

# A Study Into The Nature Of Job Performance In Organisations In Ghana

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## Abstract

The study investigates the nature of job performance and also explore whether demographic differences exist in job performance using 140 employees of a public and private organisation, selected through the convenience sampling method. Descriptive statistics such as means and standard deviation and inferential statistics such as Analysis of Variance (ANOVA) were used to analyse the data collected. The results of the study indicate that the job performance level of the respondents was high. The results of the demographic variables show that demographic differences exist in some dimensions of job performance except years of experience and current work position. Management of organisations should incorporate these findings in their strategies to improve the job performance of employees in their organisations. The caveat here is that much attention should not be given to only experienced employees when assigning roles since there is no significant difference between job performance and work experience.

**Keywords:** Demographic variables, work efficiency, work effectiveness, organisational image.

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## 1. INTRODUCTION

Empirical research in the area of job performance continues to attract attention among scholars in the area of industrial psychology, human resources, industrial and labour economists, as well as supervisors and government officials and owners of organisations.

This interest stem from the fact that organisations want to derive maximum output from persons they employ to work, as well as workers also benefiting from their improved performance in the area of bonuses, promotions, and terminations of appointments. [1,2,3,4,5,6,7,8]

According to scholars [8,9,10,11,12,13,14] how adequately a worker executes a work assigned to him or her when employed is known as the job performance of the employee. Job performance according to literature is a function of the behaviour of an employee. According to literature, [8] though there has been extensive work on job performance in private organisations very few empirical works exist concerning public organisations. The current study is necessitated by the little empirical work that exists in the literature concerning the public sector. The present study focuses on both private and public institutions to add to the literature. This will afford managers of both private and public organisations, information on how to influence job performance considering demographic variables. In the current study, the demographic variables are age, gender, educational status, work experience, and current work position. These variables are included in the study based on the literature review. [15,16,17,18]

The current research explores the nature of job

performance and the effect of demographic variables on job performance. The global objective is to investigate the nature of job performance and the effects of demographic variables on job performance. Specifically, the research explores (i) the nature of job performance; (ii) identified the effect of demographic variables on job performance dimensions. The research questions for the study are; (a) what are the dimensions of job performance? and (b) which demographic factors significantly influence job performance dimensions? The assumptions of the research are (a) there are various job performance dimensions among respondents in the study; and that (b) demographic variables affect various dimensions of job performance differently. The demerits of the study are that some items might have been under-reported or over-reported by respondents in providing their responses. The convenience sampling method was used. Hence, the research findings might suffer external validity. The scope of the study did not include issues such as the effect of motivation, job satisfaction, stress management, emotional intelligence, and leadership on job performance, but only explore the nature of job performance and the role of demographic variables in job performance. The next part of the article deals with the literature survey; research methodology; results and discussions of findings; and conclusions, as well as recommendations.

## 2. LITERATURE SURVEY

There have been various prior research efforts to

investigate job performance and the factors (demographics) that influence employee's performance in an organisation, especially in the private organisation where profit is the main business objective. The findings are found in the works of various researchers [5,7,16,18,19,20,21,22,23,24] in the literature.

For example, [19] investigated the effect of demographic factors on the job performance of employees in Malaysia and reported that income, work experience, and age positively and significantly affect job performance in their study. In a similar study, [20] examined the influence of demographic factors on job performance and indicated that job performance is influenced by the demographic factors investigated in their study. They are job experience, educational status, gender and age.

In Nigeria, [21] assessed the association between gender and job performance and reported that the job performance of respondents is high and that gender insignificantly influences the job performance of the respondents in the study.

In a study Uganda, [22] in studied the link between gender and job performance and indicated that there exist insignificant differences between males and females concerning job performance in the study. [16] Probed the relationship between demographic factors and job performance in their study. They reported that job tenure, and marital status influence job performance positively and indicated also that demographic factors weakly account for changes in job performance (only about 13%). [23] Met and Ali (2014) in their Malaysian study explore the effect of demographic factors on job performance. Their findings indicate that job level and tenure strongly significantly influence job performance whereas age and educational status weakly influence job performance.

In their Nigerian research investigated the association between job performance and demographic factors. [18] Their study findings show that demographic factors under investigation significantly influence job performance in the study. In Nigeria, [24] studied the association between job performance and demographic factors. Their study findings indicate high job performance among the respondents in the study. They further reported that only work experience, job position, educational status, and age significantly influence job performance in their study.

### 3 RESEARCH METHODOLOGY

#### 3.1 Research Design/Strategy/Type

The quantitative research design is used in the current research since the study aims at quantifying the responses on the nature of job performance and the effect of the demographic variables on job performance. The study is descriptive in analysis and the time domain is cross-sectional research, and not longitudinal. Data was taken from the respondents once for the analysis.

#### 3.2 Research Population/Sample size/Sampling Method

The target population for study is employees of public and private organisations in Sunyani township. The sample size for the study is 140. The details for the demographic variables are shown in Table 1. The study uses the convenience sampling method in selecting the sample for the study.

Respondents were included in the sample for the reason that the respondents were available and easily accessible for the survey.

#### 3.3 Data

Likert 5-point scale Questionnaire format (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used to collect primary data. They were designed by the researchers. The researchers administered the questionnaire during the working hours of the respondents. All the items were closed-ended. The number of items on the questionnaire was 14. The analysis of data was done using the SPