love’ relationship as they sleep with one client after the other. They were all given financial targets to meet individually; failure in which they lose their job. It is not a funny thing and this form of prostitution brought problems into lots of relationships and marriages’ (The Nation Newspaper 2016).

'I will blame this problem on the Monthly Performance Report (MPR) whereby a banker is called by the board and told to account for everything he or she has done so far...because we are rated on the targets we are given, we are constantly under pressure. So for the lady who does not have the fear of God in her, she would succumb' (City & Business Guide 2010).

Some have put the blame for these occurrences on socio-economic factors. These factors include the dwindling economies within these two countries, the casualisation of workers, the desperate and aggressive mobilisation or search for deposits resulting in unhealthy competition among the banks and the army of jobless youths etc.

Nonetheless, employee well-being is in the best interest of organisations and society (Harter, Schmidt and Keyes 2002). The work place is an important component of an individual's life and it affects his or her life and the well-being of society. The average adult spends much of his or her life working, as much as a third or perhaps a quarter of his waking life at work (Warr 1999). As such, employees' expectations about the workplace are expanding, with many looking for personal development, fulfilment and well-being (Slemp et al. 2015). Research evidence lends support to the fact that worker well-being is an invaluable strategic objective in organisations.

For example, Sears et al. (2013) assessed the association between the mental and physical well-being of 11,700 workers and outcomes such as presenteeism, intention to stay and job performance ratings, prospectively over one year. One year later, well-being still predicted all employee outcomes. Additionally, rises in well-being correlated with positive changes in work-related outcomes. Harter et al. (2002) also found that significant relationships existed between employee engagement and satisfaction and business-unit outcomes, including profit and productivity. Accordingly, Davis and Newstrom (1986) and Odondi (2014) also propose that rewards and sanctions, when used effectively in the workplace, assist organisations to focus on particular aspects of performance that are in need of improvement and regulate employee behaviour. It also helps to maintain positively motivated employees

with a high morale. These studies, taken together, indicate a positive association between individual employee well-being variables and esteemed organisational outcomes in places of work.

Nevertheless, the use of IPRP in such a manner within organisations, located in ‘uncertainty avoidance’ cultures and contexts characterised by socio-economic uncertainty (e.g. Liu, Lo and Chen 2011; Uba 2010), raises concerns regarding the mechanisms guiding its usage, the situational variables impinging on its effective implementation and its use within such business contexts. It also raises the question of how these all impact the psychological (mental and emotional) and physical well-being of employees.

The snapshot of findings highlighted in **Table 4.1** below has negative repercussions for organisational image and branding, competitive advantage and employee well-being. These findings and the ethical concerns raised served as the basis for the design of a semi-structured interview guide to assess whether there are any mechanisms guiding the implementation and use of IPRP within Ghanaian financial services institutions (see Appendices 3-6).

Table 4.1: Summary of Findings and Emergent Themes

Source	Theme	Sub-theme
Blogs: City & Business Guide (2010), Oluka (2014), Bangudu (2016), Fadare (2016), dimokokorkus (2014, 2015, 2016), Ukwu (2015), Sule (2016), Klutse (2010), Osewa (2016). Online Newspapers and Websites: Modern Ghana (2010), Nigeria Bulletin (2016), Nairaland Forum (2016), New Issues Magazine (2016), The Nation Newspaper (2016), ibankng.com (2016) and GhanaWeb (2010). Peer-reviewed Academic Journal Articles: Adenugba and Ilupeju (2012) and Ibok and Etuk (2015) and Maycock and Puplampu (2014)	'The Setting of Unrealistic Targets which were to be met within Stiff Deadlines and Timeframes'.	- <i>'The setting of unrealistic ordinarily unattainable, irrational and unreasonable targets'</i> . - <i>'These targets were to be met within stiff deadlines and timeframes'</i> .
	'Ethical Challenges'	- <i>'Increased levels of unethical behaviour among employees'</i> . - <i>'Gender Bias in Sales and Marketing Roles'</i> . - <i>'The Dilemma of Engaging in Corporate Prostitution'</i> .
	'Job Insecurity: Harsh and Vicious Dismissal Practices in the Management and Implementation of IPRP'	- <i>'Humiliating, intimidating, threatening, insulting questions and derogatory executive comments sometimes passed on to some employees prior to dismissal for not meeting targets; For example 'resign or get sacked'</i> . - <i>'The unpredictability of dismissal and via modes such as email or text messages; disengagement without salary etc.'</i>
	'Work Intensification: Degradation of Employee (Psychological and Physical) Well-being'	- <i>'Psychological distress', 'pressure', 'high probability of contracting sexually transmitted diseases', 'inability to settle down in a lasting relationship', destroyed and wretched families, broken homes and marriages' etc.</i>

It is in the light of these criticisms against the ethics of IPRP in practice, how targets are set and measured, how pay is allocated, and an assessment of the situational variables impinging on its effective implementation within certain business settings, that this research was conducted within the Ghanaian 'uncertainty avoidance' culture and uncertain socio-economic context. The aim of this primary research was therefore to ascertain the mechanisms guiding the usage of IPRP (a Western management tool) within the Ghanaian financial services industry (a non-Western context).

4.4 Guiding Principles on the Use of IPRP: An Essential Requirement

One way in which banks have the potential to impact human rights is to prevent discrimination in the way employees are treated (De Felice 2015). Globally, the Universal Declaration of Human Rights clearly states that 'every organ of society', including business enterprises and therefore banks, has a corporate responsibility to respect human rights, and victims of human rights have the right to effective remedy (Brightwell 2014). Within the UK, the Financial Conduct Authority (FCA) is the body responsible for regulating financial firms providing services to consumers and it maintains the integrity of the financial markets (Gonzalo 2010). Being independent of the UK Government and structured as a company limited by guarantee, the FCA focuses on the regulation of conduct by both retail and wholesale financial services firms.

In addition to the FCA, the UK ACAS (Advisory, Conciliation and Arbitration Service 2018) is the United Kingdom's leading impartial authority on workplace relationships and effectiveness. Therefore, employees who find themselves in unpleasant relationships (e.g. unfair treatment, harsh dismissal practices etc.) have this regulatory body to revert to in confidence. Also, from a stakeholder perspective (i.e. shareholders, management, employees, unions, customer satisfaction, audit committee, legislation and regulation and community), WorldatWork (n.d.) stresses the importance of guidance mechanisms to safeguard the use of IPRP. From the foregoing and the themes highlighted in the secondary analysis of data in the previous sections, questions are therefore raised over whether there are any mechanisms guiding these financial institutions within developing country contexts, in particular with respect to their use of IPRP.

This study therefore sought to ascertain whether there are any legal and regulatory frameworks or bodies responsible for regulating these institutions. The findings will inform

HR practitioners within banks in Ghana by throwing more light on the requisite mechanisms needed to govern the use and implementation of IPRP. It will also apprise the Ghanaian Ministry of Employment & Labour Relations of the employment legislations that are required to guard against unrealistic target setting, harsh workplace practices that result in the degradation of employees' physical and psychological well-being, unfair dismissals, the termination of job contracts without following due processes and the use of bank sales and marketing employees as corporate prostitutes, particularly women. Such legislation would avoid anyone having to feel that this is necessary in the workplace.

Chapter Summary

This chapter explored employee perspectives on the use and implementation of IPRP within the financial services in Ghana and Nigeria based on secondary (publicly) available data from peer-reviewed journal articles and other online social media. Findings from this exploratory review highlight four emergent themes around 'The setting of unrealistic targets which were to be met within stiff deadlines and timeframes', 'Ethical challenges', 'Job insecurity: Harsh and vicious dismissal practices in the management and implementation of IPRP' and 'Work intensification: Degradation of employee (psychological and physical) well-being'. These preliminary outcomes have negative implications for organisational image/branding and employee well-being. These findings served as the basis for the design of a semi-structured interview guide and the primary multi-method qualitative research which sought to address the concerns regarding whether there are any mechanisms guiding the implementation and use of IPRP within these Ghanaian financial services institutions. Going on to Chapter 5, semi-structured interview findings from HR managers' perspectives on the design, implementation and use of IPRP within the three Ghanaian financial institutions under study will be expounded.

CHAPTER 5: CORPORATE GOVERNANCE MECHANISMS GUIDING THE USE AND IMPLEMENTATION OF INDIVIDUAL PERFORMANCE-RELATED PAY (IPRP)

5.1 Chapter Overview

This chapter provides an overview of the Ghanaian cultural and socio-economic context. In line with objectives two and three of this study, a description of the three case studies and the findings on the corporate governance mechanisms guiding the use and implementation of IPRP within the three financial services under study are presented. Furthermore, the similarities and differences between the particular policies and practices put in place to underpin and support IPRP within the three organisations (obtained from corporate policy statements) are examined. HR managers' perspectives of designing and superintending these policies and practices and how these measure up to statutory obligations are further discussed. Altogether, these findings serve to illustrate the corporate stance of the three financial services institutions in relation to the implementation and use of IPRP. From here on, the results of this chapter are juxtaposed with the veritable experiences of line managers and employees, and the follow-up interviews with officials of the Ghanaian Ministry of Employment and Labour Relations (Chapters 6 and 7).

Section 5.2 describes the case studies, Section 5.3 presents the demographic results of the 6 HRMs interviewed within the study and Section 5.4 analyses and discusses the six main themes: *IPRP Policies and Practices; Mechanisms Guiding the Use of IPRP; Measurement of*

Performance; Management and Implementation of IPRP; Challenges in Implementing IPRP; Monitoring and Evaluation of IPRP Policies and Practices. Some sub-themes were identified under some main themes. Section 5.5 provides the concluding statement.

For ease of reference and to ascertain the similarities and differences in the perspectives in relation to the design, use and implementation of IPRP, codes were used to identify respondents and corporate policy documents as outlined in **Table 5.1**:

Table 5.1: Codes (Respondents and Corporate Policy Documents)

Code	Description
Participant 1 FO1/HRM: Male/Female	A male or female Human Resources Manager within financial organisation one.
Participant 1 FO2/HRM: Male/Female	A male or female Human Resources Manager within financial organisation two.
Participant 1 FO3/HRM: Male/Female	A male or female Human Resources Manager within financial organisation three.
PMP/FO1	The Performance Management Policy of financial organisation one.
RPMS/FO2	The Reward and Performance Management Strategy of financial organisation two.
PAP/FO3	The Performance Appraisal Policy of financial organization three.

5.2 The Case Studies

5.2.1 Financial Organisation One

Financial organisation one (FO1) is a non-banking financial institution, registered with the Bank of Ghana (BoG) under the non-banking law PNDC Law 328. It engages in payroll-tied lending. FO1 opened for business in 2003. In addition to payroll loans, the organisation's micro division also provides financial services to informal traders who operate in Ghana's traditional open-air markets. Guided by an experienced board and a talented management team, FO1 has come to understand the needs and attitudes that drive the Ghanaian people's relationship with credit. As a result, it is one of the nation's leading credit providers with a presence in each of the ten regional capitals (FO1 2016).

The vision of FO1 is to provide the most valued, unique and relevant financial solutions suited to the needs of an inclusive and broad customer base in its chosen markets, embracing technology, product leadership and innovation and so becoming the leading developing market financial solutions provider (FO1 2016). The management of FO1 recognises that local partners and local management are the true champions of its brand and that their local wisdom is critical to the organisation's overall success. To achieve its business objectives and fulfil its brand promise, management therefore empowers its employees with the requisite tools and encourages them to be proactive. They also uphold the highest standards of integrity, corporate citizenship and ethical behaviour. As part of its employee reward and performance management strategy, financial organisation one (FO1/PMP Document 2016) ensures that all employees are:

- * Aware of the work expected of them;
- * Provided with continuous feedback about their performance;
- * Provided with opportunities for professional development.

Supervisors throughout the year therefore manage the work of their employees with the aim of accomplishing the goals of the unit, department or branch. They do this by coaching, reinforcing and documenting employees' performance throughout the cycle. The tracking sources and frequency recorded on the performance contract provide the format for monitoring and documenting an employee's performance and the feedback between the employee and supervisor. Each supervisor meets with each employee at least once at the approximate midpoint of the work cycle, usually between October 1 and October 30, for an interim review of performance. The purpose of this meeting is to discuss the employee's progress towards each of the established expectations as well as to initiate actions for improvement if needed.

The supervisor then documents the action and specifies an improvement plan to overcome any deficiencies. Though non-essential, overall rating discussions are also recorded.

5.2.2 Financial Organisation Two

Financial organisation two (FO2) is a non-bank financial institution licensed in 2007 under the NBFI law, PNDC Law 328, to provide financial services. The company commenced operations as a Finance House in 2008 and was able to acquire a Savings and Loans license in its fifth year of operation. From humble beginnings, FO2 has confidently navigated through the turbulent courses of the financial services industry with distinction. FO2 is now a household name and takes pride in its wide portfolio of loyal customers who have not just passed through its corridors but who have been with the company since its inception, in fulfilment of the proposition to support and be with them every step of the way (FO2 2016).

As a Savings and Loans Company licensed and supervised by the BoG, FO2 is authorised to mobilise deposits and give loans to the general public. FO2 specialises in delivering an array of financing solutions that best serve the exact needs of their clients in the forms of e-Banking Products and Services (ATM cards, internet banking, SMS/Email Notifications, e-Statements), banking services, investments and loans (FO2 2016).

FO2's vision is to be the nation's first choice for the provision of tailored and innovative relationship-based financial services solutions that inspire, generate growth and focus on value-driven, innovative products and services. This is to be achieved through branch network efficiency, exceptional coordination and strong branding that delivers stability and ultimately leads to sustainable, long stakeholder value, financial empowerment and prosperity.

Branches of the company include Adum and Kumasi Main in the Ashanti Region and Adabraka, Osu, Makola and Tema in the Greater Accra Region where its headquarters are

located. To achieve its business goals and objectives, FO2 seeks to recruit and retain the best human resources to carry out its mandate, and ensures that they are well motivated by applying best practices in internal policies, procedures and delivery within a conducive working environment (FO2 2016).

As part of FO2's employee reward and performance management strategy (FO2 IPRP Policy Document 2016), performance appraisals are held bi-annually. At the beginning of the year, Heads of Department, Managers and Supervisors will agree with each employee on the performance objectives for the year. The performance reviews or appraisals are done at the end of June and December. The performance appraisal entails a written assessment of each employee's performance for the period. An employee's supervisor is responsible for conducting the appraisal meeting to achieve the following:

- * identify and discuss good performance;
- * identify and discuss performance that needs improvement;
- * review the employee's rating on job performance factors;
- * review the extent to which the employee was successful or unsuccessful at meeting goals and accountabilities set out at the beginning of the evaluation period.
- * discuss written appraisals with each employee (employees have the right to read and add their own comments).

5.2.3 Financial Organisation Three

Financial organisation three (FO3) is a non-bank financial institution licensed by the Bank of Ghana and it is one of the leading savings and loans companies within the country. FO3 has business interests in banking, investments, pensions and insurance. Since its inception in 2008, it has developed structures and strong pillars that have placed it among the top tier

brands and also ensured its steady growth over the years. Having 70 branches and around 2,000 staff across eight out of the ten regions of the nation, FO3 covers approximately 80% of Ghana and at present serves a clientele base in excess of 400,000 customers nationwide. Their products and services range from investments, bespoke personal and SME (Small and Medium Scale Enterprises) banking, and retail and consumer products, among others (FO3 2017). FO3 also helps businesses meet their business aspirations through credit and financing. One unique feature of FO3 is that they have a dedicated investment advisory who provides financial advice to their customers, focusing on publications that they believe will be of specific interest to them.

FO3 is an equal opportunities employer and adheres to its corporate ideals; it is committed to having a positive economic and social impact on its employees and the communities in which they live and work, as well as the broader economy. Thus they motivate, invest in, empower and support their staff to exploit their potential via a wide range of developmental and internal mobility career opportunities that enable them to improve continuously. Some of these are:

-Regular training, which is tied to the annual FO3 Training Calendar.

-Occupational upward mobility through the FO3 appraisal system. The appraisal system is important to FO3; thus, during the recruitment process all is done to ensure that employees understand how they will be assessed and that they take personal responsibility for it.

-Educational Loans. Leadership, technical capabilities, global business acumen and relationships are the four essential attributes that constitute the FO3 Talent Framework. This is used to recruit, develop and assess all grades and levels of employees in every area of FO3's business operations.

In relation to employee remuneration, FO3 operates a fair performance-related pay process with career progression, special awards, commendations and compensation as components of the reward package. In addition to these, employees also enjoy health-related benefits and medical insurance coverage, inclusive of staff meals and clothing allowances. Hardworking employees who are able to achieve good results also have the opportunity to partake of the CEO's special incentive for result-oriented staff. To allow for effective team building and a sense of equality, FO3 strives to maintain an open-door policy at all levels of the organisational hierarchy.

The descriptions of these three financial services organisations indicate their distinctive corporate performances over the years. Their diverse workers and varied customer base evident in their country-wide coverage and the uniqueness of their products and services appeal highly to the local and average Ghanaian customer. Their human resource management practices, IPRP policy and the reasons for its implementation also make them suitable for this research as the researcher had the opportunity to critically examine the mechanisms guiding the usage of IPRP. Consequently, it is hoped that this research, which was conducted within the financial services sector in Ghana, has contributed to knowledge and the current literature by providing an in-depth understanding of how the unique Ghanaian cultural and socio-economic context shapes IPRP practice, as well as the impact it has on employees within these organisations.

Only the head offices and branches of FO1, FO2 and FO3 located in the Greater Accra Region of Ghana were examined. This is because Accra, as well as being the regional capital and most populous city of Ghana, also contains the city's main banks and department stores, further serving as the region's economic and administrative hub (GhanaWeb 2010; Ghana Tourism Authority 2017). Due to the city's growing level of international influence and connectedness, in 2010 the Globalization and World Cities Research Network designated it a

Gamma-minus-level world city (GaWC 2010). The strategic aim of limiting the scope of the research to the Greater Accra Region was essential as the organisational policies emanate from the headquarters. Being urban and located in the nation's capital city, workplaces in Accra are the most ethnically mixed because of migration to the city by those seeking employment (Armah 2017).

5.3 Results from the Empirical Study

Six main themes were established after the analysis of the semi-structured interviews with the HR personnel in FO1, FO2 and FO3: *IPRP Policies and Practices; Mechanisms Guiding the Use of IPRP; Measurement of Performance; Management and Implementation of IPRP; Challenges in Implementing IPRP; Monitoring and Evaluation of IPRP Policies and Practices*. Several sub-themes are outlined under each main theme. The sections that follow analyse the results in more detail and for illustrative purposes, direct quotes from participants/interviewees are *italicised*.

5.3.1 Participants' Demographic Characteristics

Table 5.2 Participant Demographic Characteristics: 6 Interviewees from the Human Resources Departments of FO1, FO2 and FO3.

		Participant Demographics		
Human Resources Department		FO1 n=2	FO2 n=2	FO3 n=2
		N	N	N
Gender	Male	1		1
	Female	1	2	1
Age Range	10-20			
	21-30			
	31-40	1	2	2
	41-50	1		
	51-60			
	61-Above			
Educational Level	Junior High School			
	Senior High School			
	Degree	1	1	
	Postgraduate	1	1	2
Income Range	GHC 500-GHC 1,000 (£89-£178)			
	GHC 1,000-GHC 1,500 (£178-£267)			
	GHC 1,500-GHC 2,000 (£267-£356)			
	GHC 2,000-GHC 2,500 (£356-£445)			
	GHC 2,500-GHC 3,000 (£445-£534)			
	GHC 3,000-GHC 3,500 (£534-£623)	1	1	1
	GHC 3,500-GHC 4,000 (£623-£712)			
	GHC 4,000-Above (£712-Above)	1	1	1
Length of Service	<2 years			
	2-5years	1	1	1
	5-10years	1	1	1
	10+years			

In order to improve employee effectiveness, develop future leaders and attain operational excellence while capitalising on the emerging Ghanaian financial market, FO1, FO2 and FO3 each had human resource departments that were situated within their respective head offices. The HRMs were responsible for overseeing the HR-related issues relating to all branches of the organisation. The interview sample therefore, comprised of 6 participants (2 each from FO1, FO2 and FO3). Corporate policy documentation on IPRP consisted of 12 items (4 each from FO1, FO2 and FO3). **Table 5.2** depicts the demographic characteristics of the HRM samples within the three organisations.

5.3.1.1 Gender

Although the HR sample within this study was made up of six participants only, the findings from **Table 5.2** depict that the majority (4) of HRM interviewees were female and only two were male. This finding could perhaps be due to the argument that HR lends itself to the female nature of caring and developing people or that it is simply less discriminatory, hence it is more easily suited to women and simple for them to enter. Others also point towards a long-term trend in HR, away from hardcore industrial relations (i.e. the traditional approach to managing employees such as operational efficiency and cost assessments) that are male-dominated to the more developmental psychological HRM, which is much more feminine in its approach (Morten 2013).

These results are also in line with the declarations of Jalilvand (2000) and Parcheta, Kaifi, and Khanfar (2013), who suggest that females are represented almost as evenly as males within the labour force and when it comes to middle- to low-level positions, females and males are also represented almost equally. Furthermore, these findings on the high number of women occupying such management positions within the organisations under study are in contrast with Wirth's (2001) sociology study on the 'glass ceiling effect' where the findings indicated that

increasingly, males occupied professional workers and senior executive or managerial positions, compared to females. Worthy of note, however, is the fact that the findings in this study may perhaps be due to the increase in both national and international efforts to improve equal opportunities and promote gender equality in management since the ILO study in 2001.

5.3.1.2 Age Range

Additionally, **Table 5.2** indicates the unequal distribution of age ranges; the majority of respondents (5) were aged 31 to 40 whereas only one participant fell within the '41-50' bracket. These findings resonate with that of Ofori, Sekyere-Abankwa and Borquaye (2012). In their mixed-methods survey on the perceptions of the HR function among three hundred (300) professionals in Ghanaian organisations, they found that the majority of respondents in senior management positions were aged between 31 and 40 years.

5.3.1.3 Educational Level

Correspondingly, the significance of higher education in the workplace is on the rise due to the evolution of skills needed to do many jobs (Brooks 2016). As discovered in this research, four of the six (66%) participants had postgraduate qualifications while the remaining two (34%) had degree credentials. Specifically, none of the HRM interviewees had qualifications below the first-degree level. These findings are similar to that of CareerBuilder (2016). They discovered in their surveys of 2,338 United States hiring and human resource managers that nearly one-third of organisations had augmented the educational requirements for hiring new staff. Especially, while 27 per cent of the organisations included in their study were hiring employees with Master's degrees for jobs predominantly held by first-degree holders in the past, 37 per cent of organisations were also hiring workers with college degrees for job positions that had previously required only high school diplomas. According to these organisations, employing workers with higher education credentials has resulted in several

immense corporate benefits such as higher-quality work, improved workplace communication, increased innovation and employee retention, higher revenue and better customer loyalty, among several other advantages cited. Hence, the reasons for this upward trend.

5.3.1.4 Income Range

There was also an evenly spread distribution in income ranges as three participants earned between GHC 3,000-GHC 3,500 (£534-£623) and the remaining three also earned salaries falling within the 'GHC 4,000-Above (£712-Above)' income brackets. Despite this even distribution in earnings, the two male participants in this study earned higher than their female counterparts. These findings may be elucidated in the light of the assertion by the World Bank Development Report (2012) that in spite of the significant advancement in female labour force participation over the past twenty-five years, pervasive and prevalent gender differences still persist in productivity and earnings across different sectors, industries and jobs.

5.3.1.5 Length of Service

According to PwC (2015-2017), the Ghanaian financial services sector has experienced significant development over the past decade. Similarly, the financial institutions under study are fairly young. FO1, on the one hand, commenced operation a little over a decade ago in 2003, while FO2 and FO3, on the other hand, commenced operations in 2008, as described in *Section 5.2* of this research. Thus, three of the participants had served with their respective organisations between 2 and 5 years and the remaining three had also been in employment with their corresponding organisations for between 5 and 10 years.

Generally, the National Center for Chronic Disease Prevention and Health Promotion, Division of Population Health (2012) reports that employers have positive views of older employees since they are perceived to have greater job/task knowledge, are able to keep up

with the physical demands required by their jobs, willingly and quickly learn new tasks and tend to perform better than younger employees. Despite these assertions, it is noteworthy that only one participant in this study, who also happened to be the eldest, (within the '41-50' age range) had served with his organisation the longest. This may be accounted for by the findings of Munnell, Sass, and Soto (2006), who reported that the perception still exists among employers that older workers are more costly than younger employees because of higher absenteeism, wages and pensions and their increased use of health care and other benefits.

Based on these demographic data, the following section will elucidate the themes emanating from the one-to-one semi-structured interviews with the HRM employees regarding their perspectives on the use and implementation of IPRP within their respective organisations.

5.4 Themes from Interview

5.4.1 IPRP Policies and Practices

5.4.1.1 The adoption of IPRP

All the HRM employees interviewed across the three organisations displayed high levels of understanding of why their respective organisations had adopted and implemented IPRP. This same level of understanding and practice was depicted in the corporate IPRP policy documents. Illustrative are the following voices:

'There's always been a performance management system in place. Just that what is happening this time around is that, it is much more refined, sales oriented, international and industry standard. For example, we had a re-structure of our branch network where we had different roles doing different things to make sure that we were on top of our segregation of duty and aligned to that, we introduced a performance-based pay system. Ehrrm....which was primarily to get your base salary which everybody gets and then you have an opportunity through the performance pay to increase your salary dependent on how well your branch does.' (Participant 1 FO1/HRM: Male)

'At FO2, our promotion and reward is all based on performance. How you perform determines what you get. So your performance is commensurate with your reward, pay and promotion. It's pretty simple, if you do well, you have the opportunity to earn extra. Our salaries are also in grades, so once you perform you get the requisite pay. In sum, the role goes with the grade, and the grade goes with the remunerations.' (Participant 2 FO2/HRM: Female)

‘I believe that what gets measured gets done. If you give employees something to do and you are not monitoring to see how they are doing it, it may be done partially and at the end of the day, it may not even be done. So to make the company profitable, we tie performance to our reward system to ensure that employees are rewarded on merit basis. IPRP therefore, helps us to know who needs to be rewarded for a job well done. High performers who are able to achieve their targets get higher remuneration than those who underperform. Measuring performance is therefore necessary’. (Participant 1 FO3/HRM: Male)

As indicated in the voices above, F01 had adopted IPRP as a move to refine the IPRP system in order to make it sales oriented and to tune it to both industry and international standards. In addition to that, there was the need to promote the segregation of duty while offering employees the opportunity to increase their earnings. Within F02, there was the need to stratify job roles into grades. Hence, IPRP was adopted to ensure that employee performance is commensurate with reward, pay and promotion. To reward high achievers fairly and to make the organisation more profitable, FO3 had also adopted IPRP as a mechanism to monitor and tie employee performance to reward.

The summary of findings from the interviews and the FO1, FO2 and FO3 corporate IPRP policy documents on the reasons for the adoption of IPRP have been categorised in **Table 5.3** below:

Table 5.3: Summary of the Reasons for the Adoption of IPRP across FO1, FO2 and FO3 from HRMs’

Perspectives

The Organisation	Employees	Customers
<ul style="list-style-type: none"> -Increase overall organisational profitability. -Augment corporate productivity. -Manage employee performance in accordance with international and industry standards. -Strategically align organisational aims and objectives to employee targets, rewards and promotion. 	<ul style="list-style-type: none"> -Motivate higher employee performance. -Boost employee productivity. -Promote employee efficiency. -Opportunity to increase earnings. -Reduce bias and subjectivity, improve clarity, measurability, fairness and transparency in appraisal. -Make employees more responsible and accountable. -Serves as a ‘check’. -Streamline overlapping of job roles and responsibilities. -Encourage some pressure and competition among employees. -Ensure equity in employee pay, promotion and rewards. -Enhance employee satisfaction. 	<ul style="list-style-type: none"> -Customer satisfaction.

Remuneration researchers have put forward that the context within which an organisation operates is contingent and highly important for remuneration decisions intended to influence employee behaviour (Gerhart 2000). Thus to remain productive, operational and profitable against the backdrop of the regular minimum capital requirement revisions by the Bank of Ghana, there was a high level of similarity across the three organisations under study in terms of their emphasis on high employee performance and linking it to reward as a way of achieving organisational objectives.

This finding re-echoes the objective of a functional IPRP system as a key tool for effective workforce management, as confirmed in the extant literature (Armstrong 2010; Kang and Yanadori 2011; Marsden 2009). For example, in their survey on company pay practices in Europe, Boeri, Lucifora and Murphy (2013) discovered that in organisations with more than 200 workers, nearly one out of every two employees was covered by some form of IPRP. They affirmed that comparatively, this diffusion in contingent pay was greater in the private sector, in countries with a large proportion of companies listed on a stock exchange, in high-skilled jobs, and in manufacturing and the financial services, rather than the restaurant, hotel and other service industries.

Further, customers and society in general have become more knowledgeable, alert and demanding. Thus, all three financial organisations under study have adopted and implemented IPRP in an attempt to create, foster and develop long-term relationships with both existing and potential customers in order to keep them satisfied while remaining competitive (Perret and Holmlund 2013). The concern raised here, however, relates to the fact that where proper mechanisms for setting performance targets are non-existent, some banks set huge, unrealistic and ordinarily unattainable targets for their employees (Maycock, Auluck and Puplampu 2017). To meet such targets, some financial institutions have by convention accepted 'sex

trade', 'corporate prostitution' or 'sex-business' between their employees and prominent personalities so that they can win them as clients (e.g. Friedrich 2014).

Particularly, Jacob (2013), Olayide (1996), Susan (2010) and Utomi (2011) report that some of these financial institutions employ women they consider beautiful, for example young, elegant, single and educated. They entice these ladies with attractive salaries, incentives, benefits, dressing allowances and welfare packages. These ladies are coerced with such attractive remuneration packages and told to meet these targets by 'hook or crook' (Oluka 2014), 'going all out' (Ukwu 2015), 'use their assets maximally to their advantage' (GhanaWeb 2010; Fadare 2016) or 'using any means necessary' (Sule and Three Anonymous Bankers 2012) in order to get the men or 'prospective clients even if it means to date them', irrespective of their ages (Ayim 2017; ibankng.com 2016).

5.4.2 Mechanisms Guiding the Use of IPRP

5.4.2.1 IPRP is for all employees

IPRP as an individual performance management and employee reward strategy was implemented within FO1, FO2 and FO3 for all employees across the organisational hierarchy. The US General Accountability Office (GAO) (2000) reports that results-oriented performance agreements between agency leaders, career-driven and senior political executives lead to improved organisational results (Armstrong 2016; IDS 2007a). In line with this finding, the financial year for all the organisations within this study begins with the signing of a performance contract agreement (PCA) between an employee and his or her respective supervisor or manager.

Within FO1, this contract outlines the specific duties and targets to be met by the respective employee. These targets also have timelines attached to them. The employees, after

discussion and subsequent agreement with their manager or supervisor, then append their signature to the PCA and they will be bound by it throughout the year. Similarly, customer focus and organisational financial and departmental targets are cascaded down to individual employees based on their job description via the PCA that they sign at the beginning of the year in FO2. On a slightly different note, while marketing personnel sign PCAs with targets that are more quantitative than qualitative, operations staff are set targets that are more qualitative than quantitative in nature at the beginning of the year in FO3. These are expressed below:

'Individual performance-related pay is used across the board for all employees within the various departments including the Managing Director (MD) and even the deputy managing director (DMD) - salespersons sign theirs with their sales manager, administrative staff sign their contract with the administrative manager, credit officers sign theirs with their head of department etc. Even staff who are just general helpers e.g. cleaners, security men etc. also sign it too. So everybody signs the performance contract agreement at the beginning of the year.' (Participant 2 FO1/HRM: Female)

'We are all expected to be customer-focused and contribute to meeting the overall organisational target yearly. So yes, performance targets are set for all employees across the board. We have the over-arching financial target for the entire organisation and then beneath that, every department has something to achieve. These targets are then cascaded down to every individual employee based on your job description. So when individuals achieve their targets, departments are able to meet theirs and then the entire organisation can also meet its targets.' (Participant 2 FO2/HRM: Female)

There was however, a slight difference in the types of targets which were set for employees in FO3 as captured below:

'We have a very elaborate performance management system in place which is practically used to assess all employees across the business. But there are some slight differences such that, marketing personnel are set targets which are more quantitative in nature and the operations staff are set targets which are more qualitative. Specifically, where emphasis is placed on the quantitative bit for sales and marketing employees, the same focus is placed on the qualitative aspect for employees within the operations department.' (Participant 2 FO3/HRM: Female)

Inferring from these statements, the use of IPRP for all employees across the organisational hierarchy within FO1, FO2 and FO3 enables the organisations to properly align their daily operations with the overall business strategy of the organisation in order to regularly meet their overall targets, increase productivity and profitability year-on-year. In relation to these findings, Lucifora (2015) accedes that IPRP schemes indeed increase firm productivity by improving efficiency while reducing turnover and absenteeism. In a seminal study by Lazear

(2000), for example, the productivity of a company operating in the auto windscreen repair industry was examined when fixed hourly rates were replaced by a piece-rate regime based on the number of windscreens fitted. The findings indicated that there was a 44% increase in productivity due to the piece-rate scheme, half of which was due to workers being more motivated to put in more effort (incentive effect) and half due to the 'sorting effect', whereby the most productive employees stayed or joined the organisation while those who were less productive left.

In sum, the IPRP system makes employees focused and conscious of what they are supposed to achieve on a daily basis. Thus, according to these interviewees, irrespective of the challenges they experienced regularly with the implementation of IPRP, they were open to changes and modifications of the scheme whenever necessary (Perkins et al. 2016). Below an FO2 HRM summarises:

'Yes, when needed, there will be changes, modifications and constant reviews to streamline the system to modern trends and whatever our competitors are doing particularly because of changes within the external environment. So to steer us towards a better end in order not to breed complacency, it is better for targets to get harder and not be achieved than for them to be easier and be over achieved'.
(Participant 1 FO2/HRM: Female)

5.4.3 Measurement of Performance

5.4.3.1 Key/Clear Measurable Indicators

Key Measurable Indicators (KPIs) or Clear Measurable Indicators (CMI) are measurable values that organisations use to assess their success or how effectively they are achieving their key business objectives (Weber and Thomas 2005). Within this study, the interview findings indicated that different but relevant KPIs were set for different employees, dependent on the departments to which they belonged within their respective organisations. These are conveyed in the expressions below:

‘Based on the corporate goals for the year and the KPIs spelled out in the performance contract, employees are given monthly targets dependent on their job description and their performance is assessed regularly either on a weekly or monthly basis to ascertain whether the targets have been achieved or otherwise. We assess hard and soft skills during appraisal. Overall however, the final appraisal to determine pay rise, promotion or reward is done at the end of the year’. (Participant 2 FO1/HRM: Female)

A marketing plan has been developed and there are set activities that go with the plan for each year. These activities must be carried out to ensure that these targets, which are qualitative and quantitative in nature, are met. Based on these, we develop individual action plans to enable implementation. There are timelines and quarterly activities that need to be implemented. So this is what serves as the parameter during appraisal. Depending on whether an employee is in operations, finance, sales or marketing, they are set core targets in relation to that. Then additionally, financial targets are set across the board for every employee. All these are to be met within a specific time-frame. So a marketing employee, aside from bringing in customers to make deposits or open current and savings accounts, he or she is also set financial targets. The key here however, is to ensure that the core targets are met. The financial targets when met then become an additional achievement for which you will also be rewarded’. (Participant 1 FO2/HRM: Female)

‘Targets are set for employees at the beginning of January each year. Marketing staff are appraised regularly on a monthly basis and when they have achieved or exceeded their targets, they are given a performance incentive. Support staff, on the other hand, are assessed less regularly on a quarterly basis and for those who have outperformed, they are rewarded half yearly. Specifically, the company strikes an average of the performance of each support staff over the first and second quarter and if they are found to have exceeded their targets, then they will be rewarded’. (Participant 1 FO3/HRM: Male)

Although some scholars (e.g. Heery 2000; Lawler 2000; Maycock, Auluck and Pupilampu 2017) argue that regularly rating or ranking employee performance and linking it to pay can undermine intrinsic motivation in work, leave room for unethical behaviours, decrease self-esteem, pose a threat to employees’ job and income security or even cause rifts in work relationships, the IPRP policy documents and interview findings indicated that individual performance appraisals were carried out bi-annually across the three institutions under study in order to ascertain the performance of employees against their targets. According to Armstrong (2010), Cravens, Piercy and Low (2006) and Perkins and White (2011), these disadvantages notwithstanding, IPRP enables organisations to retain high performers who advance the efficiency and effectiveness of the organisation.

Specifically, while FO1 and FO3 had grades and percentage performance appraisal ratings, FO2 had written employee performance assessment criteria (e.g. Armstrong 2016; Perkins et al. 2016). Also, the IPRP system in FO1 was based on the balanced-scorecard concept while that of FO2 was based on the 360-degree (360°) feedback concept.

Balanced Scorecard

Originally developed by Kaplan and Norton (1996a, 1996b), the Balanced Scorecard or BSC is a strategic planning and management framework used by organisations to measure performance (Balanced Scorecard Institute 2017). Awadallah and Allam (2015) and Nørreklit (2000) suggest that, when using the BSC as a performance measurement instrument, cause-and-effect associations are not time-wise connected or related in reality. The hierarchical top-down nature of the framework, which fosters implementation problems, in addition to the fact that several interest groups and the external environment are not taken into cognisance, are some additional criticisms levelled against the BSC. Nonetheless, Olve, Roy and Wetter (2001) put forward that used correctly, the BSC is an important tool for expressing an organisation's strategy in more substantial terms. Specifically, the performance management policy of FO1 (PMP/FO1) specifies that the BSC is used to communicate what they are trying to achieve, to prioritise projects, services and products, to align the day-to-day work of employees with strategy and measures, and to monitor progress towards strategic targets.

360 Degree Feedback

To make the performance management and appraisal process fair and objective, FO2 utilises the 360-degree feedback system where line managers are allowed to gather feedback on employee performance from varied sources (Bach 2013; Zheltoukhova 2017). These include but are not limited to personal/self-appraisal, supervisor or line manager appraisal, information from peers (internal customers), external customers, senior colleagues, and appraisal of financial/core targets etc. An FO2 HRM puts it succinctly:

'...personal appraisal relates to how the individual relates and communicates with other employees from within and outside your department (these are your internal customers), then the external customers, your core duties/functions/responsibilities and financial targets – have you met them? These are followed by managerial appraisal or discussion with the employee to ensure agreement and fairness...'
(Participant 2 FO2/HRM: Female).

Below, **Table 5.4** presents a summary of the IPRP KPIs/CMIs, and the regularity of appraisal and ratings across FO1, FO2 and FO3.

Table 5.4: Summary of the IPRP KPIs and regularity of appraisal and ratings across FO1, FO2 and FO3

(KPIs/CMIs)			
Organisation	FO1	FO2	FO3
	-Performance on monthly targets	-Core/monthly financial targets	-Performance on daily operations/targets
Regularity/Timing	-Semi-annually based on balanced-scorecard concept.	-Half-yearly based on 360° feedback concept.	-Twice a year based on KPIs for every individual employee.
Ratings/Rankings	-90%-100%: Grade 5 (O-Outstanding) -75%-89%: Grade 4 (VG – Very Good) -60%-74%: Grade 3 (G-Good) -50%-59%: Grade 2 (BG-Below Good) -0%-49%: Grade 1 (U-Unsatisfactory Performance)	The performance appraisal entails a written assessment of each employee's performance for the period. An employee's supervisor is responsible for conducting the appraisal meeting to achieve the following: * identify and discuss good performance; * identify and discuss performance that needs improvement; * review the employee's rating on job performance factors; * review the extent to which the employee was successful or unsuccessful at meeting goals and accountabilities set out at the beginning of the evaluation period. * Employees will have the right to read, discuss and add own comments to this written appraisal.	-75% -100%: Grade A (E-Excellent) -65%-75%: Grade B (VG-Very Good) -65%-55%: (Grade C-Unsatisfactory Performance)

5.4.4 Management and Implementation of IPRP

5.4.4.1 HR's Role in Promoting IPRP

As part of the move towards a more sustainable, responsible and all-inclusive IPRP system (Ernst and Young LLP 2013), HR had a thorough oversight of the IPRP system across all three organisations, as indicated in the voices below:

'We ensure that the targets set are realistic and the necessary support and requisite resources are provided to all concerned as and when needed'. (Participant 1 FO1/HRM: Male)

'Aside from the company operations manual which spells out the requisite IPRP policies, thus serving as a guide, we also give employees the requisite training and support as and when needed so that they can perform better. Sometimes, we even offer training sessions at the banking college'. (Participant 1 FO2/HRM: Female)

'HR conscientizes and regularly communicates up-to-date information on the IPRP system to all staff'. (Participant 2 FO3/HRM: Female)

In FO1, HR's main role involved ensuring that set targets were realistic. Additionally, they provided the necessary and requisite support to staff when needed so that they could achieve their targets. The HR within FO2 also offers requisite training to employees as and when necessary in addition to the company operations manual, which spells out the relevant IPRP policies. Within FO3, HR promotes and sustains its IPRP system by regularly communicating up-to-date information on the IPRP system to all staff. Altogether, the voices above indicate that the IPRP system runs efficiently because HR oversees the system, ensuring that:

- i. Targets set are realistic.
- ii. Company operations manual adequately spells out IPRP policies.
- iii. Necessary support, resources and requisite training are provided when needed.
- iv. Regular and up-to-date information on IPRP is communicated to all staff.

5.4.4.2 *The Role of Line Management in Implementing IPRP*

HR is the ultimate overseer of the IPRP system as it is responsible for setting the IPRP KPIs for each employee. Additionally, all the requisite IPRP documentation for each employee is in the custody of HR. Nonetheless, line management is fully responsible for the daily effective implementation and management of the IPRP system (CIPD 2017; Story and Sisson 1993) as expressed below:

'The signing of the performance agreement and the assessment phase is done mainly by the line manager and the employee. All the signed and endorsed performance contracts and the subsequent assessment scores when collated are then forwarded to HR by the line manager. So HR is the custodian of the performance-related pay documentations for all employees and they in turn submit a report on all these to the FO1 executive body'. (Participant 2 FO1/HRM: Female)

'It is managed predominantly by line management but the final point of contact is HR'. (Participant 2 FO2/HRM: Female)

'It is managed fully by line management because HR is not present at all these branches – it is the line managers in every department at the branch level who are present with the employees every day. Except that HR at the beginning of every year will have the KPIs for every individual employee. These are then reviewed accordingly by the next in command. These departmental heads then conduct, collate and furnish HR with the appraisal reports'. (Participant 1 FO3/HRM: Male)

These findings are supported by the Advisory, Conciliation and Arbitration Service (ACAS) (2007) and CIPD (2011), who indicate that line management are part of any effective performance management system or activity that is designed to help improve the performance of employees. In FO1, LMs agree on targets and the necessary performance measures with the employee via the PCA. The signed and endorsed PCAs, in addition to the performance assessment scores of employees, are then forwarded to HR by the LM. Similarly, LMs in FO2 are responsible for managing employee performance. LMs in FO3 receive KPIs for every employee from HR. Subsequently, they furnish HR with appraisal reports and the performance assessment scores of every employee under their supervision.

5.4.5 Challenges in Implementing IPRP

In line with Shields's (2007) assertion that IPRP can be difficult to implement, all interviewees agreed that they experienced challenges with the introduction and management of IPRP for all employees.

'Yes, we experienced so many challenges. First, there was lack of clarity, it was too technical and perhaps too theoretical as well. We had consultants who helped us implement the scheme, so we reverted to them because we disagreed with them on certain things. To overcome these challenges, we had to discuss, engage and acknowledge the problems. It was a long process. Later, however, through effective communication, these issues were resolved and the system corrected when they realised that those implementing the scheme were right'. (Participant 2 FO1/HRM: Female)

'...the quantitative assessments are easier and more objective to score/measure in terms of percentage. The appraiser or appraisee can more often come to an agreement. The major challenge, however, occurs with the qualitative aspects of appraisal, which are more subjective and difficult to score. Nevertheless, I believe this is not an issue only pertinent to FO2 but to other institutions as well...so at our end-of-year strategic session where we assess what we have done over the past year...we try to address some of these challenges. We also look at what FO2 wants to do, what is our direction and then what we plan to do. Mid-year, we also assess how far we have gotten to in terms of meeting our targets'. (Participant 1 FO2/HRM: Female)

'Most often, it's the case that some employees are unhappy with regard to how their performance is measured...since the organisation implemented this system with a specific objective, we regularly evaluate our performance – usually over a two-month period and some of these problems are addressed. If at the end of the assessment we have met our objectives, then one will say that we have been successful'. (Participant 1 FO3/HRM: Male)

Lack of clarity, too much theory and technicality were the main challenges associated with introducing and implementing IPRP in F01 (e.g. Armstrong 2016). Notably, these difficulties were surmounted by acknowledging them and participating in long discussions, engagement and effective communication with key stakeholders involved in the IPRP process. These helped to resolve and correct these challenges. In FO2, there was the problem of subjectivity, associated with appraising employees on qualitative targets. This caused a lack of agreement between appraisers (LMs) and appraisees (employees) on performance assessment scores. To overcome these challenges, which they believed were also being experienced by other institutions utilising the IPRP scheme, they implemented internal monitoring systems (mid- and end-of-year strategic performance evaluation sessions) where the IPRP system, in addition to other organisational operations, was regularly assessed. In F03, interview

submissions indicated that usually, employees were unhappy with how their performance was measured. Regular two-monthly IPRP evaluation sessions were used as a mechanism through which some of these challenges were discussed and addressed in order to improve and make the system more efficient.

5.4.6 Monitoring and Evaluation of IPRP Policies and Practices

5.4.6.1 Lack of External (Governmental) Guidelines

The Ministry of Employment and Labour Relations (MELR 2017) is the institution under the Government of Ghana entrusted with the task of formulating and implementing policies, and coordinating, monitoring and evaluating employment opportunities and labour-related interventions in all sectors, as depicted in **Figure 5.1** below:

Some materials have been removed due to 3rd party copyright. The unabridged version can be viewed in Lancaster Library - Coventry University.

Figure 5.1: The Ministry of Employment and Labour Relations (MELR 2017)

To ascertain the Government of Ghana's legal and regulatory framework for financial institutions regarding the use of IPRP, the researcher was granted permission to interview some of its key officials. These interviews revealed that presently, the Government of Ghana has no guidelines or mechanisms related to the use of IPRP within financial services, as indicated below:

'You've asked a million dollar question. This is because off-the cuff, I'd probably just say 'no', the Government of Ghana has no guidelines or mechanisms regulating the use of IPRP within financial institutions and that would be that. However, your question raises some fundamental issues that need to be interrogated further'. (Senior Female Officer, Ministry of Employment and Labour Relations-Ghana)

The researcher probed further and was directed to the Fair Wages and Salaries Commission (FWSC). The overall mandate of the FWSC Act 737 (2007) is to effectively link public service pay to productivity, as outlined in **Figure 5.2** below:

Some materials have been removed due to 3rd party copyright. The unabridged version can be viewed in Lancaster Library - Coventry University.

Figure 5.2: Fair Wages and Salaries Commission, Ghana

Interviews with some key officials of the FWSC indicated that apart from the Ghana Labour Act 2003 (Act 651), there is no legal and regulatory framework for financial institutions regarding the use of IPRP. Rather, the public sector aims to copy the IPRP practices of the private sector, as pointed out in the voices below:

'The Fair Wages and Salaries Commission is under the Ministry of Employment and Labour Relations and we work in line with the stipulations of the Ghana Labour Act 2003. I don't think that the public sector has that duty or that mandate to set private sector pay. If an organisation is not following these stipulations, the Ministry has the right to follow up on them to ensure that the right thing is done but not performance management directly. It is collateral and alongside but it cannot be a direct responsibility of this Ministry. However, because the labour law talks about the manner in which you can dismiss somebody, minimum wage etc. then you as an institution have a duty to ensure that whatever criteria you are using are objective and fair'. (Senior Male Officer, Fair Wages and Salaries Commission-Ghana)

'The single spine pay policy is the performance management mechanism for the public sector. Where we now have a merit-based system instead of the pay increments across board for all employees. So it is the other way round, where we are rather adopting private sector practices into the public sector. Which is what we call New Public Management. So in looking at one of the private sector practices which we can copy, one of them is rather performance management'. (Senior Male Officer, Fair Wages and Salaries Commission-Ghana)

The demographics of the four interviewees from the MELR and the FWSC are depicted in **Table 5.5** below:

Table 5.5: MELR and FWSC Interviewee Demographics

	MELR and FWSC Interviewees	
	Officials	N=4
Gender		
Male		3
Female		1

5.4.6.2 Internal (Corporate) Guidelines

To lend further credence to the findings from the MELR and the FWSC interviews, participants from the three financial organisations were asked whether there are any guidelines from the Government of Ghana regarding how IPRP should be introduced or managed. These were their submissions:

‘Well, what I can say is that, to the extent that they are employees, there are conditions of employment and non-employment which have been stipulated according to the Ghana Labour Act. The Ghana Labour Act does not specifically spell out that IPRP should be implemented this or that way so I think these guidelines mainly rest with management in trying to manage the IPRP system within the requisite stipulations of the Law’. (Participant 2 FO1/HRM: Female).

‘In our day-to-day operations, we are guided by the Bank of Ghana (BoG). Mostly, we work within these stipulations. There are only a few things which we do internally outside these guidelines’. (Participant 1 FO2/HRM: Female)

‘There are no guidelines from the government with regard to the operation of IPRP. There is none at all. There are no prescriptions as to how organisations should reward employees’. (Participant 2 FO3/HRM: Female)

According to the participants, there are no specific stipulations within the Ghana Labour Act (2003) Act 651 in relation to the implementation and management of IPRP or how financial institutions should reward employees. However, as mentioned by *‘Participant 1 FO2/HRM: Female’* above, they are guided by the Bank of Ghana (BoG), an institution similar to the UK Financial Conduct Authority (FCA). Consistent with the Basel Core Principles for

Effective Banking Supervision (Basel Committee on Banking Supervision 2012), the Bank of Ghana Act 2002, (Act 612) and Banking Act, 2004 (Act 673), the Bank of Ghana is, therefore, the institution charged with the responsibility of safeguarding the Ghanaian financial system, ensuring that it is stable and that it serves as an enabler for wealth creation and development, as summarised in **Figure 5.3** below:

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Figure 5.3: Bank of Ghana Regulatory Framework

As shown in **Figure 5.3** above, the Bank of Ghana (BoG) (2017) stipulates that Ghanaian financial services institutions should ensure that their services are in the interest of customers and depositors. In the wake of the regular revisions and increments in minimum capital requirements for financial services institutions imposed by BoG, which have heightened competition within the financial industry, and the resultant extensive usage of IPRP as an employee reward strategy (Maycock et al. 2017; Myjoyonline 2017), no provision has been made, however, in the interests of employees within these institutions.

5.4.6.3 Lack of External Guidelines: Impact on Employees within the Financial Services

A case in point is the recent collapse of UT and Capital Banks (Ezebuiro 2017). In line with Section 123 of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act

930), the BoG withdrew the licenses of the two banks after they became financially distressed and insolvent, with their liabilities exceeding their assets over time. Approved by a BoG Purchase and Assumption (P&A) transaction, selected assets and all deposits of UT Bank Limited and Capital Bank Limited, including staff and customers, were transferred automatically to the Ghana Commercial Bank (GCB) Limited.

The purchase transaction would have had a less adverse impact on employees were it a merger or acquisition. However, the fate of the over 900 combined employees of these two financial institutions is uncertain and hangs in the balance as it is a complete takeover. In a recent report by Sikasem (2017), employees of UT and Capital Bank are to be put on probation for 6 months while transition procedures with GCB are completed. Afterwards, some employees are expected to be retained while others will be shown the exit. Correspondingly, senior-level management of UT and Capital Bank were found guilty of causing the collapse, and it is understood that they will be the hardest hit.

The fate of employees is further aggravated by the high rates of unemployment, ethical business problems, corruption, the high level of uncertainty within the Ghanaian socio-economic context and the weak or lack of legal protection for employees (Liu et al. 2011; Uba 2010). These mean therefore that when employees are unable to meet set targets to enable their organisations to meet these ever-increasing minimum capital requirements, they can be easily laid off, dismissed or sacked by their employers without any repercussions whatsoever.

In the UK, while there is protection for customers of financial services institutions, there is also ACAS. ACAS is Britain's leading impartial authority on workplace relationships and effectiveness. It provides free and impartial expert information and advice on good practice and support in finding solutions when work relationships go wrong. Employees who therefore find themselves in such unpleasant relationships have someone (e.g. ACAS) to revert to in

confidence. There is, however, no such governmental or governing body similar to this in Ghana, which employees or employers can consult when working relationships go wrong or issues occur.

In the UK, a developed country context where there is high legal protection for employees, Fruen (2017) recently reported a case regarding a married banker, aged 36, who had taken her employer to court because she had been 'pimped out' by her boss to a wealthy Arab client in a bid to land the financial institution a £25, 000,000 account. The married banker and relationship manager, Mrs Suemaya Gerrard, was threatened with the sack if she did not go for the dinner date with the Arab client. After a failed attempt to lodge a grievance against her boss, she eventually resigned from the bank in November 2017 and is to claim sexual discrimination, sexual harassment and constructive dismissal. Should she win the case, Mrs Gerrard is seeking to be paid £80,000 by the Abu Dhabi Islamic Bank, whose offices are based at the Candy brothers' One Hyde Park in Knightsbridge, West London.

In a related development, it is testified that employees of Citi Bank, one of the UK's largest international banks to offer personalised Finance Services (Citi Bank UK 2017), entertain and try to generate business by offering trips to brothels and regularly offering prostitutes to clients (Hopkins 2009). Extensive evidence from Kat Barnyard from the gender-equality pressure group of the Fawcett Society during a Treasury select committee hearing into 'women's role in the City of London' indicates that the frequency with which these issues are occurring creates a very hostile culture and environment, particularly for female employees of such firms. Correspondingly, Wallace (2016) reports that Goldman Sachs bankers, in an effort to form 'close relationships' with their organisation's financially unsophisticated executives, had hired prostitutes to entertain clients as well as taking them on extravagant trips including a visit to Morocco.

These examples demonstrate instances where, in the bid to attract, maintain and enrich the customer experience, some financial services employees were being coerced into selling their body or morals. In other instances, the employees themselves were contracting prostitutes to 'enrich and sustain' the customer experience in order to achieve their personal targets. Ultimately, these attempts were meant to assist the organisations for which they worked to attain their goals and objectives. It is worth noting, however, that the instances cited above are cases that were or are presently in court and the surety that the cases of victims will be addressed is high since in most developed countries, the legal protection of employees is held paramount. On the flip side, in Nigeria, which is a developing country, Uba (2010: 7) reports:

'Mrs Ekwunife Akabogu filed a N1billion sexual exploitation suit (Suit No. E/386/09 in the high court of Enugu State of Nigeria) against her former employer Skye Bank. According to the suit, Ekwunife was asked by her boss to solicit for the account of a high-profile politician with any means necessary. When she was unable to get the account, she was demoted. Her boss then asked her to market the banks' products at a hotel where rich and influential people often visit. She stated in the suit that her boss asked her to 'wear pricey perfume and short skirts in order to flaunt her legs, and also suggested that she should not hesitate to take prospective depositors to the hotel if the occasion called for it'. According to Ekwunife, she was filing the suit against the bank to highlight the plight of female banking staff 'who are forced to sell their soul to the devil by prostituting on behalf of the banks'. (Uba 2010: 7)

This case was filed in 2009 and after several searches, it was found to still be in court at the Enugu High Court in Nigeria without trade union help. It raises the issue of a lack of legal cover or adequate protection and a weak justice system for workers.

Chapter Summary

This chapter described the three case studies under study and also presented the findings on the corporate governance mechanisms guiding the use and implementation of IPRP from the perspective of the 6 HRMs interviewed from FO1, FO2 and FO3. Findings pertinent to each organisation are presented in **Table 5.6** under the six main themes. Later, a

synchronisation of these findings and themes across the three organisations are summarily presented in Chapter 8, **Table 8.1**.

Table 5.6: Summary of findings from HRM interviews idiosyncratic to FO1, FO2 and FO3

Theme	F01	F02	F03
1) IPRP Policies and Practices	<ul style="list-style-type: none"> -Refine the IPRP system to make it sales oriented, international and industry standard. -Segregation of duty -Opportunity to increase earnings. 	<ul style="list-style-type: none"> -Stratifies job roles into requisite grades. -Ensures that employee performance is commensurate with reward, pay and promotion. 	<ul style="list-style-type: none"> -Monitors employee performance. -Ties employee performance to reward -Makes the organisation more profitable. -Rewards high achievers fairly.
2) Mechanisms Guiding the Use of IPRP	<ul style="list-style-type: none"> -IPRP is for all employees -Employees sign and are bound by the PCA that they have signed at the beginning of the year. 	<ul style="list-style-type: none"> -IPRP is for all employees. -Customer focus, organisational financial and departmental targets are cascaded down to individual employees based on their job description via the PCAs that they sign at the beginning of the year. 	<ul style="list-style-type: none"> -IPRP is for all employees. -While marketing personnel sign PCAs with targets that are more quantitative than qualitative, operations staff are set targets that are more qualitative than quantitative in nature at the beginning of the year.
3) Measurement of Performance	<ul style="list-style-type: none"> -Based on rated/ranked KPIs/CMIs that are measured semi-annually based on the balanced-scorecard (BSC) concept. 	<ul style="list-style-type: none"> -Based on rated/ranked KPIs/CMIs that are measured half yearly based on 360- degree feedback concept. 	<ul style="list-style-type: none"> -Based on rated/ranked KPIs/CMIs that are measured twice a year based on KPIs for individual employees.
4) Management and Implementation of IPRP	<ul style="list-style-type: none"> -HR promotes IPRP: <ul style="list-style-type: none"> -Targets set are realistic -Cascade targets downwards to implementing LMs. -Necessary support and requisite resources are provided to staff when necessary. -The Role of Line Management: <ul style="list-style-type: none"> -Agreement on targets and performance measures with the employee via the PCA. 	<ul style="list-style-type: none"> -HR promotes IPRP: <ul style="list-style-type: none"> -Company operations manual spells out requisite IPRP policies. -Cascade targets downwards to implementing LMs. -Requisite training sessions offered to employees when necessary. -The Role of Line Management: <ul style="list-style-type: none"> -Responsible for managing employee performance 	<ul style="list-style-type: none"> -HR promotes IPRP: <ul style="list-style-type: none"> -Cascade targets downwards to implementing LMs. -Regularly communicate up-to-date information on the IPRP system to all staff. -The Role of Line Management: <ul style="list-style-type: none"> -Receives KPIs for every employee from HR. -Furnish HR with appraisal reports after the performance

	-Signed and endorsed PCAs in addition to employee performance assessment scores are forwarded to HR by LM.		assessment of employees.
5) Challenges in Implementing IPRP	-Lack of clarity -Too much technicality -Too theoretical	-Subjectivity associated with appraising employees on qualitative targets. -Lack of agreement between appraiser and appraisee on performance assessment scores.	-Employees are unhappy with how their performance is measured.
-Overcoming the challenges	-Acknowledgement of these problems via long discussions, engagement and effective communication with key stakeholders helped to resolve and correct these problems.	-Mid and end-of-year strategic sessions are used as a means by top management to discuss and address problems associated with the IPRP system.	-Regular two-month assessment of the IPRP system to correct such problems.
6) Monitoring and Evaluation of IPRP Policies and Practices			
-External (Governmental) Guidelines	- No legal and regulatory framework for Ghanaian financial institutions regarding the use of IPRP.		
-Internal (Corporate) Guidelines	-Bank of Ghana (BoG) stipulates that Ghanaian financial services institutions should ensure that their services are in the interest of customers and depositors.		

These findings were compared with the follow-up interviews with officials of the Ghanaian Ministry of Employment and Labour Relations in order to arrive at the six main themes and its sub-themes. Consequently, the results of this chapter will be juxtaposed with the veritable experiences of line managers and employees (Chapters 6 and 7) in order to come to a conclusion.

CHAPTER 6: IMPLEMENTATION OF INDIVIDUAL PERFORMANCE-RELATED PAY (IPRP) POLICIES AND PRACTICES

6.1 Chapter Overview

This chapter provides an overview of the perspectives of the line managers of the three financial institutions under study on their role as implementers of IPRP. Semi-structured interview data from 10 line managers in FO1, 9 line managers in FO2 and 9 line managers in FO3 are analysed within the chapter in order to address objective three of this study. The twofold aim of this chapter is first to address the line managers' perceptions and experiences of IPRP responsibility, and second, to ascertain the opinions and attitudes of the managers regarding their role in the implementation of IPRP. These findings were then triangulated with those obtained from the results obtained in Chapter 5 of this study.

Section 6.2 describes the demographic characteristics of the 28 interviewees. Eight major themes were identified within the interview data and these are discussed in line with the aims of this chapter: Section 6.3.1: *Understanding of IPRP Practices*, Section 6.3.2: *Principles Guiding the Implementation of IPRP*, Section 6.3.3: *The Role of LMs in the Implementation of IPRP*, Section 6.3.4: *Support from HR*, Section 6.3.5: *LMs' Involvement in Setting Targets*, Section 6.3.6: *Challenges in Implementing or Promoting the IPRP System*, Section 6.3.7: *IPRP and Gender*, and Section 6.3.7: *The IPRP System and Employee Well-being*. The chapter summary offers a synthesised conclusion of the LM interview findings as well as comparing them to the HRM findings in Chapter 5.

For ease of reference and to ascertain the perspectives of the line managers of the three financial institutions under study on their role as implementers of IPRP, codes were used to identify respondents as shown below in **Table 6.1**:

Table 6.1: Codes for Respondents

Code	Description
Participant 1 FO1/LM: Male/Female	A male or female Line Manager within financial organisation one.
Participant 1 FO2/LM: Male/Female	A male or female Line Manager within financial organisation two.
Participant 1 FO3/LM: Male/Female	A male or female line manager (LM) within financial organisation three.

LMs in this study are the category of managers responsible for the day-to-day supervision of employees. Their responsibilities centre on communicating daily/monthly targets to employees as well as appraising them monthly or quarterly in line with the stipulations of their organisation's IPRP policies. The demographic characteristics of the participants are described in the section that follows.

6.2 Results from the Empirical Study

6.2.1 Participants' Demographic Characteristics

The sample of line managers sampled for this study constituted 28 participants (FO1=10, FO2=9 and FO3=9). All the participating LMs had similar responsibilities irrespective of the organisation for which they worked. **Table 6.2** below depicts their demographic characteristics:

Table 6.2 Demographic Characteristics of the 28 LMs in FO1, FO2 and FO3

Participant Demographics				
Line Managers		FO1 n=10	FO2 n=9	FO3 n=9
		N	N	N
Gender	Male	10	5	6
	Female		4	3
Age Range	10-20			
	21-30	3		1
	31-40	7	4	8
	41-50		5	
	51-60			
	61-Above			
Educational Level	Junior High School			
	Senior High School	1		
	Degree	8	5	5
	Postgraduate	1	4	4
Income Range	GHC 500-GHC 1,000 (£89-£178)			
	GHC 1,000-GHC 1,500 (£178-£267)			
	GHC 1500-GHC 2,000 (£267-£356)			
	GHC 2,000-GHC 2,500 (£356-£445)			
	GHC 2,500-GHC 3,000 (£445-£534)			5
	GHC 3,000-GHC 3,500 (£534-£623)	6	2	4
	GHC3,500-GHC 4,000 (£623-£712)		4	
	GHC 4,000-Above (£712-Above)	4	3	
Length of Service	<2 years			
	2-5 years	3	7	6
	5-10 years	5	2	2
	10+ years	2		

6.2.1.1 Gender

As can be seen from **Table 6.2**, with regard to gender distribution across the three organisations, all had more male line managers than females. This is pictorially depicted in **Figure 6.1** below:

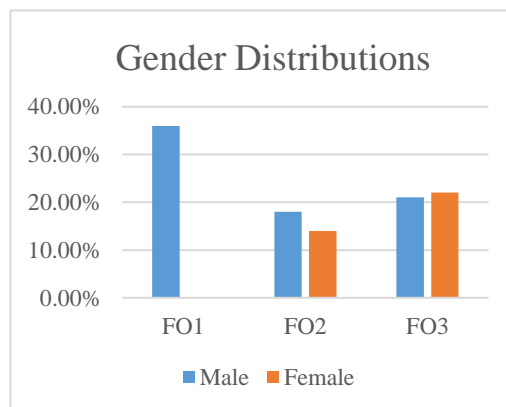


Figure 6.1: LMs' Gender Distribution across FO1, FO2 and FO3

6.2.1.2 Age Range

Indicatively, FO1 had only male LMs while FO2 and FO3 had both male and female LMs. While FO1 and FO3 had the highest numbers of LMs in the '31-40' age bracket, the age ranges of LMs in FO2 were almost equally distributed between the '31-40' and '41-50' brackets. Altogether, the majority (68%) of LMs fell within the '31-40' bracket. The remaining 14% and 18% were spread between the '20-30' and '41-50' age ranges. These are represented in **Figure 6.2** below:

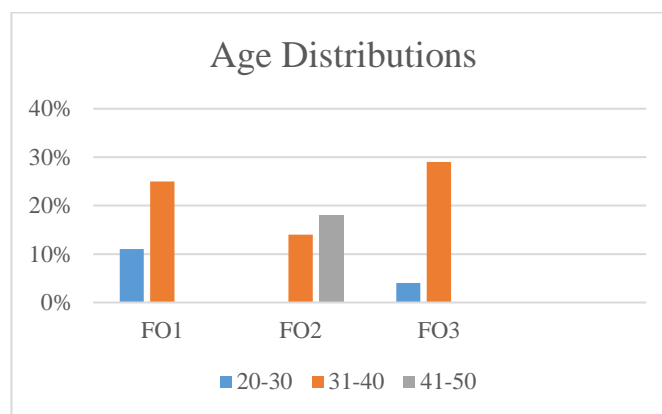


Figure 6.2: LMs' Age Distributions across FO1, FO2 and FO3

6.2.1.3 Educational Level

Additionally, although one participant (4%) in FO1 had 'senior high school' educational qualifications, the remaining majority of LMs across the three organisations had 'degree' (60%) and 'postgraduate' (36%) educational qualifications as displayed in **Figure 6.3** below:

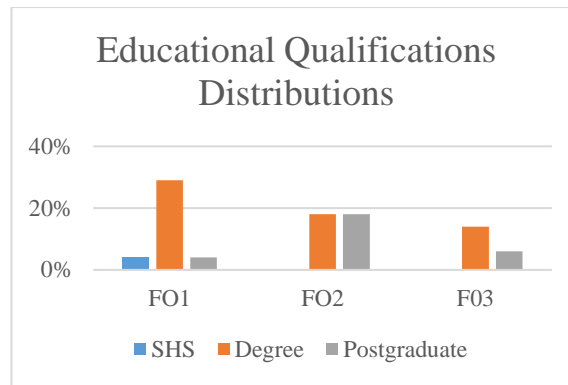


Figure 6.3: LMs' Educational Qualification Distributions across FO1, FO2 and FO3

6.2.1.4 Income Range

Also, the earnings across FO1, FO2 and FO3 seemed to be almost evenly distributed across the four higher-end 'income range' brackets. However, the majority (6) of LMs in FO1 earned an income within the 'GHC 3,000-GHC 3,500 (£534-£623)' bracket. This was followed by FO2 where the majority of LMs (4) earned between GHC 3,500 and GHC 4,000 (£623-£712). In FO3, the majority of LMs (4) earned between GHC 2,500 and GHC 3,000 (£445-£534), as represented in **Figure 6.4** below:

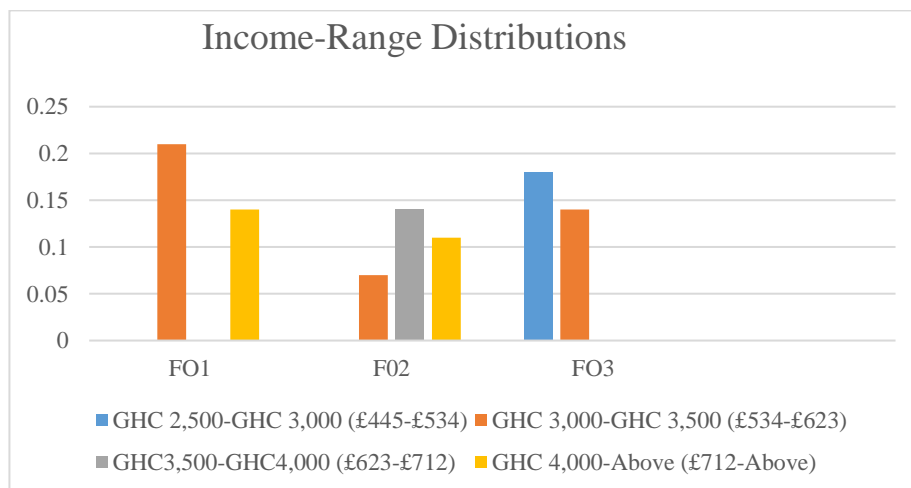


Figure 6.4: LMs' Income Range Distributions across FO1, FO2 and FO3

6.2.1.5 Length of Service

Conclusively, while only 7% of participants had served ‘10+years’, the remaining majority had tenures spanning between 2 and 5 years (60%) and 5 and 10 years (33%) across the three organisations. **Figure 6.5** below depicts these findings:

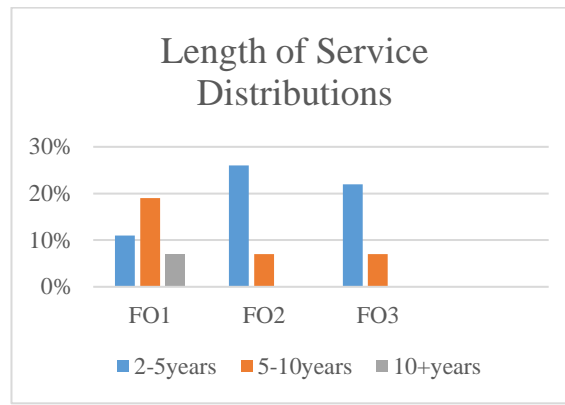


Figure 6.5: LMs’ Length of Service Distributions across FO1, FO2 and FO3

6.3 Themes from Interviews

This section expatiates the eight major themes identified within the data generated from the LM interviews. These are discussed in line with the aims of this chapter: Section 6.3.1: *Understanding of IPRP Practices*, Section 6.3.2: *Principles Guiding the Implementation of IPRP*, Section 6.3.3: *The Significant Role of LMs in the Implementation of IPRP*, Section 6.3.4: *Support from HR*, Section 6.3.5: *LMs’ Involvement in Setting Targets*, Section 6.3.6: *Challenges in Implementing or Promoting the IPRP System*, Section 6.3.7: *IPRP and Gender*, and Section 6.3.8: *The IPRP System and Employee Well-being*.

6.3.1 Understanding of IPRP Practices

6.3.1.1 Understanding of IPRP Provisions

Effective IPRP schemes rely heavily on the quality of line managers' assessment of employee performance (Suff et al. 2007). In line with objective three of this study, this theme therefore expatiated the experiences and perspectives of LMs with regard to their role as implementers of IPRP across the three organisations. This also related to their knowledge regarding the policies guiding the implementation of IPRP in their respective organisations. Similar to the HRM interviews in Chapter 5 of this study, all LMs understood the IPRP concept and knew why the system had been implemented within their respective organisations, as expressed in the voices below:

'There were issues with overlapping job roles. Others were also being paid for jobs they were not doing, so to promote fairness, clarity, transparency, the motivation and the accountability of employees, streamline the systems, make employees aware of the organisation's objectives and improve individual performance and efficiency, the performance contracts and performance appraisal system were introduced where individual performance is measured against an employee's assumed responsibility and agreed target'. (Participant 8 FO1/LM: Male)

'IPRP was introduced in FO2 to ensure equity and that people/employees get what they deserve in terms of pay, promotion, rewards etc. rather than just being in the system'. (Participant 6 FO2/LM: Female)

'...to enhance performance, increase productivity and to motivate staff in order to get the best out of them'. (Participant 3 FO3/LM: Male).

In contrast to Makinson's (2000) and Bichard's (1999) assertion that there is diminutive evidence to support the claim that IPRP helps to confront poor performance, this study discovered, as indicated by the voices above, that IPRP was introduced across the three financial organisations to boost both employee and organisational productivity, while correcting problems with clarity and transparency relating to pay, promotion, rewards etc. **Table 6.3** depicts the understanding of interviewees in relation to the adoption of IPRP within their respective organisations.

Table 6.3: Summary of the Reasons for the Adoption of IPRP across FO1, FO2 and FO3 from LM Perspectives

The Organisation	Employees	Customers
-Streamline overlapping job roles and responsibilities. --Make employees aware of the organisation's objectives. -Get the best out of employees.	-Promote fairness, clarity and transparency. -Increase employee motivation and accountability. -Improve employee performance and efficiency. -Measure individual performance against employee's assumed responsibility and agreed target. -Ensure equity in employee pay, promotion and rewards. -Enhance employee productivity.	-

The findings outlined in **Table 6.3** above are similar to the reasons given by HRMs (Chapter 5: Table 5.3) in relation to the adoption of IPRP within their respective organisations. The only disparity, however, is that while HRMs included customer satisfaction as a key factor influencing their respective organisations' adoption of IPRP, this was not clearly evident from the LMs' statements. This gap could perhaps be due to the fact that, in the implementation of IPRP, LMs often have to deal with HR, corporate leadership, LLEs, customers etc. This means that they might often face contradictory goals and demands from these multiple stakeholders (e.g. Bruhl 2003; Elena 2007; Carr and Valinezhad 1994; Gandini et al. 2009). To overcome this dilemma and in order to meet their departmental, branch or even personal targets, they must therefore focus and ensure that LLEs, who are their closest point of call (rather than customers), meet their targets. Hence, their focus is on the organisation, HR and LLEs. **Table 6.4** below, also summarily presents the reasons for the adoption of IPRP unique to FO1, FO2 and FO3 from the LMs' perspectives.

Table 6.4: Summary of the Reasons for the Adoption of IPRP Unique to FO1, FO2 and FO3 from LM Perspectives

Theme	F01	F02	F03
Understanding of IPRP Practices	-Understanding of IPRP Provisions: -Solve problems with overlapping job roles. -Promote equity, fairness, clarity and transparency. -Motivate employees. -Make employees accountable. -Streamline the work system. -Make employees aware of the organisation's objectives. -Improve individual performance and efficiency. -Measure employees' assumed responsibility against agreed target.	-Understanding of IPRP Provisions: -Ensure equity. -Promote fairness in pay, promotion and rewards.	-Understanding of IPRP Provisions: -Enhance employee performance. -Increase productivity. -Motivate staff. -Get the best out of employees.

6.3.2 Principles Guiding the Implementation of IPRP

6.3.2.1 External (Governmental) Guidelines

Governmental employment and compensation policies are vital for the effective delivery of public services, which are important for the general prosperity and development of societies as well as the efficient functioning of economies (International Monetary Fund (IMF) 2016). Similar to the HRM interview findings (section 5.4.6.1), the LM interviews also echoed that there are no governmental legal and regulatory frameworks for financial institutions regarding the use of IPRP. Specifically, there were no stipulations from government regarding how employees should be rewarded or how IPRP should be managed and/or implemented. Whatever stipulations they were guided by, were mainly from their respective organisations.

'I don't know of any such guidelines from the government with regards to the operation of IPRP. There is a guideline which I have to follow as a branch manager given by our head office/head management but there are no guidelines as such from government on how organisations should reward their employees'. (Participant 9 FO1/LM: Male)

'No. There is none that I know of. I don't think that employees are protected that much in this country. There is a lot of bullying, harassment, discrimination, dismissal without notice etc.' (Participant 2 FO2/LM: Female)

'I don't know of anything clear-cut but I know there are some guidelines coming from the Salaries and Fair Wages Commission which I'm sure is from the Government. As far as I'm concerned, my organisation works in conformity with these guidelines'. (Participant 1 FO3/LM: Male)

6.3.2.2 Internal (Corporate) Guidelines

According to McMullen and Stark (2008), line management is the lynchpin to executing effective reward programmes. Hence, their role should not be neglected. The researcher therefore probed and discovered that LMs had a clear understanding of the principles guiding their organisation's internal IPRP policies:

'Due to the sales-oriented and commission-based nature of the work, employees have to be self-motivated. The key guiding principle in appraising employees therefore is to take into cognizance and look at customer satisfaction and how to increase and sustain the financial base of the branch so that we can meet our monthly targets. I therefore look at the internal processes and tie these in with employees' performance'. (Participant 2 FO1/LM: Male)

'To make the company profitable, we tie performance to our reward system to ensure that people are rewarded on merit basis. So if you are able to perform higher and achieve your target, you get a higher remuneration than those who underperform'. (Participant 1 FO2/LM: Male)

'The main guiding principles are first, to improve performance and increase profit in order to satisfy all stakeholders – customers, employees, shareholders etc. Specifically, you can't focus on customers and ignore employees and you can't focus on employees and ignore customers – the two go hand-in hand. Otherwise, where will the money to pay employees come from? So inasmuch as you focus on customers to delight them, you must also satisfy the employee, then when the profit comes, the IPRP scheme – based on targets met by the employee – is used to share the bonus equitably and fairly'. (Participant 4 FO3/LM: Female)

Within such a highly competitive global financial services industry where market growth is only possible through expansion (Thornton and White 2001), Beverland (2001) and Leigh and Marshall (2001) posit that salespersons within organisations, because of their boundary spanning positions, play a significant role in helping to establish and maintain customer-oriented relationships. LMs within this study expressed the fact that they focus on individual employee performance. Specifically, they ensure that customers are delighted and satisfied by employees in order to boost the financial base of the organisation. This is evident across all three organisations, as conveyed in the quotations above. These outcomes are similar to the findings from Chapter 5 where HRMs indicated that in line with BoG (2017) stipulations,

Ghanaian financial services institutions should ensure that their services are in the interest of customers and depositors.

6.3.3 The Significant Role of LMs in the Implementation of IPRP

Given that line management takes the lead role in 'making things happen' (i.e. planning, mentoring, reinforcing and assessing employee performance via reward outcomes), their role in influencing employees regarding the relevance and intent of their organisation's reward system cannot be overemphasised (e.g. McClaren 2000, 2013; McMullen and Stark 2007). Hence, the researcher sought to ascertain the perspective of LMs in relation to their role in implementing IPRP. Accordingly, their awareness of these principles guided them in efficiently carrying out their role as IPRP implementers. Thus:

'All employees are appraised daily. We have monthly targets which have been broken down into weekly and daily targets. So at the end of a given day, we look at sales/deals which have been closed by employees. For those which haven't been closed, we try to find out from them what happened and the way forward in directing them to achieve the set targets because not all employees can achieve their set targets on a given day. But it still remains to be achieved the next day. We therefore reconcile and collate these into a report at the end of each given day to enable us ascertain and track who has done what at the end of each day.' (Participant 5 FO1/LM: Male)

'The IPRP scheme is for every employee as we are all set core marketing and financial targets. The regular monthly performance reviews therefore help us to keep track of the employees and where there are shortfalls, then we try to get back on track.' (Participant 3 FO2 LM: Male)

'It's a mixture which is practically used for all employees. But there are some slight differences. For instance, the marketing person definitely has more quantitative targets while operational staff have more qualitative than quantitative targets. So specifically, where I will focus more on the quantitative aspect for the marketing team, I will focus more on the qualitative aspect for the operations in that same area.' (Participant 2 FO2/LM: Female)

In line with corporate IPRP policy, LMs confirmed that they were responsible for managing performance and appraising employees on their monthly, weekly or daily targets. Idiosyncratic to F02, all employees were set both core and financial targets, irrespective of their department within the organisation. Generally, the nature of targets across all three organisations could be a mix of both qualitative and quantitative elements. However, in FO3, the more dominant targets (quantitative or qualitative) were dependent on whether the

employees were operational, sales or marketing staff. Analogous to the findings from the HRM interviews (section 5.4.2.1), LMs also emphasised that the IPRP system covered every employee within their respective organisations. A summary of the significant role of LMs in the implementation of IPRP unique to FO1, FO2 and FO3 is presented below in **Table 6.5**:

Table 6.5: Summary of the Significant Role of LMs in the Implementation of IPRP unique to FO1, FO2 and FO3

Theme	F01	F02	F03
The Role of LMs in the Implementation of IPRP	-IPRP is for all employees: -Appraise employees on their daily performance. -Give feedback to employees on their performance. -Reconcile and collate reports on employee performance.	-IPRP is for all employees: -Regularly review the performance of employees on their core and financial targets. -Keep track of employee performance.	-IPRP is for all employees: -Give feedback to employees in relation to performance on their targets. -Larger portion of quantitative or qualitative targets is dependent on whether you are operational, sales or marketing staff.

6.3.4 Support from HR

Line management and HR are key players who have a vested interest in ensuring that their organisations achieve success (Mayhew 2017; Fulmer 2006; McGee 2008). It is therefore essential that both parties collaborate and work together effectively. This way, line management can become more proficient in strategic HR functions such as performance management, conducting employee performance appraisals etc. (Anderson 2008). Across the three organisations, LMs put forward that their respective organisations ensure that they are given the necessary resources to enable them to effectively implement the IPRP scheme. Strategic training sessions, conferences and meetings are the main means used by HR to update staff on changes or new IPRP policies across F01, F02 and F03. Some employees put it succinctly:

'They are forthcoming in terms of offering us the requisite training we need at any point in time to facilitate our role in implementing the scheme. As soon as new IPRP policies are formulated

or changed, they usually call for a meeting or conference and these are communicated to us. At other times, we are informed via email or conference calls'. (Participant 10 FO1/LM: Male)

'HR regularly organises refresher training programmes for all line managers and for all staff who are in people management positions so that we understand how the performance assessment system works. Supervisors, key leads, cluster heads, branch managers and even previous heads of departments are included just so that they can muster how to go about it in respect of setting targets for their people, tracking, assessing or managing them periodically'. (Participant 7 FO2/LM: Male)

'Whenever I encounter any difficulties, I revert to them. All the necessary tools and resources which I need have been provided. I wouldn't say I lack anything. They also organise strategic training sessions where all the key managers are present and they outline what we need to do and how we need to go about it'. (Participant 7 FO3/LM: Male)

These findings are comparable to the HRM findings in Chapter 5 (section 5.4.4.1), that HR had a thorough oversight of the IPRP system across all three organisations in order to ensure that it was running efficiently. Specifically, FO1 HRMs will usually call for a conference or meeting to update LMs immediately if there are changes or modifications to the corporate IPRP policy. To ensure that LMs and staff in people management positions are up-to-scratch with corporate IPRP policy, HRMs regularly organise refresher training sessions for all key stakeholders. Correspondingly and in a cyclical fashion, while F03 HRMs regularly organise strategic training sessions for LMs and all key stakeholders involved in the implementation of corporate IPRP policy, LMs revert to them (HR) whenever they encounter any problems in the implementation process. The summary of the forms of support rendered to FO1, FO2 and FO3 LMs from HR is depicted below in **Table 6.6**:

Table 6.6 Support from HR summary

Theme	F01	F02	F03
Support from HR	<ul style="list-style-type: none"> -Requisite training sessions are organised by HR to facilitate implementer role. -Meetings, conferences and email are the main modes via which updates/modifications on IPRP policies are communicated to staff. 	<ul style="list-style-type: none"> -Regular organisation of refresher training programmes by HR for IPRP implementers/(LMs) in relation to: <ul style="list-style-type: none"> -Setting targets -Tracking, assessing and managing employee performance periodically. 	<ul style="list-style-type: none"> -Revert to HR for assistance in resolving IPRP implementation difficulties. -HR organises strategic training sessions and provides all the necessary tools and resources to help LMs effectively implement IPRP as and when needed.

6.3.5 LMs' Involvement in Setting Targets

CIPD (2017) and Schartel (2012) indicate that LMs within several organisations are responsible for overseeing a myriad of HR-related duties. These can range from filling in performance appraisal forms, recommending pay increases, breaking either good or bad employment-related news or interviewing candidates for employment (Wright and Boswell 2002). In line with these assertions, the researcher enquired about the level to which LMs were involved in the setting of targets. In line with typical IPMS/IPRP, LMs indicated that they were not directly involved in the setting of targets as these are cascaded down to them from senior management (i.e. HR). However, using the requisite resources provided by their various organisations, they were responsible for providing the necessary support, guidance and direction needed by employees to enable them to meet their set targets.

'After receiving the targets from the head office, I calculate the portion of targets supposed to be met by my branch as a whole. Afterwards, I break this further down for my sales executive supervisors and then provide them with the necessary support and direction, guide them in meeting the set targets'. (Participant 6 FO1/LM: Male)

'Well, the targets are cascaded down to us from senior management so I'm not directly involved in the setting of targets. However, I'm involved to the extent that I regularly have to give feedback to employees under my supervision regarding their performance. So where target- or appraisal-related issues arise, then I might have to revert to HR when I'm not able to resolve them at the departmental level. In this way then, I might say that I play a key role in the formulation of IPRP policies – though not directly'. (Participant 5 FO2/LM: Male)

'I don't play any role. After receiving the set targets from senior management, all I do is encourage my team to give out their best in their performance on an individual basis.' (Participant 8 FO3/LM: Male)

Peculiar to FO1, LMs surmised that upon reception of the lump-sum organisational wide target from senior management, they calculate the portion needed to be met by their respective department or branch. Further, they calculate the portion needed to be met by individual employees for the respective quarter, month or week. Apart from regularly giving feedback to employees as part of their appraisal and the management of their performance, F02 LMs indicated that they were also responsible for escalating employee/appraisal-related grievances or problems upwards to HR.

Additionally, FO3 LMs specified that in addition to the organisation-wide support system available to employees, they go further to encourage their employees to give their best on their individual targets. These findings are in line with those of the HRM interviews (section 5.4.4.2), that HR was the custodian of the IPRP system across the financial institutions under study, with LMs being responsible only for the daily effective operation (implementation and management) of the IPRP system.

Bearing in mind this knowledge that they (LMs) are not directly involved in the setting of targets, they liaise with HR by forwarding to them any unresolved target/appraisal-related issues. These issues, when addressed, also serve as internal mechanisms (section 5.4.5) that help their respective organisations in the formulation /modification of future IPRP policies or targets.

6.3.6 Challenges in Implementing/Promoting the IPRP System

Leigh (2013), Neal (2011) and Maycock (2014) argue that there are several challenges associated with the use of IPRP. Foremost, there is the difficulty of identifying the tasks to be achieved. Second, there is the difficulty of accurately measuring performance and linking this to pay decisions. Third, and at its worst, employees could game the system (corruption), especially if the performance indicator stakes are high (Maycock, Auluck and Puplampu 2016). Bearing these challenges in mind, the researcher therefore sought to ascertain whether there were any idiosyncratic challenges that hindered the effective implementation and promotion of the IPRP system across the three organisations under study. These are conveyed in the expressions below:

'After the introduction of IPRP, they mentioned something like 'pot of gold' such that, when you are able to achieve your targets, you and your team are entitled to earn some cash rewards. But it looks like it is kind of a bit difficult for one to get it irrespective of how hard you have worked to achieve your targets because of the 'clauses' that have been put into it. This doesn't encourage employees to put up their best performance'. (Participant 3 FO1/LM: Male)

'..... I think targets should be focused more on the core responsibilities of the employee – that way, they have no excuse. If you burden them with what is not their core, they can easily lose sight by being too busy trying to achieve their financial targets. The one who has been employed to do demand deposits should focus on that as a core responsibility, do it and be appraised on that. That way, they'd be more focused on their core and doing their best rather than being a jack of all trades and master of none – not giving the best value to the organisation.' (Participant 9 FO2/LM: Male)

'Some activities being done by staff cannot be quantified; as such, the use of IPRP will not affect their performance positively. Also, there is the issue of two similarly ranked employees performing the same job roles but being assessed by different targets. This can be very demotivating for staff.' (Participant 6 FO3/LM: Female)

Inferring from *Chapter 5: Table 5.3* and *Chapter 6: Table 6.3*, the findings from both the HRM and LM interviewees indicated that IPRP was adopted within the institutions under study to provide employees with the opportunity to increase earnings, to promote fairness, clarity and transparency, to streamline overlapping job roles and responsibilities and to ensure equity in employee pay, promotion and rewards. However, the LM submissions above suggest that these problems still persist. Below, **Table 6.7** presents a succinct summary of the IPRP implementation challenges idiosyncratic to FO1, FO2 and F03.

Table 6.7: Idiosyncratic challenges in implementing/ promoting the IPRP system

Theme	FO1	FO2	FO3
Challenges in Implementing/ Promoting the IPRP System	-Promised cash rewards or ' <i>pot of gold</i> ' attached to the attainment of targets was never forthcoming even when targets were met. -This demotivated/discouraged employees.	-The setting of both core and financial targets for all employees irrespective of their rank or departments within which they worked. - This caused a lack of focus, making it difficult for employees to meet their targets.	-The difficulty of quantifying job duties/targets that were qualitative in nature. -Perceived inequity where employees ranked similarly on the organisational ladder were assessed by different targets. -This demotivated/discouraged employees.

As depicted in **Table 6.7**, the concern/challenge within FO1 centred mainly on management's lack of transparency with staff. Particularly, the fact that promised cash rewards or the '*pot of gold*' attached to the attainment of targets was never forthcoming, even when targets had been met. These findings are congruent with the outcomes from the introduction of

IPRP within the Rwandan Health Sector (Overseas Development Institute 2011). Initially, the scheme indicated positive results; for example, the efficiency of health workers rose and their absenteeism dropped, demonstrating that a financial reward scheme, when implemented with rigorous verification of performance can improve health even in a low-resource context. A major criticism, however is that there was a drop in the morale of health workers after the IPRP scheme was used temporarily. Inferring from this, we can say that should the problem of unpaid cash rewards persist in FO1, employees could become 'permanently' discouraged and demotivated.

In FO2, all employees were set both core and financial targets, irrespective of their rank or departments within the organisation. If not effectively handled, this problem could undermine intrinsic motivation to perform job tasks, as well as discourage risk taking (e.g. Heneman 1992; Lawler 1990). This duality of targets, according to LMs, caused a lack of focus, making it difficult for employees to meet their set targets. The difficulty of quantifying job duties/targets that were qualitative in nature as well as the issue of perceived inequity where employees ranked similarly on the organisational ladder are assessed by different targets were the two main issues of concern within F03. Again, the possibility of decreased self-esteem and equity including rifts in workplace relationships could be imminent (e.g. Armstrong 2010 and Heery 2000). Altogether, LMs emphasised that these challenges were demotivating to employees and impacted negatively on the effective implementation and management of IPRP.

6.3.7 IPRP and Gender

Accordingly, LMs confirmed that both males and females in similar job roles are given similar targets. The main reason they proffered for this was that, if males and female employees have similar qualifications, then they should be treated equally and given equivalent targets as conveyed below:

‘In my branch, males and females are given similar targets. However, we have more females than males. There’s no particular reason for having more females than males but for me, in sales when you have nicer or prettier females as marketers, they perform much better than men because they are more aggressive and more able to easily convince potential customers (i.e. men) to access loans. Indeed, it is a marketing strategy. For me, I will prefer recruiting females who are beautiful than those who are not.’ (Participant 7 FO2/LLE: Male)

‘Yes. There’s a balance of males and females within the sales and marketing team. There’s no gender discrimination at all here or at recruitment. After all, our qualifications are the same. So there are no differences in the targets we set.’ (Participant 3 FO2/LLE: Male)

‘Yes. We believe that males and females have equal abilities. So they are treated fairly and set similar targets.’ (Participant 6 FO2/LLE: Female)

However, as indicated under the LLE demographics section (Chapter 7, Figure 7.1), there are more males than females in the sales and marketing team in FO2. Participants surmise that this is not a marketing strategy, but rather that it is based on who best qualifies for the job role. This was the reverse in both FO1 and FO3. The utterance of the FO1 respondent in relation to the preponderance of females indicate that females are largely perceived as ‘nicer’. Also, their feminine qualities mean that they are more able to convince both existing and prospective customers, particularly males. A summary of the idiosyncratic gender issues within the FO1, FO2 and FO3 IPRP systems are presented in **Table 6.8** below:

Table 6.8: Gender issues within the IPRP System idiosyncratic to FO1, FO2 and FO3

Theme	FO1	FO2	FO3
IPRP and Gender	-Both male and female employees with equivalent qualifications and job roles are set similar targets. -As a marketing strategy there are more females in the sales and marketing team than males because they are: -Nicer and prettier -Perform better (more aggressive and convince potential customers, i.e. men, more easily).	-Both male and female employees with equivalent qualifications and job roles are set similar targets. -Though there are more males in the sales and marketing team than females, this is not a marketing strategy. It is based on who best qualifies for the job role.	-Both male and female employees with equivalent qualifications and job roles are set similar targets. -There are more females in the sales and marketing team than males.

Women within financial services institutions have made commendable progress, evidenced by the number of high profile positions they occupy (Anyanwu 2012). They are given opportunities to progress in their job roles and the once prevalent glass ceiling within the

sector has been broken, thereby allowing women to realise and fulfil their potentials (Adetiba 2009; Adewusi 2012). Nevertheless, Jacob (2013), Maycock et al. (2017), Susan (2010) and Utomi (2011) contend this view. These authors argue that some of these institutions entice these women with attractive remuneration packages and coerce them to meet unrealistic IPRP targets at the expense of their natural dignity (i.e. corporate prostitution).

6.3.8 The IPRP System and Employee Well-being

Across the three financial institutions, the continuous inability to meet set targets will result in the imminent reality of being sacked or fired. However, LMs agreed that this would be the last resort after all the necessary support needed by the employee to boost performance had been exhausted. Some comments in this regard are given below:

'I believe that if someone is continuously unable to attain their targets, their job and pay will be at risk and this can definitely cause some tension and stress – these are very synonymous in operations/sales environments. It can also become unbearable when basic logistics are not provided by management in time for individuals to execute their assigned core duties in order to responsibly achieve targets...no organisation will want to employ someone who doesn't achieve. So we need to open the door for underperformers and let them go so that we can bring in someone who can do better.' (Participant 7 FO1/LM: Male)

'Yes, if you are continuously unable to meet your targets, you are an underperformer whose job and pay may be at risk because your chances of progressing through the ranks within the organisation are stifled. You are a liability to everybody. But then, you are given the opportunity to prove yourself and all the necessary support will be given. Even if it means changing from one department to another to see where you can fit and establish your strength, we always do so. But if after all this, it doesn't work, then we face the imminent reality. We won't shield, if the employee has to go, he or she has to go.' (Participant 8 FO2/LM: Female)

'We try to identify the problems resulting in underperformance and then provide the requisite training through a corporate initiative we call 'employee support training programme', during which we expect the employee's performance to improve. We also try to find out the employee's strengths and based on this, perhaps we can move them to the requisite department. If after all these avenues have been exhausted there is no improvement in the employee's performance, then you are fired or sacked.' (Participant 2 FO3/LM: Female)

Similar to the assertions put forward by Armstrong (2010), Maycock (2009) and Maycock and Pupilampu (2014), there was agreement from the LMs that continuous underperformance and inability to meet targets indeed cause tension and stress, the risk of dwindling pay, losing the job or even failure to be promoted. Thus, through established

corporate initiatives (organised through LMs), underperforming employees were either provided with the requisite support or re-assessed for their strengths. These re-assessments were then followed by the re-assignment of the employee to a department within the organisation where their strengths and expertise would be put to better use. When all these employee support initiatives had been exhausted and there were still no signs of improvement, the employee's appointment would be terminated since he or she had become a liability rather than an asset to the organisation.

Specifically, continuous inability to meet set targets/underperformance after all forms of support have been exhausted are likely to result in outright dismissal within F03. Job and pay insecurity, tension and stress associated with the job, and subsequent dismissal were the main issues encountered by FO1 employees. Within FO2, chances of promotion within the organisation are stifled. Precisely, the employee faces the imminent reality of being sacked since he or she has become a liability to the organisation. These findings are congruent with that of Heery (2000), that IPRP is unethical because it poses an income and job security risk to employees. More accurately, employees are 'social resources' vital to the growth and success of the organisation. By using IPRP to manage their performance, they may have the capacity to increase their control over their reward outcomes. Nevertheless, the prominent emphasis placed by management on their individual performance, particularly in socio-economic contexts characterised by high levels of unemployment, little or non-existent legal protection for employees etc. impacts negatively on their well-being (Maycock et al. 2017). The idiosyncratic IPRP well-being concerns unique to FO1, FO2 and FO3 are highlighted below in

Table 6.9:

Table 6.9: Idiosyncratic IPRP well-being concerns unique to FO1, FO2 and FO3

Theme	FO1	FO2	FO3
The IPRP System and Employee Well-being	<ul style="list-style-type: none"> -Organisation support system for underperformers includes: <ul style="list-style-type: none"> -Provision of requisite logistics to execute targets. Failure to meet targets may result in underperformance. -Continuous inability to meet set targets/underperformance after all forms of support have been exhausted likely to result in: <ul style="list-style-type: none"> -Job and pay insecurity. -Tension and stress on the job. -Dismissal 	<ul style="list-style-type: none"> -Organisation support system for underperformers includes: <ul style="list-style-type: none"> -Interdepartmental transfer or re-assignment of core duties after re-assessment to establish the employee's strength via appraisal. -Provision of necessary support to give the employee an opportunity to prove him/herself. -Underperforming employees are given time to prove themselves worthy of remaining in employment with the organisation. -Continuous inability to meet set targets/underperformance after all forms of support have been exhausted likely to result in: <ul style="list-style-type: none"> -Chances of promotion within the organisation being stifled. -Becoming a liability to everybody. -The imminent reality of being sacked. 	<ul style="list-style-type: none"> -Organisation support system for underperformers includes: <ul style="list-style-type: none"> -Corporate efforts aimed at identifying possible causes for employee underperformance via the 'employee support training programme'. -Interdepartmental transfer or re-assignment of core duties after re-assessment to establish the employee's strength via appraisal. -Underperforming employees are given time to prove themselves worthy of remaining in employment with the organisation. -Continuous inability to meet set targets/underperformance after all forms of support have been exhausted likely to result in: <ul style="list-style-type: none"> -Losing job.

Chapter Summary

The aim of this chapter was to provide an overview of the perspectives of the line managers of the three financial institutions under study on their role as implementers of IPRP. The findings indicated that LMs overall, despite implementation challenges, had a good understanding of their role in the IPRP implementation process. Findings idiosyncratic to each organisation are presented below in **Table 6.10** under the eight main themes. A synchronisation of these findings and themes across the three organisations is also summarily presented in **Chapter 8, Table 8.2**.

Table 6.10: Summary of findings from LM interviews idiosyncratic to FO1, FO2 and FO3

Theme	F01	F02	F03
1) Understanding of IPRP Practices	<p>-Understanding of IPRP Provisions:</p> <ul style="list-style-type: none"> -Solve problems with overlapping job roles. -Promote equity, fairness, clarity and transparency. -Motivate employees. -Make employees accountable. -Streamline the work system. -Make employees aware of the organisation's objectives. -Improve individual performance and efficiency. -Measure employees' assumed responsibility against agreed target. 	<p>-Understanding of IPRP Provisions:</p> <ul style="list-style-type: none"> -Ensure equity. -Promote fairness in pay, promotion and rewards. 	<p>-Understanding of IPRP Provisions:</p> <ul style="list-style-type: none"> -Enhance employee performance. -Increase productivity. -Motivate staff. -Get the best out of employees.
<p>2) Principles Guiding the Implementation of IPRP:</p> <p><i>-External (Governmental) Guidelines</i></p> <p><i>-Internal (Corporate) Guidelines</i></p>	<p>- No legal and regulatory framework for Ghanaian financial institutions regarding the use of IPRP.</p> <p>-Bank of Ghana (BoG) stipulates that Ghanaian financial services institutions should ensure that their services are in the interest of customers and depositors.</p>		
3) The Role of LMs in the Implementation of IPRP	<p>-IPRP is for all employees:</p> <ul style="list-style-type: none"> -Appraise employees on their daily performance. -Give feedback to employees on their performance. -Reconcile and collate reports on employee performance. 	<p>-IPRP is for all employees:</p> <ul style="list-style-type: none"> -Regularly review the performance of employees on their core and financial targets. -Keep track of employee performance. 	<p>-IPRP is for all employees:</p> <ul style="list-style-type: none"> -Give feedback to employees in relation to performance on their targets. -Larger portion of quantitative or qualitative targets is dependent on whether you are operational, sales or marketing staff.
4) Support from HR	<p>-Requisite training sessions are organised by HR to facilitate implementer role.</p> <p>-Meetings, conferences and email are the main modes via which updates/modifications on IPRP policies are communicated to staff.</p>	<p>-Regular organisation of refresher training programmes by HR for IPRP implementers/(LMs) in relation to:</p> <ul style="list-style-type: none"> -Setting targets -Tracking, assessing and managing employee 	<p>-Revert to HR for assistance with resolving IPRP implementation difficulties.</p> <p>-HR organises strategic training sessions and provides all the necessary tools and resources to help LMs effectively implement</p>

		performance periodically.	IPRP as and when needed.
5) LMs Involvement in Setting Targets	LMs are not involved in setting targets: -Targets are cascaded downwards to LMs from HR/Senior Management. -Break targets down further for the branch and subsequently for the LLEs -Provide LLEs with necessary support, direction and guidance on meeting set targets.	LMs are not involved in setting targets: - Targets are cascaded downwards to LMs from HR/Senior Management. -Regularly give feedback to employees regarding their performance on their targets. -Escalate employee/appraisal-related grievances or problems to HR.	LMs are not involved in setting targets: - Targets are cascaded downwards to LMs from HR/Senior Management. -Encourage individual employees within the team to give their best performance on their targets.
6) Challenges in Implementing/Promoting the IPRP System	-Promised cash rewards or ' <i>pot of gold</i> ' attached to the attainment of targets was never forthcoming even when targets had been met. -This demotivated/discouraged employees.	-The setting of both core and financial targets for all employees irrespective of their rank or departments within which they worked. - This caused a lack of focus, making it difficult for employees to meet their targets.	-The difficulty of quantifying job duties/targets that were qualitative in nature. -Perceived inequity where employees ranked similarly on the organisational ladder were assessed by different targets. -This demotivated/discouraged employees.
7) IPRP and Gender	-Both male and female employees with equivalent qualifications and job roles are set similar targets. -As a marketing strategy there are more females in the sales and marketing team than males because they are: -Nicer and prettier -Perform better (more aggressive and convince potential customers, i.e. men, more easily).	-Both male and female employees with equivalent qualifications and job roles are set similar targets. -Though there are more males in the sales and marketing team than females, this is not a marketing strategy. It is based on who best qualifies for the job role.	-Both male and female employees with equivalent qualifications and job roles are set similar targets. -There are more females in the sales and marketing team than males.
8) The IPRP System and Employee Well-being	-Organisation support system for underperformers includes: -Provision of requisite logistics to execute targets. The failure to achieve targets may result in underperformance.	-Organisation support system for underperformers includes: -Interdepartmental transfer or re-assignment of core duties after re-assessment to establish the	-Organisation support system for underperformers includes: -Corporate efforts aimed at identifying possible causes for employee underperformance via the 'employee

	<p>-Continuous inability to meet set targets/underperformance after all forms of support have been exhausted likely to result in:</p> <ul style="list-style-type: none"> -Job and pay insecurity. -Tension and stress on the job. -Dismissal 	<p>employee's strength via appraisal. -Provision of necessary support to give the employee an opportunity to prove him/herself. -Underperforming employees are given time to prove themselves worthy of remaining in employment with the organisation.</p> <p>-Continuous inability to meet set targets/underperformance after all forms of support have been exhausted likely to result in:</p> <ul style="list-style-type: none"> -Chances of promotion within the organisation being stifled. -Becoming a liability to everybody. -The imminent reality of being sacked. 	<p>support training programme'. -Interdepartmental transfer or re-assignment of core duties after re-assessment to establish the employee's strength via appraisal. -Underperforming employees are given time to prove themselves worthy of remaining in employment with the organisation.</p> <p>-Continuous inability to meet set targets/underperformance after all forms of support have been exhausted likely to result in:</p> <ul style="list-style-type: none"> -Losing job.

Findings from **Table 6.10** were then triangulated with those obtained from the results in Chapter 5 of this study:

- 1) First, both HRMs (*Chapter 5: Table 5.3*) and LMs (*Chapter 6: Table 6.3*) had similar viewpoints on the reasons for the adoption of IPRP. The only difference was 'customer satisfaction', which was missing from LMs' perspectives. 'Customer satisfaction', however, was a key guiding principle noted by LMs as one of the mechanisms they focus on when implementing IPRP.
- 2) Findings from HRM interviews (*Chapter 5: section 5.4.6 Monitoring and Evaluation of IPRP Policies and Practices (Sub-theme 5.4.6.1: External (Governmental) Guidelines)*), were also similar to those from the LM interviews (*Chapter 6: section*

6.3.2.1: *External (Governmental) Guidelines*) as they emphasised that there are no external legal and regulatory frameworks for financial institutions regarding the use of IPRP.

- 3) Analogous to the findings from the HRM interviews (*Chapter 5: 5.4.2 Mechanisms Guiding the Use of IPRP (Sub-theme 5.4.2.1: IPRP is for all Employees: IPRP is for all Employees)*), LMs also emphasised that the IPRP system covers every employee within their respective organisations (*Chapter 6 section 6.3.3: The Significant Role of LMs in the Implementation of IPRP*).
- 4) HRM interview findings in Chapter 5 (*section: 5.4.4 Management and Implementation of IPRP (Sub-theme 5.4.4.1: HR’s Role in Promoting IPRP)*), that HR had a thorough oversight of the IPRP system across all three organisations in order to ensure that it was running efficiently, were also emphasised by LMs under *section 6.3.4* of this chapter.
- 5) There was also a comparison between the HRM interview findings and those of LMs as LMs confirmed that although they were responsible for the daily effective management and implementation of the IPRP system, HR had total custody of the entire process (*section 6.3.5*).
- 6) Although IPRP was adopted within the institutions under study to provide employees with the opportunity to increase earnings, to promote fairness, clarity and transparency, to streamline overlapping job roles and responsibilities and to ensure equity in employee pay, promotion and rewards, as indicated by both HRM and LM interviews, these problems were still unresolved, as indicated in *section 6.3.6* of this chapter.
- 7) LMs across FO1, FO2 and FO3 state that both male and female employees with equivalent qualifications and job roles are set similar targets (*section 6.3.7: IPRP and Gender*). In contrast to FO1, where there are more males in the sales and marketing team than females, FO1 and FO3 have more females than males (confirmed in Chapter

7, Figure 7.1, under the LLE demographics section). According to them, this is a marketing strategy because females are perceived to be nicer and prettier. They are also deemed to perform better since they are more aggressive and can convince potential customers (i.e. men) to purchase company products more easily.

The next chapter will present the findings from the interviews with lower-level employees across the three institutions under study in relation to their experiences and perspectives regarding the implementation and use of individual performance-related pay (IPRP) practices.

CHAPTER 7: INDIVIDUAL PERFORMANCE-RELATED PAY (IPRP) POLICIES AND PRACTICES: EXPERIENCES AND PERSPECTIVES OF LOWER-LEVEL EMPLOYEES (LLEs)

7.1 Chapter Overview

This chapter provides an overview of the experiences and perspectives of lower-level employees (LLEs) regarding the implementation and use of individual performance-related pay (IPRP) practices within the three organisations under study. The term ‘lower-level employees’ in this study refers to persons with non-managerial responsibilities. Data obtained from these interviews are directly linked to objectives one, two and three of this study. The aim of this chapter is twofold: first, to establish the perspectives of employees on the IPRP policies and practices in place within their respective organisations; and second, to determine employees’ perceived sense of job and pay security due to IPRP and how this impacts their well-being. Findings from the interviews are discussed in comparison with the findings gained from Chapters 5 and 6.

Section 7.2 depicts the demographic characteristics of the 78 interviewees across the three organisations under study. Seven key themes were identified within the interview data corpus. These key themes show gaps in the current literature in relation to the usage of IPRP as an employee reward tool within Ghanaian financial services institutions: Section 7.3.1 Employee Perspectives on IPRP (Sub-themes: *IPRP is a Good Initiative; Organisational Support*), Section 7.3.2 IPRP Fairness, Section 7.3.3 Communication of Targets, Section 7.3.4

Performance Management and Monitoring, Section 7.3.5 IPRP and Rewards/Sanctions, Section 7.3.6 The IPRP System and Employee Job/Pay Security (Sub-themes: *High Job/Pay Security for Consistent High Achievers; Low Job/Pay Security for Consistent Underperformers*), and Section 7.3.7 The IPRP System and Employee Well-being. The chapter summary offers a succinct summary of the interview findings.

For ease of reference and to ascertain the similarities and differences in the LLEs' perspectives in relation to the implementation of IPRP policies and practices, codes were used to identify the respondents, as shown below in **Table 7.1**:

Table 7.1: Codes for Respondents

Code	Description
Participant 1 FO1/LLE: Male/Female	A male or female 'lower-level employee' within financial organisation one.
Participant 1 FO2/LLE: Male/Female	A male or female 'lower-level employee' within financial organisation two.
Participant 1 FO3/LLE: Male/Female	A male or female 'lower-level employee' within financial organisation three.

7.2 Results from the Empirical Study

7.2.1 Participant Demographic Characteristics

The demographic characteristics of the seventy-eight 'lower-level' employees interviewed are presented below in **Table 7.2**:

Table 7.2 Participant Demographic Characteristics of the 78 LLEs in FO1, FO2 and FO3

Participant Demographics				
Lower-Level Employees		FO1 n=28	FO2 n=20	FO3 n=30
		N	N	N
Gender	Male	12	14	13
	Female	16	6	17
Age Range	10-20			
	21-30	10	2	10
	31-40	10	8	15
	41-50	8	10	5
	51-60			
	61-Above			
Educational Level	Junior High School			
	Senior High School (SHS)	2		
	Degree	22	15	25
	Postgraduate	4	5	5
Income Range	GHC 500-GHC 1, 000 (£89-£178)	18	5	5
	GHC 1,000-GHC 1, 500 (£178-£267)	6	10	15
	GHC 1500-GHC 2,000 (£267-£356)	4	5	10
	GHC 2,000-GHC 2,500 (£356-£445)			
	GHC 2,500-GHC 3,000 (£445-£534)			
	GHC 3,000-GHC 3,500 (£534-£623)			
	GHC3,500-GHC 4,000 (£623-£712)			
	GHC 4,000-Above (£712-Above)			
Length of Service	<2 years	5	3	
	2-5years	15	17	20
	5-10years	8		5
	10+years			

7.2.1.1 Gender

The sample of interviewees (FO1=28, FO2=20 and FO3=30) constituted employees from the operations, sales and marketing departments across the three organisations under study. **Table 7.2** illustrates the gender distribution within the lower-level employee

interviewees. As illustrated in **Figure 7.1** below, there is a preponderance of females over males across FO1 and FO3, while in FO2 there were more males than females.

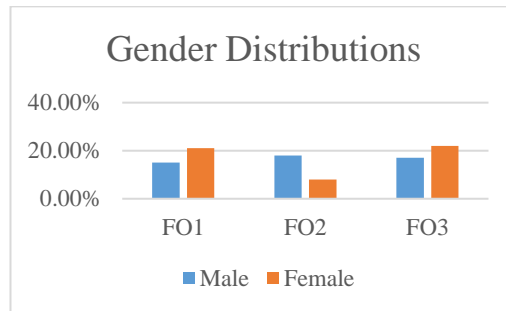


Figure 7.1: LLEs' Gender Distributions across FO1, FO2 and FO3

The above findings on gender support those discovered in Chapter 6 (*section 6.3.7 IPRP and Gender*), that there are more males than females in the sales and marketing team in FO2. Also, there was a preponderance of females in FO1 and FO3.

7.2.1.2 Age Range

Within the LLE interviewees, there was a spread of ages between the '20-30', '31-40' and the '41-50' age ranges, as depicted in **Figure 7.2** below. Specifically, although the majority of LLEs in FO1 and FO3 fell within the '20-30' and the '31-40' ranges, in FO2 on the other hand, there were more employees within the '31-40' and the '41-50' age ranges.

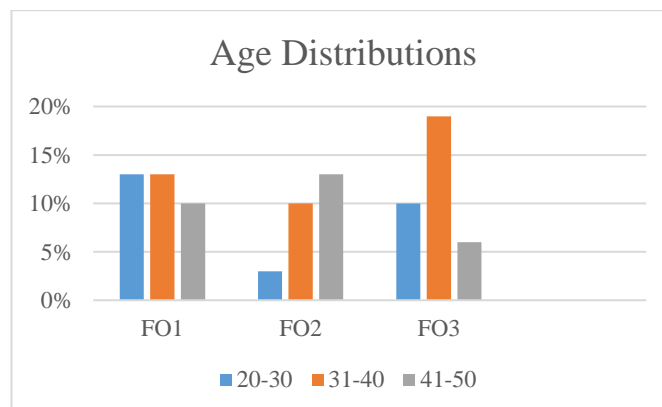


Figure 7.2: LLEs' Age Distributions across FO1, FO2 and FO3

The overall young characteristics of the workforce across the three organisations under study could be attributable to the fact that ageing is associated with a deterioration in agility and physical strength (Erlich and Bichard 2008). Hence, these financial institutions prefer to employ young and more energetic individuals for their selling efforts (Akenbor and Imade 2011). Due to the competitive and aggressive nature of the industry, the younger generation can market their products easier than older individuals (Arena 2008).

7.2.1.3 Educational Level

Similar to the findings on LMs' educational qualifications in Chapter 6 (*Section 6.2: Participant Demographics*), the majority of LLE interviewees across all three organisations had 'degree' and 'postgraduate' qualifications, as demonstrated below in **Figure 7.3**:

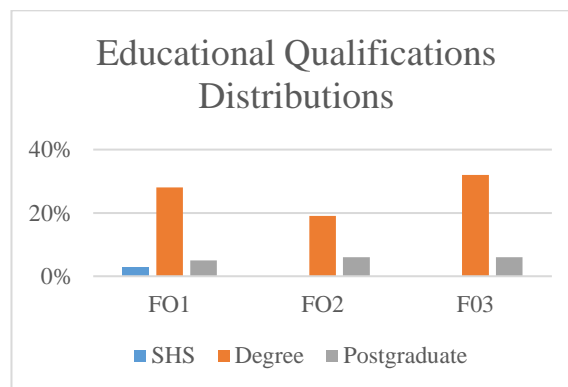


Figure 7.3: LLEs' Educational Qualifications Distribution across FO1, FO2 and FO3

7.2.1.4 Income Range

Although much higher than the required Government of Ghana minimum wage specification (GHC 9.68² (£ 1.52)³ x 27 days = GHC 261.36 (£41.04) (Ghana Labour Act 2003

² WageIndicator (2018) *Minimum Wages in Ghana with effect from 01-01-2018 to 31-12-2018*. [online] available from < <https://mywage.org/ghana/salary/minimum-wages/> > [10th July 2018]

³ The Money Converter (2018) *Convert British Pound Sterling to Ghana Cedi (GBP to GHS)*. [online] available from < <https://themoneyconverter.com/GBP/GHS.aspx> > [10th July 2018]

(Act 651)), **Figure 7.4** below depicts that generally, LLE earnings were rather on the lower side of the spectrum. Specifically, the earnings of 35% of LLEs across FO1, FO2 and FO3 fell within the ‘GHC 500-GHC 1, 000 (£89-£178)’ range. This was followed by 26% within the ‘GHC 1,000-GHC 1,500 (£178-£267)’ bracket. The highest earning LLEs constituted 39% and these were within the ‘GHC 1,500-GHC 2,000 (£267-£356)’ income ranges.

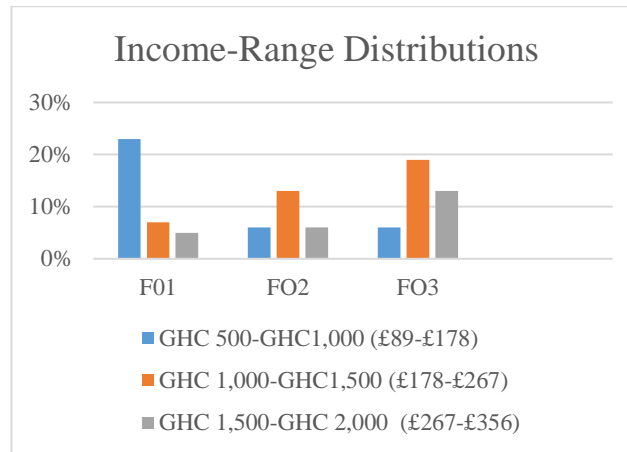


Figure 7.4: LLEs’ Income-Range Distributions across FO1, FO2 and FO3

Also, LLEs’ earnings were much lower than those of HRMs (*Chapter 5: section 5.3.1.4*) and LMs (*Chapter 6: section 6.2*). This is perhaps due to the fact that compared to LLEs, HRMs and LMs take on more strategic job responsibilities aimed at helping the business deliver its overarching goals and objectives (Ernst and Young 2013; Wright 2015).

6.2.1.3 Length of Service

The length of service for all interviewees was spread across the ‘<2 years’ (16%), ‘2-5 years’ (68%) and the ‘5-10 years’ (16%) spectra, as exemplified in **Figure 7.5** below. While the majority of interviewees had served with their respective organisations for between ‘2-5 years’ (68%), the tenure of the remaining interviewees was evenly spread between the ‘<2 years’ (16%) and the ‘5-10 years’ (16%) spectra. Conceivably, this may be due to the fact that the organisations under study are fairly young, as described in Chapter 5 (*Section 5.2: The Case Studies*). It may also be that, due to unreasonable performance expectations, low compensation

and benefits etc. (e.g. Robertson 2017; Zoltners, Sinha, and Lorimer 2017) there is a high turnover rate among these financial services operations, marketing and sales personnel.

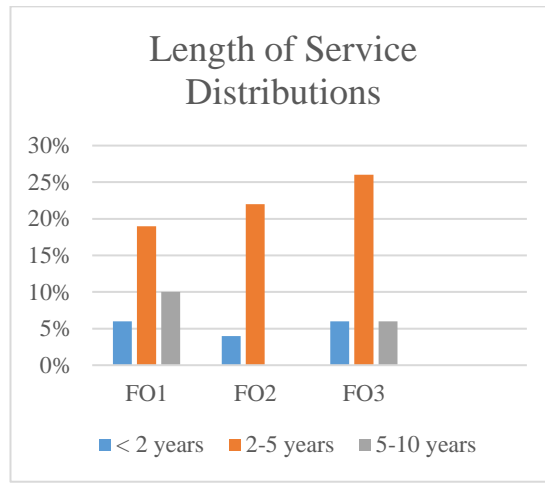


Figure 7.5: LLEs' Length of Service Distribution across FO1, FO2 and FO3

7.3 Themes from Interviews

In line with objective four of this research, the researcher probed the perspectives and experiences of LLEs regarding the implementation and use of IPRP within their respective organisations. The seven main themes (Section 7.3.1 Employee Perspectives on IPRP (Sub-themes: *IPRP is a Good Initiative; Organisational Support*), Section 7.3.2 IPRP Fairness, Section 7.3.3 Communication of Targets, Section 7.3.4 Performance Management and Monitoring, Section 7.3.5 IPRP and Rewards/Sanctions, Section 7.3.6 The IPRP System and Employee Job/Pay Security (Sub-themes: *High Job/Pay Security for Consistent High Achievers; Low Job/Pay Security for Consistent Underperformers*), and Section 7.3.7 The IPRP System and Employee Well-being), are expounded in the sections that follow:

7.3.1 Employees' Perspectives on IPRP

7.3.1.1 IPRP is a Good Initiative

Organisational reward systems play a critical role in motivating employees to work effectively, and in keeping them satisfied within their work environment (e.g. Ajmal et al. 2015). The researcher therefore sought to ascertain the perspectives of employees on the IPRP system in place within their respective organisations.

First, all interviewees articulated clearly that they were not involved in the setting of targets as these were cascaded down to them from senior management. Second, they conveyed strongly that management within their respective organisations were very strict in enforcing corporate IPRP policies. In line with the findings of Potter (2015), employees exhibited resilience and optimism amidst the uncertain socio-economic context which sometimes rendered it impossible to regularly meet their set targets. They had positive perspectives of the IPRP policies in place within their respective organisations, as communicated in the voices below:

'FO1 is a company that takes performance very seriously and the IPRP policy they have in place is a good one because they regularly send you reports on your performance from the Head Office. From my experience of working within the sales department, I see the IPRP system as a good form of motivation because working as a salesman comes with a whole lot of challenges. To overcome such obstacles, you need to constantly be on your toes in order to meet your targets to boost your performance. Sometimes, you might not be able to tell what you might earn due to the current economic situation. So having a base pay and being set targets gives you an opportunity to try and earn extra income.' (Participant 11 FO1/LLE: Male)

'I think that the IPRP system in place within FO2 is a good one and in the right direction. They constantly do research, review the system and change it when necessary to ensure that we are on track in terms of meeting our targets. They also attend to the needs of employees and when they meet the targets, they are rewarded. We also have a customer-service award reward at the branch level where we vote for the employee who has excelled in that light. This, I think, also makes employees conscious of what is expected of them with regard to how they relate to customers. This, I think, has contributed greatly to our fame and publicity out there.' (Participant 6 FO2/LLE: Female)

'In my opinion, IPRP is a very good and motivating initiative because it rewards individual employees for actual work they have done. If this were not so, underperforming staff would not be motivated to boost their performance.' (Participant 24 FO3/LLE: Female)

Furthermore, despite the fact that IPRP is challenging, FO1 participants perceived the IPRP system as a good initiative because of the regularity and constancy with which management gave them feedback on their performance. According to FO2 interviewees, management does regular research, reviews and changes the IPRP system when necessary. In addition to the fact that this enables them to meet their targets, high achievers are also rewarded. FO3 participants also emphasised that high achievers are actually rewarded. Altogether, this is rewarding and motivating and in addition to the support, guidance, direction and encouragement provided by the various organisations through LMs (*Chapter 6: Section 6.3.5 LMs Involvement in Setting Targets*), underperformers are able to strive to meet their targets.

Moreover, HRMs (*Chapter 5: Section 5.4.5 Challenges in Implementing IPRP*) try to overcome challenges that impede the efficiency of the IPRP system by promoting effective communication between all key stakeholders involved in the process. Overall, these initiatives, when successful, enhance the profitability of the organisation.

7.3.1.2 Organisational Support

Eisenberger et al. (2001) and Eisenberger et al. (1986) posit that perceived organisational support has the potential to engender a sense of responsibility among employees to care about the organisation's welfare and to assist the organisation in accomplishing its goal. According to Abou-Moghli (2015), organisational support also improves employee performance. The study therefore asked employees about the extent to which they deemed that their respective organisations valued their contribution and therefore supported them in achieving their set targets.

Similar to the support rendered to LMs (*Chapter 6: Section 6.3.4 Support from HR*) so that they can responsibly and effectively manage the IPRP systems within their respective

organisations, LLEs also cited the following channels via which their organisations rendered them support for meeting their targets:

- i. Mass advertisement campaigns to the public regarding company products.
- ii. Provision of required resources and logistics: vehicles, provision of cashboxes etc.

They also mentioned the modes via which updates on modifications or changes in IPRP policies and practices were communicated to them. These are outlined below:

- iii. HR Manual/Employee Guideline Handbook.
- iv. Capacity building and training sessions to enhance knowledge and skills on the job.

The following comments were also made:

'...we are provided with call credits/minutes, phone and then a laptop with our customers' data/details. We are also regularly educated on the benefits of our products e.g. the insurance packages we offer, how competitive our interest rates are. They also give us requisite training on how to handle customer complaints in a professional manner. Sometimes, you might have to meet a customer who is far away and may not be able to come to the branch. We book an appointment with them and then the branch vehicle will take you wherever you want to go and meet the customer.' (Participant 17 FO1/LLE: Male)

'Whenever I encounter any unsurmountable challenge when meeting my targets, I revert to my supervisor. Our organisation also organises training sessions where all the key managers are present and they communicate to us what we need to know, what we need to do and how we need to go about it.' (Participant 14 FO2/LLE: Female)

'...they ensure that every employee is given the necessary training and resources to meet the set targets.' (Participant 29 FO3/LLE: Male)

In terms of specific support, FO1 interviewees conveyed that their organisation furnishes them with the requisite logistics (e.g. call credits/minutes, phone, laptop with customers' details, company vehicle for marketing/sales). These are in addition to regular and requisite training on company products, mass product advertisement campaigns and rendering professional customer service. According to FO2 participants, supervisors are supportive in helping employees surmount the challenges they encounter when meeting their targets. They also organise regular training sessions for employees with key managers. During these sessions, employees are told what they need to know, what they need to do and how they must

go about it. Similarly, the provision of regular employee training and requisite logistics for meeting IPRP targets was echoed by FO3 employees.

7.3.2 IPRP Fairness

Adams (1965) and Herzberg (1957) suggest that employees’ perceptions of their organisations’ reward programmes, policies and practices influence their motivation, job performance and pay satisfaction (Miceli and Mulvey 2000; Shaw and Gupta 2001). Particularly, Scott, McMullen and Royal (2011) put forward that no matter how sophisticated the design of an organisation’s reward framework, it will not successfully attract, retain and engage employees if it is perceived as unfair. LLEs were therefore asked for their opinion on the IPRP policy within their respective organisations and also, whether they perceived the procedure for linking employee performance to pay as fair. **Figure 7.6** below describes employees’ perceptions of IPRP.

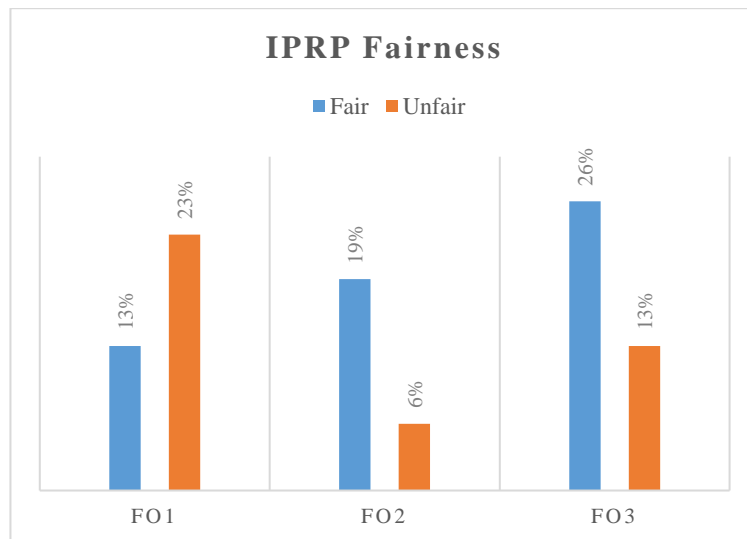


Figure 7.6: LLEs’ Perceptions of IPRP Fairness by Organisation

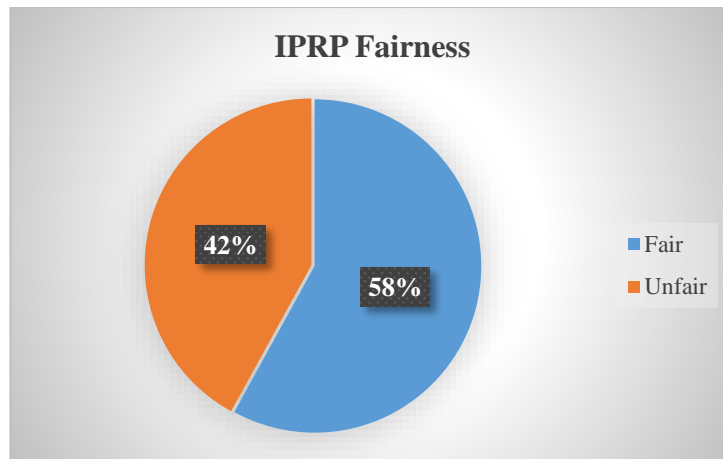


Figure 7.7: LLEs' Perceptions of Overall IPRP Fairness

Overall, fifty-eight per cent (58%) of employees across FO1, FO2 and FO3 perceived the IPRP system within their individual organisations to be fair. According to them, the financial services industry is very competitive and without this remuneration system in place (which pushes them to work hard at achieving their targets), then their organisation would lose most of their customers. As a strategic reward tool, IPRP encourages competition among employees, pushing them to achieve their targets to the maximum (e.g. Dohmen and Falk 2011; Stazyk 2010). This viewpoint is conveyed in the voices below:

'Based on my experience, I think it is fair. The industry is competitive so using IPRP to reward us is strategic.' (Participant 28 FO1/LLE: Female).

'... ehmmm ... it is fair. It makes employees stop at nothing to ensure that they meet their targets...we push for something greater and work harder since as humans we tend to be incentive oriented.' (Participant 10 FO2/LLE: Female).

'It is fair since it rewards hard work, high achievers and encourages competition.' (Participant 19 FO3/LLE: Male).

On the other hand, the remaining 42% of employees viewed the system as unfair and in need of further improvement. This perceived sense of unfairness is expressed in the utterances below:

'I think the IPRP system is not fair. Nobody helps me and I'm not even given the opportunity either, to express myself. They sometimes give us deals to close and you might spend so much time on one deal and it would not be a better deal. Customers are widely spread and scattered across the catchment area within which my branch is located. There are times when you get a deal where someone needs a loan of

GHC 500.00. There is no car available at the branch to go and close such a deal and in addition to the internal administrative branch work which must be done, it is not even economically viable to board a car, waste fuel and even go there because it will go against you.' (Participant 18 FO1/LLE: Female)

'Well, there've been a few complaints on the corridors regarding bosses – that they are mean, they don't give marks etc. But sometimes, I think it's just that it's difficult for employees to understand their manager. They are also being assessed and sometimes, due to uncertainty and other unprecedented occurrences, optimal performance may be thwarted. Hence scores awarded to employees during appraisal might be low. The combination of in-office (core) and out-of-office (marketing/financial targets) duties irrespective of the department to which you belong is usually conflicting.... But ehrrmm, we all need to be more understanding of each other.' (Participant 15 FO2/LLE: Male)

'To the extent that you regularly achieve your set targets, it is fair. However, I have witnessed a few instances where underperformers were disengaged and their appointments terminated. This can sometimes be unfair.' (Participant 23 FO3/LLE: Male)

In addition to the findings from the LM interviews (*Chapter 6: Section: 6.3.6 Challenges in Implementing/ Promoting the IPRP system*), some of the interviewees perceived the IPRP systems within their organisations as unfair. According to FO1 respondents, the lack of requisite logistics to foster the achievement of the targets set for them by management, made the IPRP system unfair. Further probing indicated that the sales engine room located in the organisation's head office was responsible for generating a list of potential customers for each employee to contact. As part of IPRP, employees must initiate and close business transactions with these potential customers. However, the majority of interviewees from FO1, who also happened to be the highest percentage (23%) of employees perceiving IPRP as unfair, indicated that the sales engine room did not live up to its responsibility of conducting effective due diligence to ensure that such potential customers or leads had 'affordability', or that they were eligible for loans. FO1 employees put it this way:

'I think it will be best if the sales engine room does proper checks on the customers or leads they assign to us via the FO1 platform because sometimes, you spend so much time on a customer they give to you, creating the rapport and sometimes, after the customer comes all the way to the branch for you to close the deal, you find out that they do not have affordability. It will also be ideal if we have someone to seek assistance from, aside the branch manager.' (Participant 9 FO1/LLE: Male)

'The delay during the early days of the month in clearing customers for loans makes us lose them to our competitors. It will be great if management can do something about that.' (Participant 1 FO2/LLE: Male).

'...for me, the only thing I wish to comment on is the target system. I was hoping that probably, management could do something about that. Particularly, that when you are not able to meet your targets, that they would come in and help you sort out whatever issue or challenges you might be

experiencing that are preventing you from meeting the targets, before the targets are increased again. This is because, when they keep increasing it, irrespective of the fact that you are still experiencing the same challenges, you will keep underperforming until eventually, you may have to exit the company for someone to come and replace you.' (Participant 10 FO1/LLE: Female)

Put succinctly, FO1 employees confirmed that management perceived the provision of leads as a form of resource or support to aid employees with effectively meeting their targets. However, this was more of a hindrance since most of these were not successful leads. Even when they were, there were times when there were considerable delays in clearing customers for loans. Not only did they lose these customers to fierce competitors, but most often this prevented employees from achieving their targets.

Ghana scores 65 on the 'uncertainty avoidance' dimension of Hofstede's (2016) cultural typology. To a large extent, therefore, members of this culture express a preference for avoiding uncertainty since they feel threatened by ambiguous or unknown situations. As such, they have created institutions and beliefs that try to avoid these. Also, Diehl et al. (2016) assert that in socio-economic contexts characterised by high uncertainty (e.g. high income inequality, weak rule of law, low human development etc.), employees respond strongly to conditions of perceived fairness. FO2 employees bemoaned that in addition to the prevalent uncertainty and other unprecedented occurrences which sometimes thwarted optimal performance within the Ghanaian context, managers also did not score them fairly on the achievement of their targets. As a result, there was a frequent lack of agreement/understanding between managers and employees.

The researcher takes note that this perceived unfairness of IPRP is perhaps being fostered by the type of performance appraisal system utilised in FO2. Specifically, it is based on the 360° feedback concept, which entails a written assessment of each employee's performance by the employee's supervisor. Worthy of note is the fact that the employee has the right to read, discuss and add his/her own comments to this written appraisal. Such

assessments, according to Kokemuller (2017), are advantageous for addressing areas of concern as they allow a thorough and detailed analysis of employee behaviours. Nevertheless, employees may react extremely (i.e. too positively or too negatively) to a scoring system, as is evident in FO2.

Quarat-ul-ain, Khattak and Iqbal (2013) describe conflicting job tasks as incompatible demands (either within a single or between multiple roles) that can trigger undesirable emotional reactions due to the perceived inability to be effective in the job. They have also been defined by Glissmeyer et al. (1985) as the pressures experienced by an individual within one role that are incompatible with the pressures that take place within another role. In addition to the appraisal-related concern, FO2 employees also complained about conflicting job tasks. Specifically, all employees were set both core and financial targets irrespective of the organisational department to which they belonged. This placed a great deal of pressure on them since they were always trying to ensure they met their equally demanding in-office and out-of-office targets.

FO3 employees also lamented the manner in which the contractual appointments of their colleagues who underperformed on their targets were terminated. According to them, truly, the organisation tended to only really value high achievers. Similar to Frederick Taylor's scientific management, which puts an emphasis on productivity, profitability and unnecessary pressures on employees to perform work faster (Akroni 2011), underperformers were summarily dismissed. Thus, all employees are seen as tools used to meet organisational goals. They are assets to the organisation only when they are achieving high on their targets. However, they lose their worth to the organisation and they are discarded (dismissed) once they begin underperforming. This phenomenon is further worsened by the high unemployment rate (World Bank Development Indicators and International Monetary Fund World Economic

Outlook 2016) and the weak legal system protecting employees (Maycock et al. 2017; Maycock et al. 2014) within the Ghanaian socio-economic context. In sum, these occurrences resulted in 13% of FO3 LLEs perceiving the IPRP scheme as unfair.

7.3.3 Communication of Targets

Good performance management revolves around regular effective communication of work expectations by managers and recognising employees for their successful accomplishments (CIPD 2017; USA Office of Personnel Management 2017). Thus, the researcher ascertained from LLEs the means by which their targets were communicated to them. From the participants' perspectives, the main modes by which their targets were communicated to them were via email or personally through monthly/weekly performance review meetings with their respective supervisor or line manager. The added advantage of these meetings is that LLEs also receive feedback on their performance and this helps them to re-strategise how they will meet the set targets (e.g. Schartel 2012; Thomas and Arnold 2011) as expressed below:

'Oh...it is via email and regular or weekly meetings with my supervisor. During these meetings, I also receive feedback on my performance, discuss any concerns I have and the way forward.' (Participant 20 FO2/LLE: Female)

'...it is communicated at our weekly/monthly performance review meetings.' (Participant 23 FO3/LLE: Male)

According to Hackbarth (2015), allowing questioning in employee performance management conversations has the advantage of inviting genuine, honest feedback. Additionally, it helps to uncover actionable means to enhance employee performance, motivation and productivity. In line with the above, some interviewees affirmed that during these meetings, they are also given the opportunity to ask questions and management tell them what they need to know. For example, an interviewee from FO1 states:

'These targets are sent to us during the first week of every month via email. We then have a meeting with our branch manager. He tells us the branch target for the month and we ask questions if we don't understand anything. He then gives us the daily target/what we are supposed to achieve every day in order to meet the branch target at the end of the month. At the end of the month, the previous month's targets, how we achieved them, what we were able to achieve and the percentages, everything is also communicated to us during this meeting. Then at the beginning of the next month, what we are supposed to do for the new month is given to us.' (Participant 26 FO1/LLE: Female)

Generally, most interviewees thought these modes of communicating their targets to them were very consistent and effective.

7.3.4 Performance Management and Monitoring

Monitoring employees may make it appear that management does not trust employees (Miksen 2017). However, the regular management and monitoring of employee performance is useful as it helps to acknowledge the achievements and strength of employees and the areas of employee work in need of improvement. It also helps to align the job tasks of employees with overall organisational strategy (e.g. Armstrong 2010; CIPD 2011). Indicative in the expressions below, the participants conveyed that their supervisors or line managers monitored their performance frequently on a daily, weekly and monthly basis. Additionally, they also had to submit quarterly reports to them on how well they had met their targets, or otherwise.

'Whenever we contact customers or close a deal/sale we are supposed to send a report to the sales engine room ... we do well to send in everything that we do. Then the beginning of the following day, they send reports to all staff so that everyone knows what the other person did or how they performed.' (Participant 26 FO1/LLE: Female)

'Formally, I report to my supervisor via face-to-face appraisal which is done twice a year. You are then awarded a grade based on your performance and this is then linked to your pay and how much bonus you get.' (Participant 3 FO2/LLE: Male).

'I'm responsible for monitoring my performance. I also send in weekly reports to my line manager with regards to how well I've met my set target.' (Participant 18 FO3/LLE: Female)

Particularly, once the reports have been submitted, these are collated and circulated to all staff in FO1. Though this can breed competition, it can induce self-motivation as every employee knows how they performed in relation to their peers (e.g. Gómez-Miñambres 2012;

Caza 2011). Within FO2, these reports are used during formal appraisal to determine pay or bonus accrued. Interestingly, the participant in FO3 emphasises that in addition to her performance being monitored by her line manager, she also has a role to play. This finding is in line with Saba's (2017) assertion that among several other responsibilities in the performance management process, the employee must work towards achieving their individual set targets, which then helps the organisation to reach its objectives.

7.3.5 IPRP and Rewards/Sanctions

According to Davis and Newstrom (1986), rewards and sanctions in the workplace help to regulate employee behaviour and performance. Essentially, Odondi (2014) also surmises that it helps organisations to focus on particular aspects of performance that are in need of improvement, while maintaining positively motivated employees who are high in morale. In line with these assertions, the financial organisations under study had rewards and sanctions connected with the IPRP system, as conveyed in the voices below:

'It comes with a letter of recommendation and you will be congratulated. If you are lucky, we have commendation before colleagues and sometimes we have promotions. So sometimes, if you are appraised and you fall under either of these two categories, then you know there is something big coming your way ... but if your performance is that bad, then management will call you and have some discussions with you, so that whatever the problem is can be sorted. You may also be sanctioned and subsequently sacked if your underperformance persists.' (Participant 10 FO1/LLE: Female)

'Yes, there are rewards in the form of bonuses that have been agreed upon by the board when targets/appraisal scores have been achieved. But there are even instances where we have not been able to achieve corporate targets and the CEO has said, 'Oh, my guys really worked hard. It's just that things didn't go as expected so please give them something' and we really appreciated that. We still get the 13th cheque alright ... consistent underperformers are usually dismissed but when it was realised during appraisal that I could perform better in my new position, I was transferred to this department (i.e. marketing and public relations). HR facilitated the process and that's why I am here now. They also continually give me the needed support.' (Participant 11 FO2/LLE: Male).

'Employees who have achieved their targets are recognised bank-wide and given personal performance incentives or bonuses ... hmmm ... for underperformance on targets, caution and warning letters are issued to the employee in question. They may also be demoted, re-assigned to another department or their appointments are terminated.' (Participant 14 FO3/LLE: Female).

The rewards for exemplary performance and the sanctions for poor performance on targets across FO1, FO2 and FO3 are quite distinct. Specifically, high achievers are promoted, given letters of recommendation or commended before colleagues, and underperformers are sanctioned and subsequently sacked within FO1. In FO2, high achievers are rewarded with bonuses and the 13th cheque is given to all employees even when overall organisational targets have not been met. Consistent underperformers are either dismissed or after the re-assessment of their strengths, they are transferred to the requisite department where they can perform better. While bank-wide recognition, personal performance incentives and bonuses are the main rewards given to high achievers, underperformers are re-assigned to another department, demoted or their appointments are terminated within FO3.

7.3.6 The IPRP System and Employee Job/Pay Security

Brown et al. (2006) and Heery (2000) assert that IPRP poses a threat to employee job and income security because of the prominence management places on them to meet their sales targets. In line with their claims overall, this study discovered that compared to 13% who perceived a high sense of job security in relation to IPRP, the remaining 87% of the total number of LLEs interviewed perceived IPRP as reducing their job and income security. This is depicted pictorially in **Figure 7.8** below.

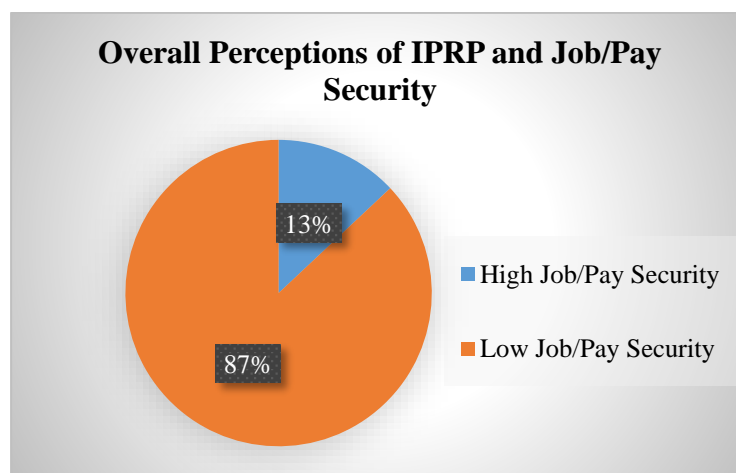


Figure 7.8: LLEs' Overall Perceptions of IPRP and Job/Pay Security

7.3.6.1 High Job/Pay Security for Consistent High Achievers

Specifically, only 4% (FO1), 6% (FO2) and 3% (FO3) of LLEs interviewed (see **Figure 7.9** below) agreed that using IPRP to monitor their performance gave them a high sense of job security. In the voices below, these employees were quick to indicate that it is only LLEs who consistently attain highly on their targets who feel assured of the security of their job and pay.

'...it is when you perform well that your job and pay will be secure.' (Participant 24 FO1/LLE: Female).

'...I will say that my job and pay are secure because the IPRP system motivates me to work harder. It helps to keep my performance on track.' (Participant 12 FO2/LLE: Female).

...this is dependent on your performance. If you are consistently achieving highly on your targets, then to this extent, your job and pay are secure.' (Participant 1 FO3/LLE: Male).

7.3.6.2 Low Job/Pay Security for Consistent Underperformers

The remaining majority of LLEs within F01 (32%), F02 (19%) and F03 (36%) indicated that the fear of losing their job because IPRP was used to monitor their performance was the main reason why they perceived a low sense of both job and pay security. This is diagrammatically represented in **Figure 7.9** and in the expressions below:

'I think we are all sitting on a time-bomb because we are all going haywire everywhere so that we can meet targets. I travel everywhere to get the deals because I want the job and we are all scared.' (Participant 27 FO1/LLE: Male)

'Of course! I will also say that employee morale is at risk ... it is a privilege to have a job in Ghana and employers know that. That is why employers are able to bully their way through.' (Participant 2 FO2/LLE: Female)

'Yes. Especially in marketing – when they are unable to meet their targets consistently, they will be fired. So they are always on the run, just to make sure that they meet their targets. Here, it's either you meet your targets or you perish.' (Participant 3 FO3/LLE: Male)

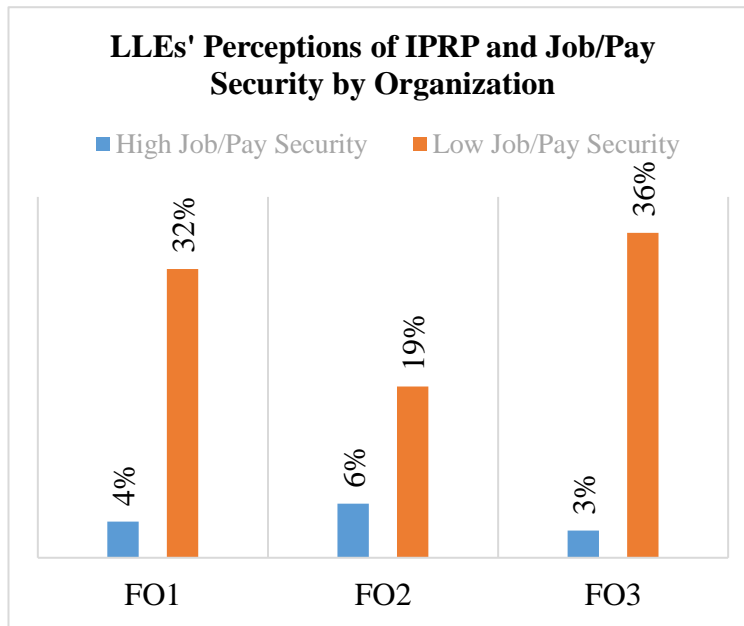


Figure 7.9: LLEs’ Perceptions of IPRP and Job/Pay Security by Organisation

Particularly, the base pay and job of consistently underperforming employees might be secure for a while. What they may be losing out on, is the opportunity to earn the extra income associated with IPRP. However, after all avenues for boosting the underperformance of the employee has been exhausted (i.e. query/warning letter, caution to enhance underperformance, inter-departmental transfer etc.) then, similar to the findings under *Chapter 6: 6.3.8 The IPRP system and Employee Well-being*, the employee must face the imminent reality of having his or her appointment terminated. Thus, they lose the security of their pay and job.

7.3.7 The IPRP System and Employee Well-being

Rao and Pradhan (2007) and Jeanie (2005) suggest that the absence of job security, intense competition and the pressure from working to meet frequent work-related deadlines lead to increased stress and psychological problems. According to Hofstede (2016) and Diehl et al. (2016), members of ‘uncertainty avoidance’ cultures and socio-economic contexts express a preference for avoiding uncertainty since they feel threatened by ambiguous or unknown situations. In line with these declarations, the findings brought to the fore the general

consensus among interviewees that the tight timeframe within which they had to meet set IPRP targets, coupled with the high level of uncertainty within the socio-economic context, resulted in stress and tension on the job. Long term, some mentioned that they experienced psychological and physical/ill-health problems.

'...psychologically, I sometimes get scared I might lose my job because your ability to meet your targets is dependent on time and the time runs out quickly. Sometimes, instead of being innovative, you have to beg customers. Meanwhile, you could have patiently created a better rapport with the customer so that they even take a much better offer but because you must meet your target by all means within the stipulated period, then you are left with little or no option than to take any little that the customer can offer or get for you. Aside these targets too, sometimes you have extra things to do, so as for these stresses and tensions, they are always there.' (Participant 14 FO1/LLE: Female)

'Yes. Sometimes I do worry about it. Though we are given targets bi-annually and reasonably, this should give you enough time to plan and deliver on your targets month-by-month, psychologically, the thought of meeting your targets hits you once in a while.' (Participant 17 FO1/LLE: Male)

'Yes, I get worried a lot. A sales person needs to get out of his or her comfort zone in order to meet the huge set targets. So I work under a great deal of tension and stress.' (Participant 23 FO1/LLE: Male)

Table 7.3 below outlines the well-being concerns of employees due to IPRP.

Table 7.3: Impact of IPRP on Employee Well-being: Symptoms Unique to FO1, FO2 and F03 employees

FO1	FO2	FO3
<ul style="list-style-type: none"> -Being scared on the job. -Dwindling innovation. -Poor customer service. -Settling for less quantity/quality. -Lack of patience. -Stress. -Tension. -Back pain. 	<ul style="list-style-type: none"> -Worry. -Regular thoughts about inability to meet targets. -Sleepless nights. -Psychological problems. 	<ul style="list-style-type: none"> -Constant worry. -Regular discomfort due to inability to meet the huge set targets.

The symptoms unique to FO1 employees were as a result of demotivation due to the unpaid promised cash rewards, extra office duties, the tight timeframe within which the employees had to meet targets, and the high level of uncertainty within the socio-economic context. Correspondingly, the lack of focus caused by meeting both core and financial targets within tight timeframes, coupled with the high level of uncertainty within the socio-economic context, regularly led to similar symptoms being reported by FO2 employees. Again, FO3

employees indicated that the manner in which their underperforming colleagues were dismissed and the tight timeframe within which they had to meet set IPRP targets, coupled with the high level of uncertainty within the socio-economic context, frequently caused such symptoms. Altogether, the symptoms unique to these three institutions can be summarised in a model (**Figure 7.10**) that illustrates the impact of IPRP on employees' psychological, emotional and physical well-being.

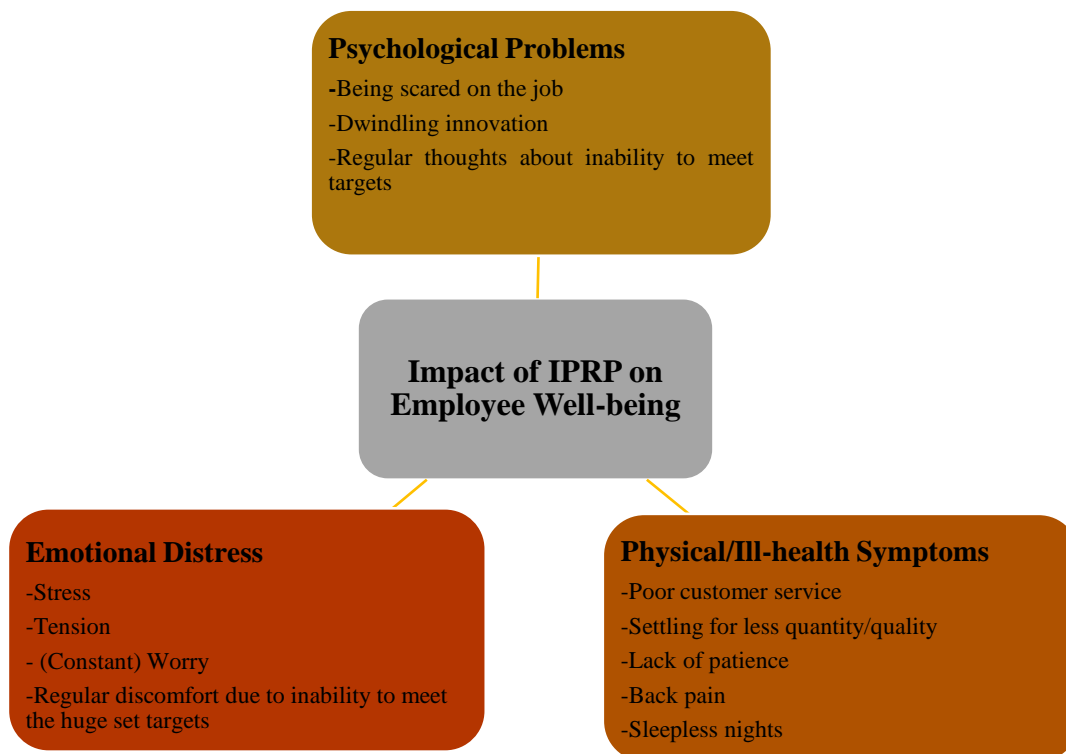


Figure 7.10: Impact of IPRP on Employee Well-being: Psychological Problems, Emotional Distress and Physical/Ill-health Symptoms

In line with the assertions of Rao and Pradhan (2007), Diehl et al. (2016), Siegrist (1990), Hassard and Cox (2015) and Segal et al. (2018), **Figure 7.10** above highlights the impact of the IPRP reward system on employee well-being (psychological problems, emotional distress and physical/ill-health symptoms), as identified within this research.

Chapter Summary

The aim of this chapter was to establish the perspectives of LLEs across the three organisations under study on the IPRP policies and practices in place within their respective organisations and to determine their perceived sense of job and pay security due to IPRP and how this impacts their well-being. LLE interviews were also triangulated with the outcomes gained from Chapters 5 and 6. The findings revealed that LLEs generally perceived IPRP as a good initiative, particularly because of the support provided to them by LMs in relation to meeting their targets. The interviewees also rated the modes by which their organisations communicated their targets to them as consistent and effective. High-achieving employees also perceived the IPRP system as fair since it was motivating and rewarding, giving them the opportunity to earn extra income, or to be promoted or commended before their colleagues. Contrarily, the majority of employees perceived the IPRP system as unfair and demotivating.

The tight timeframes within which they had to meet targets within the uncertain Ghanaian socio-economic context sometimes resulted in stress and tension on the job. Long term, this impacted negatively on employees' psychological, emotional and physical health, thus hindering overall employee well-being. The findings idiosyncratic to each organisation are presented below in **Table 7.4** under the seven main themes. A synchronisation of these findings and themes across the three organisations are also summarily presented in Chapter 8

Table 8.3.

Table 7.4: Summary of findings from LLE interviews idiosyncratic to FO1, FO2 and FO3

Theme	FO1	FO2	FO3
1) Employee Perspectives on IPRP	<p>-IPRP is a Good Initiative: -Management gives us regular feedback on our performance. -Challenging, but motivates and gives us the opportunity to try to earn extra.</p> <p>-Organisational Support: -Provision of logistics (e.g. call credits/minutes, phone, laptop with customers details, company vehicle for marketing/sales) -Regular and requisite training on company products and rendering professional customer service.</p>	<p>-IPRP is a Good Initiative: -Based on research, management constantly reviews and revises the system to enable us to meet our targets. -High achievers are rewarded.</p> <p>-Organisational Support: -Supervisors are supportive in helping employees surmount challenges they encounter when meeting their targets. -Regular training sessions with key managers.</p>	<p>-IPRP is a Good Initiative: -Actually rewards high achievers.</p> <p>-Organisational Support: -Regular training. -Provision of requisite resources to assist the meeting of targets.</p>
2) IPRP Fairness	<p>-Perceived as fair due to the following reasons: -The financial services industry is competitive. -IPRP motivates employees to work hard to achieve targets, enabling the organisation to achieve its strategy etc.</p> <p>-Perceived as unfair due to the following reasons: -The lack of requisite logistics to foster the achievement of targets. -Sales engine provision of customers who lacked 'affordability'. -Delays in clearing customers for loans.</p>	<p>-Perceived as fair due to the following reasons: -The financial services industry is competitive. -IPRP motivates employees to work hard to achieve targets, bring in new customers etc.</p> <p>-Perceived as unfair due to the following reasons: -Managers don't score fairly on the achievement of targets. -Lack of agreement or understanding between managers and employees. -The high uncertain socio-economic context.</p>	<p>-Perceived as fair due to the following reasons: -It is fair for high achievers. -Rewards hard work. -Encourages competition.</p> <p>-Perceived as unfair due to the following reasons: -Harsh dismissal/disengagement of underperformers.</p>
3) Communication of Targets	<p>-Email, regular or weekly meetings between LLEs and Supervisors:</p> <p>-Employees also receive feedback on their performance during these meetings.</p>	<p>-Weekly or monthly performance review meetings between LLEs and Supervisors.</p>	<p>-Email, weekly or monthly performance review meetings between LLEs and Supervisors:</p> <p>-Employees receive feedback on their performance and guidance on how to</p>

	-Resolution of IPRP-related concerns.		achieve the set IPRP targets during these meetings.
4) Performance Management and Monitoring	-Performance is monitored informally on a daily, weekly and monthly basis and formally, reports are submitted on a quarterly basis.	-Performance is monitored informally on a daily, weekly and monthly basis and formally, reports are submitted on a quarterly basis.	-Performance is monitored informally on a daily, weekly and monthly basis and formally, reports are submitted on a quarterly basis.
5) IPRP Rewards and Sanctions	-High achievers are promoted, given letters of recommendation or commended before colleagues. -Underperformers sanctioned and subsequently sacked.	-High achievers are rewarded with bonuses. -13 th Cheque is given to all employees even when overall organisational targets have not been met. -Underperformers are either dismissed or transferred to other departments where they can perform better.	-High achievers are recognised bank-wide and given personal performance incentives or bonuses. -Underperformers are demoted, re-assigned to another department or their appointments are terminated.
6) The IPRP System and Employee Job/Pay Security	-High pay and job security for (consistent) high achievers. -Low job and pay security for consistent underperformers/under achievers.	-High pay and job security for (consistent) high achievers. - Low job and pay security for consistent underperformers/under achievers.	-High pay and job security for (consistent) high achievers. - Low job and pay security for consistent underperformers/under achievers.
7) The IPRP System and Employee Well-being	-The demotivation due to the unpaid promised cash rewards, extra office duties, tight timeframe within which to meet targets and the high level of uncertainty within the socio-economic context sometimes resulted in: -Being scared on the job. -Dwindling innovation. -Poor customer service. -Settling for less quantity/quality. -Lack of patience. -Stress -Tension -Back pain.	-Lack of focus caused by meeting core and financial targets within tight timeframe, coupled with the high level of uncertainty within the socio-economic context, sometimes resulted in: -Worry -Regular thoughts about inability to meet targets. -Sleepless nights -Psychological problems.	-Observance of the harsh dismissal of underperformers, tight timeframe within which to meet targets, coupled with the high level of uncertainty within the socio-economic context, sometimes resulted: -Constant worry -Regular discomfort due to inability to meet the huge set targets.

CHAPTER 8: LACK OF LEGAL AND REGULATORY FRAMEWORK, ‘UNCERTAINTY AVOIDANCE’ CULTURE AND UNCERTAIN SOCIO- ECONOMIC CONTEXT AND THEIR IMPACT ON IPRP: A SYNCHRONISED PERSPECTIVE

8.1 Chapter Overview

To achieve the first objective of this study, Chapter 2 critically examined the literature on the mechanisms that guide the implementation and use of IPRP in organisations. Chapter 4 also presented an analysis of findings from the secondary review of literature on employee perspectives on the use and implementation of IPRP within financial services in Ghana and Nigeria based on secondary (publicly available) data from peer-reviewed journal articles and other online social media. Chapters 5, 6 and 7 accomplished objectives two, three, four and five by providing insights into the unique IPRP policies and practices of the three financial institutions under study (i.e. FO1, FO2 and FO3). Additionally, these chapters assessed the perspectives and experiences of employees from three distinct employment levels (i.e. HRMs, LMs and LLEs) in relation to the implementation and use of IPRP policies and practices. The aim of this chapter is to realise objective 6 by synchronising the empirical findings from chapters 5, 6 and 7. Specifically, this chapter aims to:

- Compare the mechanisms guiding the use of IPRP within the three Ghanaian financial services institutions and compare these with the Government of Ghana’s legal and regulatory framework for non-bank financial institutions and the experiences and

perspectives of Human Resource (HR) managers, line managers (LMs) and employees (LLEs) within these three organisations in order to come to a valid conclusion.

Beyond the three institutions under study, the second aim of this chapter is to evaluate the wider generalisability of these findings to the broader Ghanaian financial services industry. This chapter therefore brings together the wider implications of the substantial emergent findings from the three case examples (semi-structured interviews with HRMs (N=6), LMs (N=28) and LLEs (N=78). Additionally, harmonious and contradictory findings are also highlighted. These are followed by the critical evaluation of the key emergent themes with reference to the extant literature and interviews with officials (N=4) of the Ghanaian Ministry of Employment and Labour Relations (MELR)/Fair Wages and Salaries Commission (FWSC).

8.2 Short Summary of Significant Research Findings

The empirical results from the three levels of semi-structured interviews within each case example were reported separately in Chapters 5, 6 and 7. A synchronisation of these findings revealed eight general characteristics that define the mechanisms guiding the use of IPRP within the organisations under study, as outlined below:

1. IPRP policy implementation and use is far more advanced within the Ghanaian private sector than the public sector.
2. The mechanisms guiding the practice of IPRP within the case examples under study are comparable to those of Western countries.
3. HR is the custodian of the IPRP system.
4. Line managers are noted as the principal connections between IPRP policy development, use and implementation.
5. Employees expressed a preference for avoiding uncertainty. They also acknowledged that the negative impact of IPRP on their well-being was due to shortfalls in their

organisations' IPRP policies and the high level of uncertainty within the Ghanaian socio-economic context.

6. No legal and regulatory framework exists for Ghanaian financial institutions regarding the use of IPRP.
7. Customers and depositors are the focus of the Bank of Ghana's (BoG) business operations stipulations for Ghanaian financial services institutions. There are no stipulations regarding the employees of these institutions.
8. As a marketing strategy, more females are used in the sales and marketing team to convince potential customers (i.e. men) more easily.

8.3 Synchronisation of Findings from HRM, LM, LLE and MELR/FWSC

Interviews

IPRP in this study was examined through the lens of Armstrong's (2010) theoretical framework where employee pay rises are linked to the achievement of agreed outcomes defined as targets. The critical examination of HRMs', LMs' and LLEs' perspectives and experiences of the mechanisms guiding the use of IPRP within three Ghanaian financial services institutions was compared with the Government of Ghana's legal and regulatory framework for non-bank financial institutions. Based on the literature, the mechanisms were to be fashioned not only to motivate high employee performance and enhance organisational productivity, but also to tune IPRP policy and practice to be in line with external competition, international and industry standards. Findings from the four data sets are synchronised in the sections that follow in order to ascertain the broader application of the aforementioned concepts to the wider Ghanaian financial services industry.

8.3.1 Mechanisms Guiding the Use of IPRP

The second objective of this study was to ascertain whether there are any corporate governance mechanisms guiding the use and implementation of IPRP within the three financial services institutions under study and to compare these with the Government of Ghana's legal and regulatory framework for non-bank financial institutions regarding the use of IPRP. The findings from HRM interviews (n=6) unique to the three institutions under study were presented in Chapter 5 (Table 5.5) of this thesis. The synchronisation of findings (see Table 8.1 below) across the three firms indicates that in line with the extant literature, IPRP had been adopted to enhance organisational profitability and productivity (Cravens et al. 2006; Perkins and White 2011).

Additionally, it had been adopted to monitor employee performance, an assertion consistent with the postulations of Locke and Latham (2002) and Vroom (1964). Further, the findings are also consistent with the assumption that it is important to motivate high performance from employees because of their boundary-spanning positions (Beverland 2001; Leigh and Marshall 2001) and the critical role they play in instituting customer oriented relationships (Maycock et al. 2017). Lastly, the findings also showed that IPRP was adopted by the three firms to boost customer satisfaction.

Table 8.1: Synchronised emergent main and sub-themes from FO1, F02 and F03 HRM (N=6) interviews.

Synchronised Themes from the HRM interviews	
Main Themes	Sub-Themes
1. IPRP Policies and Practices	-The Adoption of IPRP -Enhance organisation's profitability by making it sales oriented, international and industry standard -Monitor and ensure that employee performance is commensurate with reward, pay and promotion. -Satisfy customers.
2. Mechanisms Guiding the Use of IPRP	-All employees sign and are bound by the IPRP performance contract agreement (PCA) throughout the year.
3. Measurement of Performance	-Individual Key/Clear Measurable Indicators. -Balanced Scorecard and 360 Degree Feedback concepts.
4. Management and Implementation of IPRP	-HR is the custodian of the IPRP system. -Line Managers are IPRP implementers.
5. Challenges in Implementing IPRP	-Lack of clarity. -Too much technicality. -Subjectivity associated with appraising employees on qualitative targets. -Unhappy employees due to disagreement between appraisers (LMs) and appraisees (employees) on performance assessment scores.
6. Monitoring and Evaluation of IPRP Policies and Practices	-No External (Governmental) Guidelines. -Internal Guidelines.

In line with the third objective of this study, the researcher also assessed the similarities and differences in the distinct policies and practices put in place to support the effective implementation of IPRP within these three organisations. The findings showed that to increase employee accountability, and to specify job descriptions, duties, targets and the timelines within which they have to be met, all employees and their respective supervisors were required to sign the performance contract agreement (PCA) (e.g. GAO 2000). As part of an effective IPRP system, this mechanism (i.e. PCA) also plays a significant role in determining bonuses and performance ratings.

Further, the balanced scorecard (FO1) and 360 degrees feedback (FO2) concepts including clear measurable indicators for individual employees (FO3), were the tools used to assess how effectively or successfully employees were achieving their targets semi-annually.

Afterwards, employees were ranked in line with their performance. These rankings were dependent on the ratings specified in the respective organisation's IPRP policy. This process was then followed by the completion of performance appraisal reports for each employee by his or her respective supervisor.

Additionally, the study discovered that HR is the ultimate overseer and custodian of the IPRP system as it is responsible for setting the IPRP KPIs for each employee. Additionally, all requisite IPRP documentation for each employee is also kept in the custody of HR. Nonetheless, line managers were responsible for the daily implementation and use of the scheme as they were in direct contact with LLEs. They ensured that daily individual targets were met in order to achieve the overall daily organisational target. According to the CIPD (2011) and ACAS (2007), such segregation of duty is part of an effective performance management system.

Rajendran (2017) also opines that a lot of time can be spent on planning, goal-setting and reviewing performance measures and appraisals in order to ensure that the performance management system is smoothly running. However, things could go wrong and the required performance of employees may not be obtained. In this study, lack of clarity and too much technicality that made it difficult to understand the IPRP system (FO1), subjectivity associated with rating qualitative targets (FO2) and disagreements on performance scores which made employees unhappy (FO3) were the main challenges associated with the use of IPRP across the three firms under study. Strong commitment to regular communication with key stakeholders involved in the IPRP process and strategic meetings were mainly used to resolve these challenges.

The International Monetary Fund (IMF) (2016) opines that for the general development and effective functioning of societies, governments should institute employment and

compensation policies that are essential for the effective delivery of public services. In line with these IMF specifications, the Ghana Labour Act (2003) Act 651 instituted by the Ghanaian Government regulates employment and labour issues within the country. The Act also consolidates all laws relating to labour, employers, trade unions and industrial relations (Ghana Investment Promotion Centre (GIPC) 2017). Additionally, the BoG also specifies as part of its regulatory framework that all banking and non-banking financial business should be transacted in the interests of customers and depositors. There are, however, no stipulations regarding employees of these institutions.

Thematic Analysis (TA) (Braun and Clark 2006) and sentiment analysis (SA) (Turney 2002) were used to examine the secondary data gathered from over 18 blogs, online news articles, websites and other social media. The analysis of findings from these sources on the lived experiences of employees of the use of IPRP to manage their performance within the Ghanaian financial services industry highlighted ethical concerns relating to:

- ❑ *'The setting of unrealistic targets which were to be met within stiff deadlines and timeframes'.*
- ❑ *'Ethical Challenges'.*
- ❑ *'Job Insecurity: Harsh and vicious dismissal practices in the management and implementation of IPRP'.*
- ❑ *'Work Intensification: Degradation of employee psychological and physical well-being'.*

These disturbing findings notwithstanding, document analysis (DA) (Bowen 2009) of corporate IPRP policy documentation from the three institutions under study in addition to the TA of HRM, LM and MELR/FWSC interviews also indicated that presently, there is no legal and regulatory framework for Ghanaian financial institutions in relation to the use of IPRP. Specifically, the public sector aims to copy the IPRP practices of the private sector in order to enhance its productivity and profitability as garnered from interviews with key public service officials at the MELR/FWSC. Overall, these interview findings show that IPRP practices are

far advanced within the private sector compared to the public service. The next section will assess the findings in line with the fourth aim of this study.

8.3.2 LMs: Experiences and Perceptions of the IPRP Policy Implementation Role

The fourth objective of this study was to critically ascertain the experiences and perspectives of those responsible for implementing IPRP policies and practices within these three organisations. The 8 emergent main and sub-themes identified are succinctly presented in Table 8.2 below. In line with this objective, the researcher first sought to establish the understanding of LMs in relation to the IPRP policy in place within their respective organisations. Similar to the HRM interviews, LMs across FO1, FO2 and FO3 exhibited high levels of understanding of the IPRP concept and policy.

Additionally, LMs' interview findings on both external (governmental) and internal mechanisms guiding the use of IPRP were consistent with those of HR. Specifically, there are no external governmental guidelines from the MELR/FWSC for financial institutions in relation to the implementation of IPRP. However, internally and in line with BoG stipulations, senior management and HR ensured that they (i.e. LMs and employees) conducted their business operations in the interests of customers and depositors.

Regarding the role of LMs in the implementation of IPRP, LMs confirmed that they were not involved in the setting of IPRP targets as these were set and cascaded down to them by HR. Nevertheless, since the effectiveness of IPRP schemes depends greatly on the quality of LMs' evaluation of individual employee performance (e.g. Marsden 2004; McGovern et al. 2007; Suff et al. 2007), they emphasised that HR collaborated with them and provided support, facilitating their role as implementers. Specifically, these requisite training sessions (FO1), regular refresher training programmes (FO2), and strategic training sessions organised as and

when needed (F03) are the main fora used to render this support. During such fora, updates on the requisite changes or modifications to corporate IPRP policy are also communicated.

Maycock, Auluck, and Puplampu (2016), Leigh (2013) and Neal (2013) stipulate the plethora of challenges associated with the adoption, implementation and use of IPRP. Within this study, the challenges experienced in the implementation and use of IPRP were unique to each organisation under study. First, FO1 LMs identified that the lack of transparency of senior management with employees in relation to the payment of promised cash rewards, even when they had achieved and exceeded set targets, was demotivating. Secondly, FO2 LMs put forward that the duality of achieving set core and financial targets irrespective of the rank or department to which employees belonged proved to be a major challenge in the implementation of IPRP. Particularly, this caused a lack of focus, making it difficult for employees to meet their set targets. Thirdly, F03 LMs conveyed that they experienced difficulty in administering quantitative performance scores to different qualitative jobs being performed by similarly ranked employees. This problem negatively affected employees as they perceived inequity (e.g. Adams 1963) in qualitative performance ratings.

Furthermore, all LMs across FO1, FO2 and FO3 indicated that irrespective of gender, all employees are set similar IPRP targets. There were, however, gender disproportions within the sales and marketing teams. Explicitly, FO2 LMs stated that the applicant who fitted best into the advertised marketing/sales job description was assigned the role. Thus, recruitment into these teams was based purely on who fitted into the job role at the point of recruitment. On the contrary, FO1 and F03 LMs mentioned that they had more females than males for key reasons. According to them, they engage beautiful women as marketers since these women perform highly on their targets and are able to secure prospective customers (particularly men) for bank deposits (e.g. Daniels 2016).

Table 8.2: Synchronised emergent main and sub-themes from FO1, F02 and F03 LM (N=28) interviews.

Themes from the LM interviews	
Main Themes	Sub-Themes
1. Understanding of IPRP Practices.	<ul style="list-style-type: none"> -Understanding of IPRP Provisions -To get the best out of employees by streamlining overlapping job roles and responsibilities in order to make employees aware of the organisation's objectives. -To motivate and increase employee productivity. -To align and make pay, promotion and rewards commensurate with employee performance.
2. Principles Guiding the Implementation of IPRP.	<ul style="list-style-type: none"> -No External (Governmental) Guidelines. -Internal (Guidelines).
3. The Role of LMs in the Implementation of IPRP.	<ul style="list-style-type: none"> -The link between HR and LLEs in the implementation of IPRP and the management of employee performance. -Appraising employees on their monthly, weekly or daily targets.
4.Support from HR.	<ul style="list-style-type: none"> - Strategic training sessions, conferences and meetings are the main mechanisms used by HR to support LMs in their IPRP implementation roles. -These fora are also used to update staff/LMs on changes or new IPRP policies.
5. LMs' Involvement in Setting Targets.	<ul style="list-style-type: none"> - LMs are not involved in setting targets. -HR is the custodian of the IPRP system. -Targets are cascaded from HR downwards to LMs who are responsible for the daily effective operation (implementation and management) of the IPRP system.
6. Challenges in Implementing or Promoting the IPRP System.	<ul style="list-style-type: none"> -Unpaid promised cash rewards even when targets have been met led to employee demotivation (F01). -The mix of core and financial targets for all employees irrespective of the rank or department to which an employee belonged (F02). This could make an employee lose focus easily. -Perceived inequity in quantifying qualitative job roles (F03).
7. IPRP and Gender.	<ul style="list-style-type: none"> - Across FO1, FO2 and FO3, both male and female employees with equivalent qualifications and job roles are set similar targets. - FO2 has more males in the sales and marketing team than females. -As a marketing strategy, FO1 and F03 have more females in the sales and marketing team than males because they are perceived as: <ul style="list-style-type: none"> -Nicer, prettier. -Perform better (more aggressive and convince potential customers, i.e. men, more easily).
8. The IPRP System and Employee Well-being.	<ul style="list-style-type: none"> -Underperformance/continuous inability to meet targets likely to result in: <ul style="list-style-type: none"> -High job and pay insecurity. -Augmented levels of tension and stress on the job. - Termination of appointment. -Lack of promotion/advancement through organisational ranks.

The physical, mental and social aspects of the work environment contribute significantly to the engagement and well-being of employees in the workplace (Fair and Wright 2016). Accordingly, all LMs agreed that employee support initiatives are implemented within their respective organisations to help underperforming employees to enhance their performance. Nonetheless, continuous underperformance after all such avenues have been exhausted usually resulted in the loss of both pay and job security, high levels of tension and

stress on the job, a lack of advancement through organisational ranks and subsequent dismissal or termination of appointment.

Notably, these findings suggest that LMs are the principal connections between corporate IPRP policy, development, use and implementation. The following section will critically examine the experiences and perspectives of LLEs on the implementation and use of IPRP within their respective organisations.

8.3.3 LLEs: Experiences and Perceptions of the Implementation of IPRP

The fifth objective of this research was to critically assess the experiences and perspectives of workers on the use of IPRP policies and practices. The findings (outlined in Table 8.3 below) reveal that overall, employees perceived IPRP as a good initiative. This perspective was fostered by the positive organisational support they received from their respective organisations in order to meet their set targets.

Furthermore, there was a divide in perspectives on the fairness (58%) or unfairness (42%) of IPRP among FO1, FO2 and FO3 LLEs. The reasons given for these views are outlined in the Table 8.3 below and expatiated in Chapter 7 (Section 7.3.2) of this study. In line with good performance management procedures, the researcher also gathered information from LLEs on the means employed to communicate their targets to them. According to the participants, the main modes through which their targets were communicated to them were via email or face-to-face through monthly/weekly performance review meetings with their respective supervisor or line manager. During these meetings, they also received feedback on their performance.

Table 8.3: Synchronised emergent main and sub-themes from FO1, F02 and F03 LLE (N=78) interviews.

Themes from the LLE Interviews	
Main Themes	Sub-Themes
1. Employee Perspectives on IPRP	<ul style="list-style-type: none"> -IPRP is a Good Initiative -Organisational Support <ul style="list-style-type: none"> -HR Manual/Employee Guideline Handbook -Capacity Building and Training Sessions to Enhance Knowledge and Skills on the Job. -Mass Advertisement Campaigns to the Public Regarding Company Products. -Provision of Required Resources and Logistics: Vehicles, Provision of Cashboxes etc.
2. IPRP Fairness	<ul style="list-style-type: none"> -Perceived as fair due to the following reasons: <ul style="list-style-type: none"> -It is motivating. -It is fair for high achievers. -Rewards hard work. -Encourages competition. -The financial services industry is competitive and IPRP enables the organisation to achieve its strategy. -Perceived as unfair due to the following reasons: <ul style="list-style-type: none"> -The lack of requisite logistics to foster the achievement of targets. -Equally demanding in-office and out-of-office targets. -The high uncertain socio-economic context. -Harsh dismissal/disengagement of underperformers. -The lack of transparency with regard to the criteria for allocating reward to performance, resulting in many disagreements.
3. Communication of Targets	<ul style="list-style-type: none"> -Email or face-to-face through monthly/weekly performance review meetings. -These media for communicating targets also serve as fora to receive feedback on performance, re-focus and re-strategise to meet targets. -Perceived as consistent and effective.
4. Performance Management and Monitoring	<ul style="list-style-type: none"> -Daily/Weekly/Monthly. -Submission of Quarterly Performance Reports.
5. IPRP Rewards and Sanctions.	<ul style="list-style-type: none"> -High achievers are duly recognised via: <ul style="list-style-type: none"> -Promotion. -Letters of recommendation Commended before colleagues -Rewarded with personal performance incentives and bonuses. -Underperformers are: <ul style="list-style-type: none"> -Sanctioned. -Re-assessed for their strengths and transferred to other departments where they can perform better. -Demoted. -Subsequently sacked/dismissed/fired.
6. The IPRP System and Employee Job/Pay Security	<ul style="list-style-type: none"> -High job/pay security for employees who consistently achieve/ exceed their targets. -Low job/pay security for employees who consistently underperform/underachieve on their targets.
7. The IPRP System and Employee Well-being	<ul style="list-style-type: none"> -Tight timeframe within which to meet targets coupled with the high level of uncertainty within the socio-economic context sometimes resulted in: <ul style="list-style-type: none"> -Stress and tension on the job. -Psychological and health problems in the long term.

All LLEs conveyed that they submitted quarterly reports to their respective LMs who were responsible for monitoring and managing their performance. To regulate employee

behaviour and communicate standards for high job performance within the workplace, FO1, FO2 and FO3 had instituted rewards and sanctions and these were confirmed by employees. Specifically, consistent high achievers were either promoted, given letters of recommendation, commended before colleagues or rewarded with personal performance incentives and bonuses. On the contrary, consistent underperformers were either sanctioned and re-assessed for their strengths or transferred to the respective department where they could perform better. In extreme cases, they were demoted or subsequently dismissed.

The termination of employment, according to Folarin (2016), can engender serious and even tragic social and economic hardships for an employee and his family. In the developing Ghanaian context, which is characterised by high unemployment rates and weak legal protection for employees (Gusev 2017; Uba 2010), the majority (87%) of LLEs within this study perceived a low sense of job and income insecurity due to the use of IPRP to manage their performance. Only 13% were of the view that they had high job security due to IPRP. Participants therefore concluded that only consistently high achieving employees had high job and income security. Contrarily, consistently underperforming employees had low job and income security.

Finally, employees acknowledged that the negative impact of IPRP on their well-being was due to shortfalls in their organisations' IPRP policies and the high level of uncertainty within the Ghanaian socio-economic context. Within FO1, the major IPRP shortfall was the demotivation caused by unpaid promised cash rewards, even when employees had strived to meet targets within tight timeframes. This finding was also confirmed by FO1 LMs. FO2 employees bemoaned the duality of having to achieve both core and financial targets, irrespective of the organisational department to which they belonged. To them, this caused an immense lack of focus. According to both LMs and LLEs of FO2, this particular problem

caused a lack of focus when strategising to meet the set targets. According to F03 employees, their observance of the harsh dismissal of underperforming colleagues had a telling effect on them.

Members of 'uncertainty avoidance' cultures and socio-economic contexts express a preference for avoiding uncertainty since they feel threatened by ambiguous or unknown situations (Hofstede 2016; Diehl et al. 2016). Hence, LLEs expressed strongly that in addition to these idiosyncratic shortfalls in the IPRP policies of the respective organisations to which they belonged, the uncertainty associated with effectively meeting IPRP targets caused stress and tension on the job, in addition to psychological and health problems, which impacted negatively on their well-being in the long term.

Chapter Summary

This chapter synchronised the empirical findings from Chapters 5, 6 and 7 in relation to objectives two, three, four and five of the thesis. Specifically, it assessed the perspectives and experiences of employees from three distinct employment levels (i.e. HRMs, LMs and LLEs) in relation to the implementation and use of IPRP policies and practices. The findings from the MELR/FWSC interviews were also compared to these employee interviews. Altogether, these discussions revealed the seven general characteristics that define the mechanisms guiding the use of IPRP within the organisations under study.

The critical review of these general characteristics revealed the reality undergirding the relationship between the lack of legal and regulatory framework, gender roles in marketing, and how they impact on the implementation and use of IPRP within the Ghanaian 'uncertainty avoidance' culture and uncertain socio-economic context. These results highlight that the transfer and use of Western IPRP frameworks in non-Western contexts without modifications

to suit local workplace conditions is questionable. In addition to advocating that the Ghanaian Government and BoG institute both legal and regulatory frameworks for Ghanaian financial institutions regarding the use of IPRP, this study proposes an IPRP framework that seeks to address 'culture' and 'socio-economic' context' matters from a Ghanaian standpoint. In addition to presenting this framework in the next chapter of this thesis, the contribution of the study findings to theory, their wider implications for HR practitioners, managers, employees, policy formulation and future research are also considered. Altogether these will aid the researcher to come to a valid conclusion.

CHAPTER 9: CONCLUSIONS AND RECOMMENDATIONS

FOR PRACTICE, POLICY FORMULATION

AND FUTURE RESEARCH

9.1 Chapter Overview

The aim of this research was to critically examine the mechanisms guiding the use of Individual Performance-Related Pay (IPRP) within three Ghanaian financial services institutions (*FO1*, *FO2* and *FO3*), assessing whether culture and context have an influence on its implementation. These findings were then compared with the Government of Ghana's legal and regulatory framework for financial institutions and the experiences and perspectives of HR managers, middle-level/line managers and lower-level employees within these three organisations.

To achieve this aim, the literature on the mechanisms that guide the implementation and use of IPRP in organisations was critically examined in Chapter 2. Additionally, the corporate governance mechanisms guiding the use and implementation of IPRP within the three financial services institutions under study were compared with the Government of Ghana's legal and regulatory framework for non-bank financial institutions regarding the use of IPRP in Chapter 5. The similarities and differences in the distinct policies and practices put into place to support the effective implementation of IPRP within these three organisations were also assessed. To ascertain the experiences and perspectives of those responsible for implementing IPRP policies and practices within these three organisations, the views of line managers (LMs) within the organisations under study were also examined (Chapter 6). Likewise, the experiences and perspectives of workers on the use of IPRP policies and practices

were assessed within Chapter 7. In order to come to a valid conclusion, the mechanisms guiding the use of IPRP within the three Ghanaian financial services institutions being studied were compared with the Government of Ghana's legal and regulatory framework for non-bank financial institutions and the experiences and perspectives of HR managers, LMs and employees within these three organisations.

Going forward, this chapter summarises the main findings of the thesis by evaluating the wider generalisability of the findings from these analyses to the broader Ghanaian financial services industry. Based on the findings of the empirical study, the conceptual framework presented in Chapter 3 is modified. The implications of the study findings for the IPRP literature, methodology and future research are also assessed. Additionally, this chapter outlines the key contributions of this research to knowledge/theory and also proffers some recommendations for practice and policy formulation. These therefore complete the achievement of the research aim.

9.2 Study's Framework for the Successful Implementation and Use of IPRP within the Ghanaian Context.

According to Tomasic (2011) and Walter (2009), growing levels of regulations by national governments, worldwide consolidation of firms and increasing customer expectations have made the global financial services industry very competitive. Since market growth within such a highly competitive market is only possible by increasing market share and attracting the customers of competitors, several companies are having to become more innovative in their employee reward strategies (Beverland 2001). It is recognised, specifically, that it is important to motivate high performance from individual employees because of their boundary-spanning roles where they come into direct contact with customers and because of the critical role they

play in initiating and maintaining such customer-oriented relationships (Leigh and Marshall 2001). Given this, in Ghana, IPRP forms a key feature of employee reward strategies and several financial services institutions are reported as making extensive use of the reward scheme (Maycock et al. 2017).

Further, Hofstede (2016) and Diehl et al. (2016) claim that members of ‘uncertainty avoidance’ cultures and uncertain socio-economic contexts express a preference for avoiding uncertainty since they feel threatened by ambiguous or unknown situations. Hence, LLEs within this study expressed strongly that in addition to the idiosyncratic shortfalls in the IPRP policies of the respective organisations to which they belonged, the uncertainty associated with effectively meeting IPRP targets caused stress and tension on the job, in addition to psychological and health problems that impacted negatively on their well-being in the long term. This problem is coupled with the fact that in relation to the implementation and use of IPRP, there is presently no legal and regulatory framework for Ghanaian financial institutions or the employees who work for them, as found in this study.

Employees’ expectations about the workplace are expanding, with many looking for personal development, fulfilment and well-being (Harter et al. 2002; Slemp et al. 2015). In line with this, employees as stakeholders of organisations may have the capacity to increase their control over their own reward outcomes. Nonetheless, the prominent focus placed by management on their individual performance within such an ‘uncertainty avoidance’ culture and uncertain socio-economic context (e.g. high levels of unemployment, weak legal systems protecting employees etc.) (Liu et al. 2011; Uba 2010) poses an augmented threat to their well-being, job and income security. To counter these problems while enhancing the well-being and productivity of the employees who work within these organisations, a conceptual framework is developed. The revised and updated conceptual framework is presented in Figure 9.1.

9.2.1 Empirical Findings and Conceptual Framework

Using the three case examples, (FO1, FO2 and FO3) as points of reference, the differences in the mechanisms guiding the implementation and use of IPRP were reflected across the three stages (*IPRP Drivers*, *IPRP Implementation* and *IPRP Outcomes*) of the conceptual framework.

9.2.1.1 IPRP Drivers

There were similarities between FO1, FO2 and FO3 at the IPRP drivers stage. The adoption of IPRP was influenced by *external drivers* such as external competition, international and industry standards, and organisational and employee productivity. The ‘uncertainty avoidance’ Ghanaian culture and uncertain socio-economic context were also IPRP drivers as they caused/raised employee well-being concerns (i.e. psychological problems, emotional distress and physical/ill-health symptoms) within FO1, FO2 and FO3. In particular, these were related to unpaid performance-related promised cash rewards, the lack of focus caused by having to meet both core and financial targets and the observance of the harsh dismissal of underperformers respectively. The prompt payment of promised cash rewards, the setting of IPRP targets focused on employees’ skill-sets and job description and the proper/constructive dismissal of underperformers respectively will reduce (if not diminish) these well-being concerns. Across the three organisations, there was also the need for adequate timeframes to be given to employees to enable them to meet their set targets and within FO1 and FO3, it was essential to safeguard against the use of female marketers as corporate prostitutes. In relation to *employee drivers*, the financial year for all employees across the three organisations within this study begins with the signing of a performance contract agreement (PCA) between an employee and his or her respective supervisor or manager. These IPRP drivers in turn, impact the IPRP implementation.

9.2.1.2 IPRP Implementation

The implementation of IPRP centred on *Significant Actors*, *Context* and *Implementation Mechanisms*. In relation to the *significant actors* across the three organisations under study, HR is the custodian of the IPRP systems, and LMs are noted as the principal connections between IPRP policy development, use and implementation. Also, LLEs/employees are responsible for meeting set IPRP targets. *Implementation mechanisms* are also on two levels: Organisation drivers and Employee drivers. Via the PCA, targets are cascaded downwards from HR through LMs, who then communicate these to employees and support them to meet their targets through performance management and monitoring. After appending their signature to the PCA, employees are then bound by it and they must ensure that they meet their set IPRP targets as agreed in the PCA. In sum, the IPRP implementation component of the framework proposes that the *significant actors* (i.e. the custodians (HR)) and the implementers of IPRP (LMs), as well as those responsible for meeting IPRP targets (employees), should take into cognizance the fact that *implementation mechanisms* (organisational and employee drivers) of IPRP are constantly interrelating with the Ghanaian 'uncertainty avoidance' culture and 'uncertain socio-economic context'.

9.2.1.3 IPRP Outcomes

Within FO1, FO2 and FO3, *IPRP Drivers* and *IPRP Implementation* both impact *Corporate IPRP Strategy* and *Employee IPRP strategy* in order to realise *IPRP Outcomes* (i.e. increased productivity). To increase the positive outcomes of IPRP for the organisation while enhancing the well-being and efficiency of employees, organisations must therefore consider these constantly interacting drivers when determining the corporate IPRP strategy/mechanisms that should guide the *implementation* and use of IPRP. Employees must also be aware of the fact that, after appending their signature to the *PCA*, they are bound to meet the targets and

they become prone to stress and tension which at augmented levels can impact negatively on their well-being.

By and large, the study's developed IPRP framework stresses the importance of considering both the organisation and employee drivers of IPRP for the Ghanaian context, rather than adopting Western IPRP frameworks for implementation and use. It holistically builds on the theory of IPRP, which proposes setting specific, difficult goals that are properly aligned with organisational aims and valuable rewards that motivate superior employee performance (e.g. Goal-setting Theory, Locke and Latham 2002; Expectancy Theory, Vroom 1964). It has demonstrated that there is a constant interaction between 'context' and the organisational and employee drivers of IPRP. The findings and discussions around the thesis centred on how organisations can successfully implement IPRP using effective guidance mechanisms that increase organisational productivity but also enhance employee well-being. To foster well-being, organisations must consider the psychological, emotional and physical well-being of their employees when setting targets. Employees must also develop effective strategies in meeting their set IPRP targets. As a way forward for best practice and policy formulation, the study recommends in particular that organisations seriously consider the well-being of their employees when deciding the mechanisms needed to govern and guide their use of IPRP, since an organisation's productivity is closely linked with the efficiency of its employees.

9.3 Major Contributions of the Study

9.3.1 Theoretical Contributions

✚ *IPRP augments threat to employee job and income security and hinders well-being in 'uncertainty avoidance' and uncertain socio-economic contexts characterised by low employment levels, ethical business problems and weak legal systems protecting employees.*

IPRP is a periodic pay rise that is incorporated into an employee's basic salary and it results from appraisals of the individual employee's performance as well as his or her value to the organisation by a manager or supervisor (Maycock and Pupilampu 2014; Pendleton, Whitfield, and Bryson 2009). These periodic pay rises, according to Armstrong (2005), may determine an employee's speed of advancement through salary bands or scales and may be communicated as either proportions of basic pay, unconsolidated one-off lump sums or predetermined increments. The above description of IPRP encircles all the incremental reward schemes where pay increases are based on individual assessment and are more discretionary than spontaneous. Proponents of IPRP suggest that setting specific, difficult goals that are properly aligned with organisational aims and valuable rewards motivates superior employee performance (e.g. Goal-setting Theory-Locke and Latham 2002; Expectancy Theory-Vroom 1964). According to Armstrong (2010), this enables organisations to retain high performers and it can also help to advance the efficiency and effectiveness of an organisation's workforce by stressing the importance of high standards for job performance (Cravens, Piercy, and Low 2006; Perkins and White 2011).

Contrarily, stakeholder and social contract theories also maintain that employees are 'social resources' vital to the survival and success of their organisations. As such, the use of IPRP may enable them to have the capacity to increase control over their own reward outcomes.

Nonetheless, the prominent focus placed by management on individual employee performance poses an augmented threat to employee job and income security, to the advantage of other stakeholders (e.g. shareholders, some employees inclusive of concerned agents etc.).

The findings from this study suggest that financial institutions are under constant pressure to remain profitable due to the heightened competition within the external (national and international) financial services industry. This pressure cascades downwards from top management through HR to the IPRP implementing LM. These LMs are responsible for converting the abstract objectives/targets of the organisation given to them by top/senior management into the concrete everyday tasks that individual employees undertake. They do so by defining the required standards of behaviour and performance and explaining these to their subordinates, taking tough decisions about assessments, communicating these decisions to subordinates and defending these when questioned (Marsden 2004; McGovern et al. 2007; Phillips 1998).

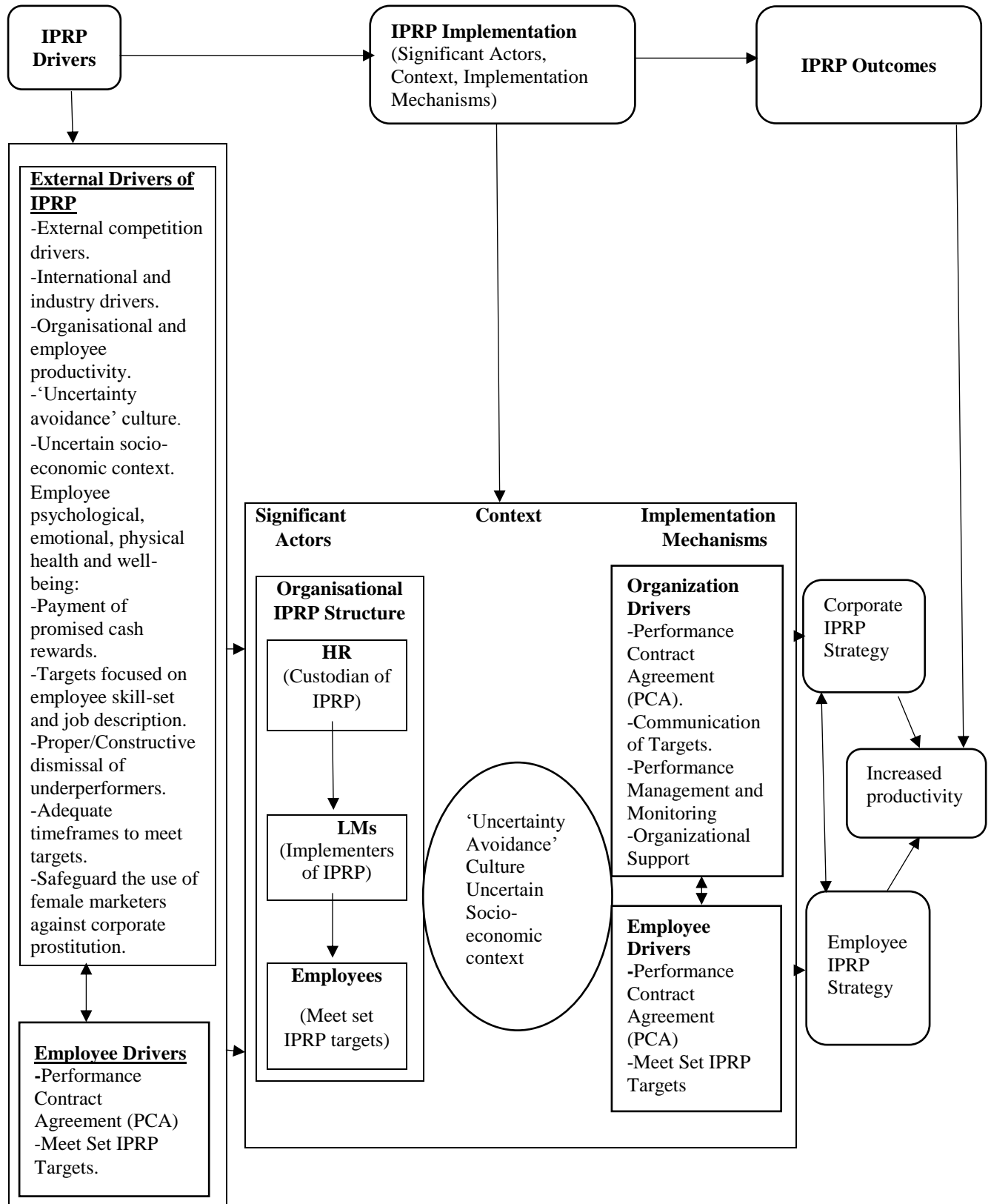
To constantly and consistently motivate and monitor employee performance, therefore, IPRP is being used (without any modifications to suit the Ghanaian cultural and socio-economic context) as a tool to pass down this pressure to salespersons and marketers who are the 'foot soldiers' interacting with customers to bring in deposits. From a critical realist perspective, the use of IPRP in such a manner, within a cultural context underlaid with 'uncertainty avoidance' (Hofstede 2016) and other socio-economic uncertainty factors (e.g. low levels of employment, ethical business problems, corruption and weak legal systems protecting employees etc.) (Liu et al. 2011; Uba 2010) augments the threat to employee job and income security, as was discovered within this study. To deal with this constant pressure, some LMs also conveyed that as a marketing strategy, they recruit more females into the sales

and marketing teams. According to them, these women are prettier and nicer and perform better since they are able to convince potential customers (i.e. men) more easily.

The findings from this study also confirmed that the well-being of both the implementing LM at the middle of the organisational hierarchy (who serves as the strategic link between the organisation and subordinate employees) and the subordinate employees (who are responsible for meeting the set targets) at the other lower end of the organisational hierarchy, are hindered psychologically, emotionally and physically due to the constant pressure and strain they face daily in their efforts to meet their set targets.

In particular, LLEs expressed strongly that the ‘uncertainty avoidance’ within the Ghanaian culture and the uncertain socio-economic context caused stress and tension on the job. These impacted negatively on their psychological, emotional and physical health and the effectiveness with which they met their IPRP targets. Altogether, these issues affected their well-being adversely in the long term. This therefore has implications for HR practitioners within financial organisations in particular, as they must adopt their corporate IPRP policies to conform to the ‘uncertainty avoidance’ Ghanaian culture and uncertain socio-economic context. Also, these policies should be formulated in cognizance of both organisational and work productivity as well as employee well-being needs.

Figure 9.1: The Study's Individual Performance-Related Pay (IPRP) Framework for the Ghanaian Context.



9.3.2 Contributions to Practice and Policy Formulation

- *Working to frequently tight performance-related deadlines hinders employee well-being.*

One key finding highlighted in this research was the general consensus among LLEs that the tight timeframe within which they had to meet targets, coupled with the high level of uncertainty within the socio-economic context, resulted in stress and tension on the job. Although setting tight deadlines promotes effective time management and enhances work performance (Alexander 1981; Labianca, Emory, and Henry 2005), Beech-Hawley (2004) and Rao and Pradhan (2007) state that this can lead to a plethora of many psychological and health problems and disorders. The researcher therefore recommends that in order to uphold employee well-being, LMs (who were noted as the principal connections between IPRP policy development, use and implementation within their respective institutions), should ensure that employees are given adequate timeframes to meet their targets.

- *Prompt payment of promised performance-related cash rewards.*

The findings also revealed that the senior management of FO1 was not transparent with employees as cash rewards promised to employees who had achieved or exceeded their set targets were not paid to them. FO1 employees therefore found this very demotivating. It is therefore recommended that to promote transparency, boost the motivation of employees and their trust in senior management, the requisite criteria for qualifying for these cash rewards should be communicated to all staff. Further, when an employee is found to have qualified for this cash reward, he or she should be paid on time as promised.

- *Singular/Focused Targets*

Additional findings also showed that irrespective of the ranking or department to which FO2 employees belonged, they were all set both core and financial targets which they had to

meet within specified deadlines. FO2 LMs therefore lamented that this duality of targets caused a lack of focus, making it difficult for employees to meet their set targets. To promote focus and job clarity, it is therefore recommended that set targets should be centred on the skill-set and job description of the employee.

- *Constructive / Proper Dismissal Procedures*

Dismissing underperformers ensures that only the most experienced, best or high achieving employees are retained within the organisation (Akrani 2011). However, it can be disadvantageous to organisations when dismissals are not carried out properly. For instance, it can involve a number of legal problems and this shows the company in a poor light as it can also lower the morale of all remaining employees in general, with many of them beginning to seek jobs elsewhere (e.g. Reddy 2016). FO3 employees also lamented that their observance of the manner in which their underperforming colleagues were harshly dismissed caused them to worry constantly about losing their jobs. It is therefore recommended that FO3 implements constructive and proper procedures for dismissing underperforming employees as this will enhance their corporate image and boost the morale of the remaining employees.

- *Remuneration Committee*

Several LMs also conveyed that as a marketing strategy, they recruit 'prettier' and 'nicer' women into the sales and marketing teams since they perform better and are able to convince potential customers (i.e. men) more easily. In this vein, it is therefore recommended that HR practitioners via remuneration committees should monitor and safeguard against the use of sales and marketing employees as corporate prostitutes, particularly women, to avoid anyone having to feel like this is necessary in the workplace.

- *IPRP Legal and Regulatory Frameworks*

Ultimately, the findings from the MELR/FWSC interviews and the HRM and LM interviews across FO1, FO2 and FO3 highlighted that in relation to the implementation and use of IPRP, there is presently no legal and regulatory framework for Ghanaian financial institutions or the employees who work for them. By implication, this study contributes to the policy and practice of IPRP. It is therefore recommended that in order to safeguard the well-being of employees, particularly women, the Ghanaian Government and Bank of Ghana (BoG) should consider instituting both legal and regulatory frameworks for Ghanaian financial institutions regarding the use of IPRP.

9.4 Methodological Contributions

This study is one of a few IPRP-related studies conducted within financial services that highlight the benefits of a multi-method qualitative research design. Particularly, this design via the critical realist philosophy helped to explore, discover, assess and gain insight into the influence of culture and socio-economic contexts on the mechanisms guiding the use of IPRP within the Ghanaian context. The flexibility and adaptability of this methodological approach also afforded the triangulation of data collection via in-depth semi-structured interviews, company documentation on performance-related pay within the organisations under study and employee conversations on performance-related pay available on blogs and websites.

Within this research design, the empirical intensive multiple-level case study was used to examine the mechanisms guiding the use of IPRP within the Ghanaian financial services from three different employee levels (HRMs, LMs and LLEs). This diversity of perspectives highlighted how the regular revision and increment of minimum capital requirements for financial institutions without the requisite legal and regulatory framework protecting

employees within an 'uncertainty avoidance' culture and socio-economic context impacts the implementation and use of IPRP within the Ghanaian setting. Furthermore, the study has also illustrated how, under these prevailing conditions, pressure is cascaded downwards from senior management and endangers employee job and income security and well-being, particularly females working within these institutions. Altogether, the findings from this study have reinforced previous calls from Aljumah (2015) and Kang and Yanadori (2011) for performance-related pay research to take culture and socio-economic context into consideration during its implementation and use.

9.5 Research Limitations

This research is innovative and contributes significantly by exploring and critically examining the mechanisms guiding the use of IPRP within the Ghanaian financial services, which to the best of the researcher's knowledge is one of the foremost endeavours within the Ghanaian employee reward and performance management literature. As with other studies, this research is not without limitations and these are discussed below:

- 1) Qualitative research is characterised by methodological variations (Bansal and Corley 2011). Whittemore, Chase, and Mandle (2001) also surmise that it is a purely interpretative enterprise. Therefore, findings from this study might be exclusive to the participants interviewed in this study. Despite these limitations, it is pertinent, regardless of the method used, to demonstrate methodological rigour and theoretical contribution. Within this study, there were different forms of evidence gathered from data from secondary sources, corporate IPRP policy documents and one-to-one semi-structured interviews. These interviews were conducted with HRMs (N=6), LMs (N=28) and LLEs (78) across the three Ghanaian financial services institutions selected for this study, in addition to MELR/FWSC (N=4) interviews. These data collection

methods enhanced the triangulation of the data, which increased the validity and reliability of the research outcomes (Yin 2003a; Dey 1993).

- 2) Further, this study was limited to Ghanaian financial services. Again, it was limited in the sense that it was restricted to participants within the three Ghanaian financial services selected for this study. The key focus was on the financial services sector because it is in this sector that IPRP has been embraced with fervour, due to the perceived need to engender more commercially aware behaviour among employees in an increasingly competitive industry – a need with which IPRP is assumed to be consistent (Bambrough 2016; Maycock 2009). Hence, while the results can be generalised to Ghana and financial services, they may not be generalisable to other sectors and countries characterised by different cultures and contexts. However, the approach adopted to find these results can be applied in a wide variety of situations, therefore allowing the examination of external validity.
- 3) Correspondingly, the BoG (2017) indicates that there are over 34 licensed banks and 70 non-banking financial institutions operating within the country. Due to the limitations related to the generalisability of the findings of this research, a quantitative design within the same area could therefore consider the perspectives of employees within these other financial institutions. To be specific, a quantitative approach will yield fast results as it is an efficient way of studying a larger sample size. It will also provide an objective assessment (Bryman and Bell 2007) of the distinct mechanisms that guide the use of IPRP within the Ghanaian cultural and socio-economic context. Because of the large sample size, the results may be applicable to the general population, and other contexts as well as future situations (Gall, Gall and Borg 2003). Also, the use of statistical methods of data collection means that such data is straightforward and the researcher will be able to understand and interpret large

amounts of inherent characteristics in the data (Bell 2000; Oppenheim 2000). Ultimately, this will allow for easy comparison with other data, which will broaden our understanding of the link between how the unique 'uncertainty avoidance' of Ghanaian culture and its uncertain socio-economic context shape the practice of IPRP.

9.6 Recommendations for Future Research

This research has established that the Ghanaian 'uncertainty avoidance' culture and uncertain socio-economic context significantly impacts the practice of IPRP. As such, Western IPRP frameworks require significant modifications. Based on the research limitations highlighted within the preceding segment and the results of this study which led to the development of an IPRP framework, it is recommended that further comparative studies should test the validity of the proposed IPRP framework in other similar African countries as this will widen our understanding of how culture and socio-economic context shapes IPRP practice.

9.7 Conclusion

Published evidence on the implementation and effectiveness of IPRP schemes in low- and middle-income countries and contexts is scarce (Ssenooba et al. 2012). The findings from these few published studies are also mainly related to pay reforms that use IPRP as a tool for boosting performance within the public sector (e.g. Gakure et al. 2013; Kabibu 2017; Kobia and Mohammed 2006; Krukru 2015; Mutahaba 2011; Obia 2012). The critical examination of HRMs', LMs' and LLEs' perspectives and experiences on the mechanisms guiding the use of IPRP within three Ghanaian financial services institutions were compared with the Government of Ghana's legal and regulatory framework for non-bank financial institutions.

The findings revealed eight general characteristics that define the mechanisms guiding the use of IPRP within the organisations under study: 1) IPRP policy implementation and use

is far more advanced within the Ghanaian private sector than in the public sector; 2) the mechanisms guiding the practice of IPRP within the case examples under study is comparable to those of Western countries; 3) HR is the custodian of the IPRP system; 4) LMs are noted as the principal connections between IPRP policy development, use and implementation; 5) employees expressed a preference for avoiding uncertainty. They also acknowledged that the negative impact of IPRP on their well-being was due to shortfalls in their organisations’ IPRP policies and the high level of uncertainty within the Ghanaian socio-economic context; 6) there is no legal and regulatory framework for Ghanaian financial institutions regarding the use of IPRP; 7) customers and depositors are the focus of the BoG business operation stipulations for Ghanaian financial services institutions. There are no stipulations regarding employees of these institutions; and 8) as a marketing strategy, more females are used in the sales and marketing team to convince potential customers (i.e. men) more easily.

These research findings contribute significantly to the current literature on IPRP by providing a more in-depth understanding of how the unique Ghanaian cultural and socio-economic context shapes IPRP practice and the impact it has on employees within these organisations. To boost organisational productivity while fostering employee well-being and productivity, the study developed an IPRP framework. The framework stresses the importance of considering both the external and employee drivers of IPRP implementation for the Ghanaian ‘uncertainty avoidance’ culture and uncertain socio-economic context rather than adopting Western IPRP frameworks for implementation and use.

Reflective Piece

I envisaged that the experience gained through a research-based PhD would help me to develop sturdy skills to plan and put into operation policies and programmes of intervention using appropriate human resource management methods. I must however confess that this decision has indeed been a life-changing experience. Among the numerous things that I have learned and developed in the process of carrying out this research, the professional training has also endowed me with the requisite knowledge and the diagnostic and practical skills needed to carry out independent research while making sense of multifaceted approaches. The knowledge gained on the importance of integrating stakeholder involvement with challenges within the financial, social, economic and educational sectors can also not be overemphasised. All these have been possible with the gracious help of God Almighty, the Father of our Lord Jesus Christ, the Maker of Heaven and Earth, who is faithful, who keeps His promises and doesn't change like shifting shadows. I owe Him my life. I have also experienced the love, care and support of my parents and siblings. May the Good Lord be pleased to bless them richly, continually. The academic support rendered by my supervisory team has also been a huge source of inspiration.

This PhD process, tuition-sponsored by Coventry University, has also been an excellent platform to help shape and improve my skills and experience within the employee reward and performance management discourse. The research process commenced with the drafting of a research proposal and the continuous reviewing of relevant literature. Within a limited time, I also had to understand the methodological and philosophical issues and challenges related to collecting data and the interviewing of 116 interviewees. These have served as a prolific basis for moulding me into an ardent researcher, presenting my research findings at conferences and in one-to-one discussions with my supervisory team, examiners and colleagues. I am eternally grateful to all those who made this possible.

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APPENDICES

Appendix 1: Informed Consent Form

Title of the Project: 'Mechanisms Guiding the Use of Individual Performance-related Pay (IPRP): A Case Study of Three Ghanaian Financial Institutions'.

I, the undersigned, confirm that (please tick box as appropriate):

1.	I confirm that I have read and understood the participant information sheet for the above study and have had the opportunity to ask questions.	<input type="checkbox"/>
2.	I understand that my participation is voluntary and I understand that I can withdraw at any time (up to before the collected data is analysed and before the results are written up) without giving reasons. I will not be penalised for withdrawing nor will I be questioned on why I have withdrawn.	<input type="checkbox"/>
3.	I understand that all the information I provide will be treated in confidence.	<input type="checkbox"/>
5.	I agree to be recorded as part of the research project.	<input type="checkbox"/>
6.	I have read and understood the above information and I agree to take part in the research project and for my data to be used as described.	<input type="checkbox"/>

Name of Participant:	Signature of Participant:
Date:	

Name of Researcher: BUERNORKIE PUPLAMPU	Signature of Researcher:
Date:	

Appendix 2 - Participant Information Sheet

Title of the Project: 'Mechanisms Guiding the Use of Individual Performance-related Pay (IPRP): A Case Study of Three Ghanaian Financial Institutions'.

What is the purpose of this study?

This research aims to assess the mechanisms guiding the use and implementation of individual performance-related pay (IPRP) within the financial services sector. It also seeks to examine the experiences and perspectives of employees on the use of individual performance-related pay within their respective organisations. To achieve this, the research will take both an individual and an organisational perspective. On the individual level, employees' experiences of IPRP will be explored, while on the organisational level the research will examine Human Resource Management (HRM) practices and the documented organisational policies within which these practices, perceptions and experiences are formed.

1. Why have I been chosen?

You have been selected to participate in this survey because you work in a financial services institution in Ghana.

2. Do I have to take part?

No, participation in this research is voluntary, meaning that you will participate at your own free will. If you do participate, it may take approximately 30-45 minutes to go through an interview. However, in the event that you change your mind and wish to withdraw at any point, please contact the researcher on the email provided at the bottom of this sheet. You will not incur any consequences and any information provided by yourself will not be used, it will be destroyed.

3. What are the possible disadvantages and risks of taking part?

There are no disadvantages or risks associated with this research because your interview will be conducted face-to-face. *Any information provided that will be compared to what management says WILL NOT be disclosed to any individual within the organisation, therefore your job will be safe.*

4. What are the possible benefits of taking part?

The results of this study will be beneficial to all employees within your organisation. Not only that, the organisation will also benefit from constructive recommendations for employee reward and performance management strategy improvement which will be provided by the researcher at the end of the project. In return, company performance and hence productivity will be improved which will impact positively on employee well-being.

5. What if something goes wrong?

The researcher’s and Director of Studies’ (DoS) contact details are provided at the bottom of this sheet. In case you have any concerns with the research or any aspect associated with it, please contact the researcher or supervisor.

6. What will happen if I do not want to carry on with the study?

At any point of the process (up to before the collected data is analysed and before the results are written up), if you decide not to participate further, you will be allowed to freely do so without the need for any explanations. Any information received from you will not be used at all and will be destroyed.

8. Will my taking part in this study be kept confidential?

Yes it will. Any information provided will be securely stored in a PC that is password protected. Therefore, no one apart from the researcher can have access to any information. Matters pertaining to feedback obtained from any participant will not be discussed with anyone except the researcher and the researcher’s supervisory team at Coventry University.

9. What will happen to the results of the research study?

The results of the study will be written out and presented by the researcher in the form of an academic thesis in partial fulfilment of the requirements of the Coventry University Business School, Doctor of Philosophy qualification. Additionally, the results will be communicated to participating organisations in the form of a business report so that any recommendations given by the researcher can be implemented by the organisation for the benefit of both the organisations and the employees working there.

10. Who is organising and funding the research?

This project is funded by the Coventry University Centre for Business in Society (CBiS). The researcher is studying a Doctor of Philosophy programme under Coventry University Business School, Department of Human Resource Management.

11. Who has reviewed the study?

The researcher is answerable to a supervisory team consisting of three (3) academic staff from the Coventry University Business School, Human Resource Management and Marketing Departments. They have reviewed this study and approved it under the Coventry University’s research Ethics approval policy.

I would be very grateful if you can participate in the interview. Please direct any queries to:

<p><u>Researcher</u> Buernorkie M. Pupilampu PhD Research Student Centre for Business and Society (CBiS) Human Resource Management Department Faculty of Business & Law Coventry University, Priory Street, Coventry University CV1 5FB United Kingdom puplampb@uni.coventry.ac.uk</p>	<p><u>Director of Studies</u> Dr Eno Amasi Maycock Senior Lecturer - HRM/OB (Ethics Lead) School of Marketing & Management Faculty of Business & Law Coventry University Jaguar Building, Room 10 Priory Street Coventry CV1 5FB, United Kingdom T: +44 247 688 9443 eno.maycock@coventry.ac.uk</p>
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Appendix 3: Interview schedule for Officials of the Ministry of Employment and Labour Relations (Ghana) (MELR)/Fair Wages and Salaries Commission-Ghana (FWSC)

Title of the Project: 'Mechanisms Guiding the Use of Individual Performance-related Pay (IPRP): A Case Study of Three Ghanaian Financial Institutions'.

Information and Respondent Consent for Officials of the (MELR)/ (FWSC) (Ghana)

Hello, my name is Buernorkie. I am a PhD research student at Coventry University in the United Kingdom. I am currently conducting research to assess the mechanisms guiding the use and implementation of Individual Performance-related Pay (IPRP) within Ghanaian Financial Services. In line with this, I am seeking the perspectives of employees within the financial services industry in Ghana.

The results of this research will be presented in the form of an academic thesis in partial fulfilment of the requirements of the Coventry University Business School, Doctor of Philosophy qualification. Additionally, the findings will be communicated to participating organisations in the form of a business report for the benefit of employees as well as the organisation.

The information you provide will be kept strictly confidential, in line with the purposes of this research and Coventry University's Research Ethics Committee's guidelines. I also need to point out that this conversation will be recorded and later transcribed. I would now like to ask you a series of questions that will not take more than one hour of your time.

Interview aim: The aim of this interview is to find out about the legal and regulatory framework guiding financial institutions in Ghana on their use of individual performance-related pay policies.

- 1) Are you aware that IPRP has been introduced in financial services institutions in Ghana?

- 2) Does the Government of Ghana have any guidelines or mechanisms regulating the use of IPRP within financial Institutions?

Probe

- If yes, what are they?
 - How are organisations monitored to ensure that they adhere to these guidelines?
 - What are the penalties for non-adherents?
 - Have you actually prosecuted any organisations for non-adherence?
- If not, why not?

Appendix 4: Interview schedule for Human Resource Managers (HRMs)

Title of the Project: 'Mechanisms Guiding the Use of Individual Performance-related Pay (IPRP): A Case Study of Three Ghanaian Financial Institutions'.

Information and Respondent Consent (HRMs)

Hello, my name is Buernorkie. I am a PhD research student at Coventry University in the United Kingdom. I am currently conducting research to assess the mechanisms guiding the use and implementation of individual performance-related pay (IPRP) within the financial services sector. In line with this, I am seeking the perspectives of employees within the financial services industry in Ghana.

The results of this research will be presented in the form of an academic thesis in partial fulfilment of the requirements of the Coventry University Business School, Doctor of Philosophy qualification. Additionally, the findings will be communicated to participating organisations in the form of a business report for the benefit of employees as well as the organisation.

The information you provide will be kept strictly confidential, in line with the purposes of this research and Coventry University's Research Ethics Committee's guidelines. I also need to point out that this conversation will be recorded and later transcribed. I would now like to ask you a series of questions that will not take more than one hour of your time.

Interview aim: The aim of this interview is to find out about the design and the policies guiding the implementation of individual performance-related pay within your organisation.

Demographic Information

Gender: 1) Male _____ 2) Female _____

Age Range: 10-20 ___ 21-30___ 31-40___ 41-50___ 51-60___ 61-ABOVE___

Educational Level: 1) Junior High School _____ 2) Senior High School _____
3) Degree _____ 4) Postgraduate _____

Job Role: _____

Department: _____

How long have you been in your organisation? (Years – round off to the nearest whole number): _____

Income Per Month: GHC 500-GHC 1,000 ___ GHC 1,000-GHC 1,500___
GHC 1,500-GHC 2,000___ GHC 2,000-GHC 2,500___
GHC 2,500-GHC 3,000___ GHC 3,000-GHC 3,500___
GHC 3,500-GHC 4,000___ GHC 4,000-ABOVE___

1. Please tell me about your position and role in this organisation?

Probe:

a) *Give a brief description of your responsibilities.*

2. When was IPRP introduced into your organisation?
3. Why was IPRP introduced into your organisation?
4. What are the guiding principles for introducing and implementing IPRP?
 - Which group of employees is it used for?
 - How is it measured?
 - How are employee grievances related to IPRP managed?
 - Is it managed fully by line management or does HR have an oversight?
5. Are there any guidelines from the government on how IPRP should be introduced or managed in (financial) organisations?
6. Are there any areas in the use and implementation of IPRP where you go beyond the government's guidelines or principles?
7. Do you think that the IPRP scheme in operation has achieved the main aims it set out to achieve?
 - If yes/no, are there any areas of concern to you?
 - What has it not achieved?
8. What difficulties did you face with the introduction and management of IPRP?
9. Do you think that the reward scheme in operation aligns with the overall business strategy of your organisation?
10. Will there be any changes or modifications of the scheme in the future should it fail to achieve the desired outcome or results for which it was implemented?
11. Would you say that the jobs of employees are put at risk when they are continuously unable to meet targets?
12. Would you say that the pay of employees is put at risk when they are continuously unable to meet targets?
 - a) Do you think that this causes tension and stress for employees?

Facilitating Awareness of IPRP Policies

13. How do you promote your IPRP scheme?
 - a) Who is responsible for the implementation of these IPRP policies and practices?
 - b) What support do the implementers receive to ensure effective implementation?
 - c) Do the implementers receive specific training on issues associated with IPRP?

The Impact of IPRP on Ethics

14. Within your organisation, are both males and females set similar targets?
 - a. If yes, why do you think this is the case?
 - b. If not, why? What impact does this have on the organisation and employees?
15. What is the ratio/mix of males and females within the sales and marketing team?
 - a. Are you aware that there are more males than there are females?
 - b. Is this a marketing strategy?
16. Are there any other key issues that arise in the implementation of these IPRP policies?

Suitability of the IPRP Scheme

17. If you were to review these policies guiding you in the implementation of IPRP within this organisation, are there any you would change differently?
Yes _____
No _____
Are there any particular reasons?

Performance Management

18. How does your organisation monitor your progress in achieving your targets?
19. Who is responsible for monitoring your performance?
20. How regularly do you have meetings with your supervisor for updates on your targets?
21. How is feedback on your performance given?
22. What action does your organisation take to ensure that set targets/objectives are met?
23. What are the outcomes of the IPRP process at the end of the financial year?
 - a. If you have achieved or exceeded your targets, how are you rewarded?
 - b. If you have not achieved your targets, what is the punishment?

Monitoring and Evaluation

24. How does the organisation evaluate the effectiveness of these IPRP policies and practices?
 - a) What are the methods used to monitor the performance of employees?
 - b) How often do evaluations of employee performance take place?
25. Do you find the IPRP scheme beneficial?

- a. What are the specific benefits of the IPRP scheme to employees and the organisation?

Challenges

26. What do you feel are the challenges that the implementation of IPRP presents to the organisation and employees?
27. What is the organisation doing to solve these challenges?
28. Is there anything else that you would like to add about the IPRP policies in your organisation?

THANK YOU FOR YOUR PARTICIPATION

Appendix 5: Interview schedule for Line Managers (LMs)

Title: 'Mechanisms Guiding the Use of Individual Performance-related Pay (IPRP): A Case Study of Three Ghanaian Financial Institutions'.

Information and Respondent Consent (LM's)

Hello, my name is Buernorkie. I am a PhD research student at Coventry University in the United Kingdom. I am currently conducting research to assess the mechanisms guiding the use and implementation of individual performance-related pay (IPRP) within the financial services sector. In line with this, I am seeking the perspectives of employees within the financial services industry in Ghana.

The results of this research will be presented in the form of an academic thesis in partial fulfilment of the requirements of the Coventry University Business School, Doctor of Philosophy qualification. Additionally, the findings will be communicated to participating organisations in the form of a business report for the benefit of employees as well as the organisation.

The information you provide will be kept strictly confidential, in line with the purposes of this research and Coventry University's Research Ethics Committee's guidelines. I also need to point out that this conversation will be recorded and later transcribed. I would now like to ask you a series of questions that will not take more than one hour of your time.

Interview aim

The aim of this interview is to find out about your role as implementer of the individual performance-related pay policies and practices in your organisation.

Demographic Information

Gender: 1) Male _____ 2) Female _____

Age Range: 10-20 ___ 21-30 ___ 31-40 ___ 41-50 ___ 51-60 ___ 61-ABOVE ___

Educational Level: 1) Junior High School _____ 2) Senior High School _____
3) Degree _____ 4) Postgraduate _____

Job Role: _____

Department: _____

How long have you been in your organisation? (Years – round off to the nearest whole number): _____

Income Per Month: GHC 500-GHC 1,000 ___ GHC 1,000-GHC 1,500 ___
GHC 1,500-GHC 2,000 ___ GHC 2,000-GHC 2,500 ___
GHC 2,500-GHC 3,000 ___ GHC 3,000-GHC 3,500 ___
GHC 3,500-GHC 4,000 ___ GHC 4,000-ABOVE ___

1) Please tell me about your position and role in this organisation?

Probe:

- a) *Which department do you manage?*
 - b) *Give a brief description of your responsibilities.*
 - c) *How long have you been with this organisation?*
 - d) *How many people are under your supervision?*
 - e) *What are your educational qualifications?*
- 2) When was IPRP introduced into your organisation?
 - 3) Why was IPRP introduced into your organisation?
 - 4) What are the guiding principles for introducing and implementing IPRP?
 - Which group of employees is it used for?
 - How is it measured?
 - How are employee grievances related to IPRP managed?
 - Is it managed fully by line management or does HR have an oversight?
 - 5) Are there any guidelines from the government on how IPRP should be introduced or managed in (financial) organisations?
 - 6) Are there any areas in the use and implementation of IPRP where you go beyond the government's guidelines or principles?
 - 7) Do you think that the IPRP scheme in operation has achieved the main aims it set out to achieve? If yes/no, are there any areas of concern to you? What has it not achieved?
 - 8) What difficulties did you face with the introduction and management of IPRP?
 - 9) Do you think that the reward scheme in operation aligns with the overall business strategy of your organisation?
 - 10) Will there be any changes or modifications of the scheme in the future should it fail to achieve the desired outcome or results for which it was implemented?
 - 11) Would you say that the security of an employee's job is put at risk when he/she is continuously unable to meet targets?
 - 12) Would you say that an employee's pay is put at risk when he/she is continuously unable to meet targets?

b) Do you think that this causes tension and stress for employees?

Policies Guiding the Implementation of IPRP

13) How does your organisation assist you as a Line Manager to manage IPRP?

14) What are the guiding principles you have been given by your organisation to guide you in the implementation of IPRP?

15) What role do you play in these IPRP policies?

Support from Human Resource Management

16) How do you get to know about these policies guiding you in the implementation of IPRP?

17) What support do you get from HR to facilitate your role in implementing the IPRP scheme?

The Impact of IPRP on Ethics

18) Within your organisation, are both males and females set similar targets?

c) If yes, why do you think this is the case?

d) If not, why? What impact does this have on the organisation and employees?

19) What is the ratio/mix of males and females within the sales and marketing team?

1. Are you aware that there are more males than there are females?

2. Is this a marketing strategy?

20) Are there any other key issues that arise in the implementation of these IPRP policies?

21) If you were to review these policies guiding you in the implementation of IPRP within this organisation, are there any you would change?

Yes _____

No _____

Are there any particular reasons?

Performance Management and Monitoring

22) How does your organisation monitor your progress in achieving your targets?

23) Who is responsible for monitoring your performance?

24) How regularly do you have meetings with your supervisor for updates on your targets?

- 25) How is feedback on your performance given?
- 26) What action does your organisation take to ensure that set targets/objectives are met?
- 27) What are the outcomes of the IPRP process at the end of the financial year?
- a) If you have achieved or exceeded your targets, how are you rewarded?
 - b) If you have not achieved your targets, what is the punishment?

Monitoring and evaluation

- 28) Does the organisation evaluate the effectiveness of these policies and practices?
- If not, are there any particular reasons for this?
If yes, please specify how this is done.
1. How effective are the methods used?
 2. How is the feedback that you give used?
- 29) Do you find the IPRP scheme beneficial?
1. What are the specific benefits of the IPRP scheme to employees and the organisation?

Challenges

- 30) Do you experience any challenges in your implementation role?
- If yes, please specify the types of challenges you experience.
If no, are there any particular reasons?
- a) From your experience, why would this happen?
 - b) How supportive are HR in helping you overcome such challenges?
 - c) What is the impact of these challenges on employees?
- 31) If you were to review the IPRP scheme in your department, what would you change and why?

THANK YOU FOR YOUR PARTICIPATION

Appendix 6: Interview schedule for Lower-Level Employees (LLEs)

Title: ‘Mechanisms Guiding the Use of Individual Performance-related Pay (IPRP): A Case Study of Three Ghanaian Financial Institutions’.

Information and Respondent Consent (Employees)

Hello, my name is Buernorkie. I am a PhD research student at Coventry University in the United Kingdom. I am currently conducting research to assess the mechanisms guiding the use and implementation of individual performance-related pay (IPRP) within the financial services sector. In line with this, I am seeking the perspectives of employees within the financial services industry in Ghana.

The results of this research will be presented in the form of an academic thesis in partial fulfilment of the requirements of the Coventry University Business School, Doctor of Philosophy qualification. Additionally, the findings will be communicated to participating organisations in the form of a business report for the benefit of employees as well as the organisation.

The information you provide will be kept strictly confidential, in line with the purposes of this research and Coventry University’s Research Ethics Committee’s guidelines. I also need to point out that this conversation will be recorded and later transcribed. I would now like to ask you a series of questions that will not take more than one hour of your time.

Interview aim

The aim of this interview is to discuss your perspectives and experiences regarding the implementation and use of individual performance-related pay practices in your organisation.

Demographic Information

Gender: 1) Male _____ 2) Female _____

Age Range: 10-20 ___ 21-30 ___ 31-40 ___ 41-50 ___ 51-60 ___ 61-ABOVE ___

Educational Level: 1) Junior High School _____ 2) Senior High School _____
3) Degree _____ 4) Postgraduate _____

Job Role: _____

Department: _____

How long have you been in your organisation? (Years – round off to the nearest whole number): _____

Income Per Month: GHC 500-GHC 1,000 ___ GHC 1,000-GHC 1,500 ___
GHC 1,500-GHC 2,000 ___ GHC 2,000-GHC 2,500 ___
GHC 2,500-GHC 3,000 ___ GHC 3,000-GHC 3,500 ___
GHC 3,500-GHC 4,000 ___ GHC 4,000-ABOVE ___

Fairness in the Procedures Guiding the Implementation of IPRP, Interactions between Top Management and Staff and the Distribution Rewards.

- 1) What is your opinion on the implementation of IPRP practices in your organisation?
- 2) Do you think the procedure for linking employee performance to pay is fair?
- 3) Are you involved in the setting of your targets?
- 4) In your opinion, does the IPRP scheme in your organisation reward people who are highly visible, rather than quiet good performers?

Policies Guiding the Implementation of ‘Individual performance-related Pay’ (IPRP)

- 5) How does your organisation communicate the performance targets you are to meet to you?
- 6) How would you rate the methods used to communicate these targets to you?
- 7) How does your organisation assist you in meeting these targets?

Probe:

1. Policies guiding the implementation of IPRP to support and motivate employees to meet targets.
- 8) What are the guiding principles relating to the use and implementation of IPRP in your organisation?
 - Can you please name them?
 - 9) How strictly does your organisation enforce these policies regarding IPRP?

Performance Management and Monitoring

- 10) How does your organisation monitor your progress in achieving your targets?
- 11) Who is responsible for monitoring your performance?
- 12) How regularly do you have meetings with your supervisor for updates on your targets?
- 13) How is feedback on your performance given?
- 14) What action does your organisation take to ensure that set targets/objectives are met?
- 15) What are the outcomes of the IPRP process at the end of the financial year?
 1. If you have achieved or exceeded your targets, how are you rewarded?

2. If you have not achieved your targets, what is the punishment?

IPRP Targets and Perceived Job Security

16) Do you think your job is stable?

17) Does this job provide you with a good sense of security?

18) Do you sometimes worry about losing your job? For example, because you may not be able to meet your targets?

Suitability of Policies Guiding the Implementation of 'Individual performance-related pay' (IPRP)

19) **Probe:**

a) Do you think that you are given a long enough timeframe to meet your targets?

b) Do you think that you work under a great deal of tension and stress because of the timeframes within which you have to meet these targets?

c) Do you think these tensions associated with the job have impacted your health in any way?

20) Within your organisation, are both males and females set similar targets? If yes, explain how and why? If no, why is it so?

21) Are there more males than females within the sales and marketing team?

22) Do you have any concerns around the implementation and use of IPRP in your organisation?

23) Are there any other key issues that arise in the implementation of these policies / practices?

THANK YOU FOR YOUR PARTICIPATION

Appendix 7: Low Risk Ethics Approval (P41902)

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.

P41902



Low Risk Research Ethics Approval

Project Title

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.

Record of Approval

Principal Investigator

I request an ethics peer review and confirm that I have answered all relevant questions in this checklist honestly.	X
I confirm that I will carry out the project in the ways described in this checklist. I will immediately suspend research and request new ethical approval if the project subsequently changes the information I have given in this checklist.	X
I confirm that I, and all members of my research team (if any), have read and agreed to abide by the Code of Research Ethics issued by the relevant national learned society.	X
I confirm that I, and all members of my research team (if any), have read and agreed to abide by the University's Research Ethics, Governance and Integrity Framework.	X

Name: Buernorkie Puplampu.....

Date: 17/02/2016

Student's Supervisor (if applicable)

I have read this checklist and confirm that it covers all the ethical issues raised by this project fully and frankly. I also confirm that these issues have been discussed with the student and will continue to be reviewed in the course of supervision.

Name: Eno Maycock

Date: 28/02/2016

Reviewer (if applicable)

Date of approval by anonymous reviewer: 28/02/2016

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'. P41902

Low Risk Research Ethics Approval Checklist

Project Information

Project Ref	P41902
Full name	Buernorkie Puplampu
Faculty	Faculty of Business and Law
Department	Centre for Business in Society
Supervisor	Eno Maycock
Module Code	
EFAAF Number	
Project title	'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.
Date(s)	18/01/2016 - 30/06/2016
Created	17/02/2016 14:47

Project Summary

The purpose of this study is to critically examine the issue of ethics and employee well-being within the sales manager and salesperson relationship due to the implementation of Performance Related Pay in financial/sales organisations across Africa. Sales Managers and Salespersons in Multi-national organizations in the financial sector across Africa will be selected randomly for the study. Both the inductive and deductive research approaches will be used for the study. Data collection will be carried out using questionnaires and semi-structured interviews. The method of data analysis will include the use of SPSS to determine descriptive statistics, correlation and multiple regression analysis. Additionally, Nvivo software will be used to analyse the qualitative data from the interviews. Secondary data on PRP from Europe, Asia and the Americas will also be compared with the results.

Names of Co-Investigators and their organisational affiliation (place of study/employer)	
Is the project self-funded?	YES
Who is funding the project?	Centre for Business in Society, Coventry University
Has the funding been confirmed?	YES
Are you required to use a Professional Code of Ethical Practice appropriate to your discipline?	NO
Have you read the Code?	NO

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.

P41902

Project Details

<p>What is the purpose of the project?</p>	<p>To critically examine the ethical dilemmas faced by employees due to the implementation of PRP and the impact it has on employee-well-being in two Financial multinational organizations across Africa.</p>
<p>What are the planned or desired outcomes?</p>	<p>Accumulating empirical research evidence provides support for the cognitive, physical and psychological strains the use of performance related pay places on employees due to the ethical dilemmas they encounter. Nonetheless, no research of this kind has been undertaken in Africa within the financial sector, where evidence shows that performance related pay is largely used to reward, direct, monitor and control the behaviour of salespersons. Thus, it is hoped that this research will contribute to knowledge by providing in-depth insight for training and equipping line managers/supervisors with the requisite skills necessary for implementing effective performance pay practices within their organizations, incorporating ethics into such schemes and thus improving the well-being of their employees.</p>
<p>Explain your research design</p>	<p>Desk-based research which will involve searching for information from online journal articles, newspaper cuttings, statistical reports, analytic publications and books.</p>
<p>Outline the principal methods you will use</p>	<p>Data gathered from the desk research will be reviewed. This will then be followed by cross referencing and collation of findings.</p>
<p>Are you proposing to use an external research instrument, validated scale or follow a published research method?</p>	<p>NO</p>
<p>If yes, please give details of what you are using</p>	
<p>Will your research involve consulting individuals who support, or literature, websites or similar material which advocates, any of the following: terrorism, armed struggles, or political, religious or other forms of activism considered illegal under UK law?</p>	<p>NO</p>
<p>Are you dealing with Secondary Data? (e.g. sourcing info from websites, historical documents)</p>	<p>YES</p>
<p>Are you dealing with Primary Data involving people? (e.g. interviews, questionnaires, observations)</p>	<p>NO</p>

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.

P41902

Are you dealing with personal or sensitive data?	NO
Is the project solely desk based? (e.g. involving no laboratory, workshop or off-campus work or other activities which pose significant risks to researchers or participants)	YES
Are there any other ethical issues or risks of harm raised by the study that have not been covered by previous questions?	NO
If yes, please give further details	

‘An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being’.

P41902

External Ethical Review

Question		Yes	No
1	Will this study be submitted for ethical review to an external organisation? (e.g. Another University, Social Care, National Health Service, Ministry of Defence, Police Service and Probation Office)		X
	If YES, name of external organisation		
2	Will this study be reviewed using the IRAS system?		X
3	Has this study previously been reviewed by an external organisation?		X

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.

P41902

Risk of harm, potential harm and disclosure of harm

Question		Yes	No
1	Is there any significant risk that the study may lead to physical harm to participants or researchers?		X
	If YES, please explain how you will take steps to reduce or address those risks		
2	Is there any significant risk that the study may lead to psychological or emotional distress to participants?		X
	If YES, please explain how you will take steps to reduce or address those risks		
3	Is there any risk that the study may lead to psychological or emotional distress to researchers?		X
	If YES, please explain how you will take steps to reduce or address those risks		
4	Is there any risk that your study may lead or result in harm to the reputation of participants, researchers, or their employees, or any associated persons or organisations?		X
	If YES, please explain how you will take steps to reduce or address those risks		
5	Is there a risk that the study will lead to participants to disclose evidence of previous criminal offences, or their intention to commit criminal offences?		X
	If YES, please explain how you will take steps to reduce or address those risks		
6	Is there a risk that the study will lead participants to disclose evidence that children or vulnerable adults are being harmed, or at risk or harm?		X
	If YES, please explain how you will take steps to reduce or address those risks		
7	Is there a risk that the study will lead participants to disclose evidence of serious risk of other types of harm?		X
	If YES, please explain how you will take steps to reduce or address those risks		
8	Are you aware of the CU Disclosure protocol?	X	

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'.

P41902

Online and Internet Research

Question		Yes	No	
1	Will any part of your study involve collecting data by means of electronic media (e.g. the Internet, e-mail, Facebook, Twitter, online forums, etc)?		X	
	If YES, please explain how you will obtain permission to collect data by this means			
2	Is there a possibility that the study will encourage children under 18 to access inappropriate websites, or correspond with people who pose risk of harm?		X	
	If YES, please explain further			
3	Will the study incur any other risks that arise specifically from the use of electronic media?		X	
	If YES, please explain further			
4	Will you be using survey collection software (e.g. BoS, Filemaker)?		X	
	If YES, please explain which software			
5	Have you taken necessary precautions for secure data management, in accordance with data protection and CU Policy?		X	
	If NO	please explain why not	My research is purely desk based and involves the use of only secondary literature	
	If YES	Specify location where data will be stored		
		Planned disposal date		
		If the research is funded by an external organisation, are there any requirements for storage and disposal?		
		If YES, please specify details		

'An Assessment of Performance Related Pay (PRP) Practices Across Africa and its impact on Ethics and Employee Well-being'. P41902

Appendix 8: Medium to High Risk Ethics Approval (P45685)

'AN ASSESSMENT OF PERFORMANCE RELATED PAY (PRP) PRACTICES ACROSS AFRICA AND ITS IMPACT ON ETHICS AND EMPLOYEE WELL-BEING' P45685



Medium to High Risk Research Ethics Approval

Project Title

'AN ASSESSMENT OF PERFORMANCE RELATED PAY (PRP) PRACTICES ACROSS AFRICA AND ITS IMPACT ON ETHICS AND EMPLOYEE WELL-BEING'

Record of Approval

Principal Investigator

I request an ethics peer review and confirm that I have answered all relevant questions in this checklist honestly.	X
I confirm that I will carry out the project in the ways described in this checklist. I will immediately suspend research and request new ethical approval if the project subsequently changes the information I have given in this checklist.	X
I confirm that I, and all members of my research team (if any), have read and agreed to abide by the Code of Research Ethics issued by the relevant national learned society.	X
I confirm that I, and all members of my research team (if any), have read and agreed to abide by the University's Research Ethics, Governance and Integrity Framework.	X

Name: Buernorkie Puplampu

Date: 07/09/2016

Student's Supervisor (if applicable)

I have read this checklist and confirm that it covers all the ethical issues raised by this project fully and frankly. I also confirm that these issues have been discussed with the student and will continue to be reviewed in the course of supervision.

Name: Eno Maycock

Date: 17/10/2016

Reviewer (if applicable)

Date of approval by anonymous reviewer: 18/10/2016

Medium to High Risk Research Ethics Approval Checklist

Project Information

Project Ref	P45685
Full name	Buernorkie Puplampu
Faculty	Faculty of Business and Law
Department	Centre for Business in Society
Supervisor	Eno Maycock
Module Code	FBL-PHD
EFAAF Number	
Project title	'AN ASSESSMENT OF PERFORMANCE RELATED PAY (PRP) PRACTICES ACROSS AFRICA AND ITS IMPACT ON ETHICS AND EMPLOYEE WELL-BEING'
Date(s)	01/11/2016 - 30/11/2018
Created	07/09/2016 00:55

Project Summary

Background: Research evidence suggests that increased globalization has made the global financial services industry highly competitive and employers in a bid to control employee compensation costs are increasingly resorting to the use of individual performance related pay (PRP) schemes (Tomasic 2011 and Walter 2009). Performance related pay (PRP) is an employee reward scheme which results in periodic pay rises that are incorporated into basic wages or salary earned and which result from appraisals of individual employee performance and individual value to the organization (Maycock and Puplampu 2014). Sceptics however contend that the use of IPRP compromises the moral judgements, standards and rules of conduct of employees resulting in an ethical breach because it pressures them to meet sales targets due to the threat to their job and income security. Hence, its use may become unethical in certain contexts and environments.

Proposed Research Design, Approach, Method and Data Analysis: The purpose of this study therefore, is to critically examine the issue of ethics and employee well-being within the sales manager and salesperson relationship due to the implementation of PRP in 2

Names of Co-Investigators and their organisational affiliation (place of study/employer)	
Is the project self-funded?	YES
Who is funding the project?	COVENTRY UNIVERSITY CENTER FOR BUSINESS IN SOCIETY (CBIS)
Has the funding been confirmed?	YES

Are you required to use a Professional Code of Ethical Practice appropriate to your discipline?	NO
Have you read the Code?	NO

Project Details

<p>What is the purpose of the project?</p>	<p>To critically examine the impact the implementation of individual performance-related pay (IPRP) has on ethics, ethical dilemmas, job security and employee well-being within 2 financial services institutions in Ghana.</p>
<p>What are the planned or desired outcomes?</p>	<p>It is hoped that this study will provide a more in-depth understanding of the elements that cause ethical dilemmas and militate against employee well-being due to the implementation of IPRP within the Ghanaian context using a mixed research approach. The outcomes of this research may therefore enable employers to get involved in a more cost-efficient and cost effective manner. It may also empower employees to exercise greater control over their work experiences to enhance their well-being.</p>
<p>Explain your research design</p>	<p>This study is a sequential explanatory mixed-methods research design involving the collection of primary quantitative and qualitative data consecutively.</p>
<p>Outline the principal methods you will use</p>	<p>-To increase response rate, internet-mediated questionnaires will be sent to all employees within these two institutions to gather quantitative (QUANT) data on the ethical dilemmas and employee well-being issues they encounter due to the implementation of IPRP within their organizations.</p> <p>-To ensure triangulation, the qualitative (qual) method via the use of semi-structured interviews, will also be held first, with some purposively sampled HR managers and line managers to find out if there are any governing principles guiding the use and implementation of IPRP within the respective organizations and second, with another purposively sampled group of employees to enable the researcher to gain a deeper understanding of the ethical dilemmas they encounter and how these impact on their psychological (mental and emotional) and physical well-being.</p> <p>-Documentary secondary data such as</p>

	performance appraisal reports around the use and aim of IPRP and its implementation methods from the sales/financial organizations will also be collected and studied.
Are you proposing to use an external research instrument, validated scale or follow a published research method?	YES
If yes, please give details of what you are using	<p>IPRP Questionnaire: Modified and adapted versions of the Performance-Related Pay Questionnaire (Thompson 1993), Perceived Fairness in Goal Setting Questionnaire (Roberson, Moye and Locke 1999) and the Performance Appraisal System Knowledge Questionnaire (Williams and Levy 1992).</p> <p>Ethics Questionnaire: An adapted and modified version of the Ethical Dilemma Questionnaire (Basran 2012) and Schwepkers's (2001) seven-item ethical climate scale.</p> <p>Job Security Questionnaire: Comer, Machleit and Lagace's (1989) Psychometric version of INDSALES for job security (a sub-scale within the Job Satisfaction Scale) would be used to measure employees' perception of job security.</p> <p>Well-Being Questionnaire: modified and reduced versions of the Job-Related Tension Index (J-RTI) developed by Kahn, Wolfe, Quinn and Snoek (1964) and the Work Tension Scale (WTS) developed by House and Rizzo (1972).</p>
Will your research involve consulting individuals who support, or literature, websites or similar material which advocates, any of the following: terrorism, armed struggles, or political, religious or other forms of activism considered illegal under UK law?	NO
Are you dealing with Secondary Data? (e.g. sourcing info from websites, historical documents)	NO
Are you dealing with Primary Data involving people? (e.g. interviews, questionnaires, observations)	YES
Are you dealing with personal or sensitive data?	YES
Is the project solely desk based? (e.g. involving no laboratory, workshop or off-campus work or other activities which pose significant risks to researchers or participants)	NO

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Are there any other ethical issues or risks of harm raised by the study that have not been covered by previous questions?	NO
If yes, please give further details	

DBS (Disclosure & Barring Service) formerly CRB (Criminal Records Bureau)

Question		Yes	No
1	Does the study require DBS (Disclosure & Barring Service) checks?		X
	If YES, please give details of the serial number, date obtained and expiry date		
2	If NO, does the study involve direct contact by any member of the research team:		
	a) with children or young people under 18 years of age?		X
	b) with adults who have learning difficulties, brain injury, dementia, degenerative neurological disorders?		X
	c) with adults who are frail or physically disabled?		X
	d) with adults who are living in residential care, social care, nursing homes, re-ablement centres, hospitals or hospices?		X
	e) with adults who are in prison, remanded on bail or in custody?		X
	If you have answered YES to any of the questions above please explain the nature of that contact and what you will be doing		

External Ethical Review

Question		Yes	No
1	Will this study be submitted for ethical review to an external organisation? (e.g. Another University, Social Care, National Health Service, Ministry of Defence, Police Service and Probation Office)		X
	If YES, name of external organisation		
2	Will this study be reviewed using the IRAS system?		X
3	Has this study previously been reviewed by an external organisation?		X

Confidentiality, security and retention of research data

Question		Yes	No
1	Are there any reasons why you cannot guarantee the full security and confidentiality of any personal or confidential data collected for the study?		X
	If YES, please give an explanation		
2	Is there a significant possibility that any of your participants, and associated persons, could be directly or indirectly identified in the outputs or findings from this study?		X
	If YES, please explain further why this is the case		
3	Is there a significant possibility that a specific organisation or agency or participants could have confidential information identified, as a result of the way you write up the results of the study?		X
	If YES, please explain further why this is the case		
4	Will any members of the research team retain any personal or confidential data at the end of the project, other than in fully anonymised form?		X
	If YES, please explain further why this is the case		
5	Will you or any member of the team intend to make use of any confidential information, knowledge, trade secrets obtained for any other purpose than the research project?		X
	If YES, please explain further why this is the case		
6	Will you be responsible for destroying the data after study completion?	X	
	If NO, please explain how data will be destroyed, when it will be destroyed and by whom		

Participant Information and Informed Consent

Question		Yes	No
1	Will all the participants be fully informed BEFORE the project begins why the study is being conducted and what their participation will involve?	X	
	If NO, please explain why		
2	Will every participant be asked to give written consent to participating in the study, before it begins?	X	
	If NO, please explain how you will get consent from your participants. If not written consent, explain how you will record consent		
3	Will all participants be fully informed about what data will be collected, and what will be done with this data during and after the study?	X	
	If NO, please specify		
4	Will there be audio, video or photographic recording of participants?	X	
	Will explicit consent be sought for recording of participants?	X	
	If NO to explicit consent, please explain how you will gain consent for recording participants		
5	Will every participant understand that they have the right not to take part at any time, and/or withdraw themselves and their data from the study if they wish?	X	
	If NO, please explain why		
6	Will every participant understand that there will be no reasons required or repercussions if they withdraw or remove their data from the study?	X	
	If NO, please explain why		
7	Does the study involve deceiving, or covert observation of, participants?		X
	Will you debrief them at the earliest possible opportunity?		
	If NO to debrief them, please explain why this is necessary		

Risk of harm, potential harm and disclosure of harm

Question		Yes	No
1	Is there any significant risk that the study may lead to physical harm to participants or researchers?		X
	If YES, please explain how you will take steps to reduce or address those risks		
2	Is there any significant risk that the study may lead to psychological or emotional distress to participants?		X
	If YES, please explain how you will take steps to reduce or address those risks		
3	Is there any risk that the study may lead to psychological or emotional distress to researchers?		X
	If YES, please explain how you will take steps to reduce or address those risks		
4	Is there any risk that your study may lead or result in harm to the reputation of participants, researchers, or their employees, or any associated persons or organisations?		X
	If YES, please explain how you will take steps to reduce or address those risks		
5	Is there a risk that the study will lead to participants to disclose evidence of previous criminal offences, or their intention to commit criminal offences?		X
	If YES, please explain how you will take steps to reduce or address those risks		
6	Is there a risk that the study will lead participants to disclose evidence that children or vulnerable adults are being harmed, or at risk or harm?		X
	If YES, please explain how you will take steps to reduce or address those risks		
7	Is there a risk that the study will lead participants to disclose evidence of serious risk of other types of harm?		X
	If YES, please explain how you will take steps to reduce or address those risks		
8	Are you aware of the CU Disclosure protocol?	X	

Payments to participants

Question		Yes	No
1	Do you intend to offer participants cash payments or any kind of inducements, or reward for taking part in your study?		X
	If YES, please explain what kind of payment you will be offering (e.g. prize draw or store vouchers)		
2	Is there any possibility that such payments or inducements will cause participants to consent to risks that they might not otherwise find acceptable?		
3	Is there any possibility that the prospect of payment or inducements will influence the data provided by participants in any way?		
4	Will you inform participants that accepting payments or inducements does not affect their right to withdraw from the study at any time?		

Capacity to give valid consent

Question		Yes	No
1	Do you propose to recruit any participants who are:		
	a) children or young people under 18 years of age?		X
	b) adults who have learning difficulties, mental health condition, brain injury, advanced dementia, degenerative neurological disorders?		X
	c) adults who are physically disabled?		X
	d) adults who are living in residential care, social care, nursing homes, re-ablement centres, hospitals or hospices?		X
	e) adults who are in prison, remanded on bail or in custody?		X
	If you answer YES to any of the questions please explain how you will overcome any challenges to gaining valid consent		
2	Do you propose to recruit any participants with possible communication difficulties, including difficulties arising from limited use of knowledge of the English language?		X
	If YES, please explain how you will overcome any challenges to gaining valid consent		
3	Do you propose to recruit any participants who may not be able to understand fully the nature of the study, research and the implications for them of participating in it or cannot provide consent themselves?		X
	If YES, please explain how you will overcome any challenges to gaining valid consent		

Recruiting Participants

Question		Yes	No	
1	Do you propose to recruit any participants who are:			
	a) students or employees of Coventry University or partnering organisation(s)?		X	
	If YES, please explain if there is any conflict of interest and how this will be addressed			
	b) employees/staff recruited through other businesses, voluntary or public sector organisations?	X		
	If YES, please explain how permission will be gained		E-mails will be sent to the respective company coordinators within the HR departments requesting for access to collect data.	
	c) pupils or students recruited through educational institutions (e.g. primary schools, secondary schools, colleges)?		X	
	If YES, please explain how permission will be gained			
	d) clients/volunteers/service users recruited through voluntary public services?		X	
	If YES, please explain how permission will be gained			
	e) participants living in residential care, social care, nursing homes, re-ablement centres hospitals or hospices?		X	
	If YES, please explain how permission will be gained			
	f) recruited by virtue of their employment in the police or armed forces?		X	
	If YES, please explain how permission will be gained			
	g) adults who are in prison, remanded on bail or in custody?		X	
If YES, please explain how permission will be gained				
h) who may not be able to refuse to participate in the research?		X		
If YES, please explain how permission will be gained				

Online and Internet Research

Question		Yes	No	
1	Will any part of your study involve collecting data by means of electronic media (e.g. the Internet, e-mail, Facebook, Twitter, online forums, etc)?		X	
	If YES, please explain how you will obtain permission to collect data by this means			
2	Is there a possibility that the study will encourage children under 18 to access inappropriate websites, or correspond with people who pose risk of harm?		X	
	If YES, please explain further			
3	Will the study incur any other risks that arise specifically from the use of electronic media?		X	
	If YES, please explain further			
4	Will you be using survey collection software (e.g. BoS, Filemaker)?	X		
	If YES, please explain which software	The Bristol Online Survey (BOS).		
5	Have you taken necessary precautions for secure data management, in accordance with data protection and CU Policy?	X		
	If NO	please explain why not		
	If YES	Specify location where data will be stored	-All data that would be gathered will be password secured on a computer only accessible to the researcher. The audio-recorder used for the interview recordings as well as all official company documents given to the researcher would be bolted securely in a locker provided and situated within the secured Coventry University main campus premises, where only the researcher will have access.	
		Planned disposal date	30/04/2019	
		If the research is funded by an external organisation, are there any requirements for storage and disposal?		X
		If YES, please specify details		

Languages

Question		Yes	No
1	Are all or some of the consent forms, information leaflets and research instruments associated with this project likely to be used in languages other than English?		X
	If YES, please specify the language[s] to be used		
2	Have some or all of the translations been undertaken by you or a member of the research team?		
	Are these translations in lay language and likely to be clearly understood by the research participants?		
	Please describe the procedures used when undertaking research instrument translation (e.g. forward and back translation), clarifying strategies for ensuring the validity and reliability or trustworthiness of the translation		
3	Have some or all of the translations been undertaken by a third party?		
	If YES, please specify the name[s] of the persons or agencies performing the translations		
	Please describe the procedures used when undertaking research instrument translation (e.g. forward and back translation), clarifying strategies for ensuring the validity and reliability of the translation		

Laboratory/Workshops

Question		Yes	No
1	Does any part of the project involve work in a laboratory or workshop which could pose risks to you, researchers or others?		X
	If YES: If you have risk assessments for laboratory or workshop activities you can refer to them here & upload them at the end, or explain in the text box how you will manage those risks		

Research with non-human vertebrates

Question		Yes	No
1	Will any part of the project involve animal habitats or tissues or non-human vertebrates?		X
	If YES, please give details		
2	Does the project involve any procedure to the protected animal whilst it is still alive?		
3	Will any part of your project involve the study of animals in their natural habitat?		
	If YES, please give details		
4	Will the project involve the recording of behaviour of animals in a non-natural setting that is outside the control of the researcher?		
	If YES, please give details		
5	Will your field work involve any direct intervention other than recording the behaviour of the animals available for observation?		
	If YES, please give details		
6	Is the species you plan to research endangered, locally rare or part of a sensitive ecosystem protected by legislation?		
	If YES, please give details		
7	Is there any significant possibility that the welfare of the target species of those sharing the local environment/habitat will be detrimentally affected?		
	If YES, please give details		
8	Is there any significant possibility that the habitat of the animals will be damaged by the project, such that their health and survival will be endangered?		
	If YES, please give details		
9	Will project work involve intervention work in a non-natural setting in relation to invertebrate species other than Octopus vulgaris?		
	If YES, please give details		

Blood Sampling / Human Tissue Analysis

Question		Yes	No
1	Does your study involve collecting or use of human tissues or fluids? (e.g. collecting urine, saliva, blood or use of cell lines, 'dead' blood)		X
	If YES, please give details		
2	If your study involves blood samples or body fluids (e.g. urine, saliva) have you clearly stated in your application that appropriate guidelines are to be followed (e.g. The British Association of Sport and Exercise Science Physiological Testing Guidelines (2007) or equivalent) and that they are in line with the level of risk?		
	If NO, please explain why not		
3	If your study involves human tissue other than blood and saliva, have you clearly stated in your application that appropriate guidelines are to be followed (e.g. The Human Tissues Act, or equivalent) and that they are in line with level of risk?		
	If NO, please explain why not		

Travel

Question		Yes	No
1	Does any part of the project require data collection off campus? (e.g. work in the field or community)	X	
	<p>If YES: You must consider the potential hazards from off campus activities (e.g. working alone, time of data collection, unfamiliar or hazardous locations, using equipment, the terrain, violence or aggression from others). Outline the precautions that will be taken to manage these risks, AS A MINIMUM this must detail how researchers would summon assistance in an emergency when working off campus. For complex or high risk projects you may wish to complete and upload a separate risk assessment</p>	<p>Data collection for this project involves travelling to and from Ghana (Accra). Ghana is the home country of the researcher. Hence it is a familiar location. To manage any unforeseeable risks, the researcher will apply for insurance coverage from Coventry University.</p>	
2	Does any part of the project involve the researcher travelling outside the UK (or to very remote UK locations)?	X	
	<p>If YES: Please give details of where, when and how you will be travelling. For travel to high risk places you may wish to complete and upload a separate risk assessment</p>	<p>Where: Ghana (Accra) When: Wednesday, 30th November 2016 - Wednesday, 11th January 2017. How: By Air</p>	
3	Are all travellers aware of contact numbers for emergency assistance when away (e.g. local emergency assistance, ambulance/local hospital/police, insurance helpline [+44 (0) 2071 737797] and CU's 24/7 emergency line [+44 (0) 2476 888555])?	X	
4	Are there any travel warnings in place advising against all, or essential only travel to the destination? NOTE: Before travel to countries with 'against all travel', or 'essential only' travel warnings, staff must check with Finance to ensure insurance coverage is not affected. Undergraduate projects in high risk destinations will not be approved		X
5	Are there increased risks to health and safety related to the destination? e.g. cultural differences, civil unrest, climate, crime, health outbreaks/concerns, and travel arrangements?		X
	If YES, please specify		
6	Do all travelling members of the research team have adequate travel insurance?	X	
7	Please confirm all travelling researchers have been advised to seek medical advice regarding vaccinations, medical conditions etc, from their GP	X	

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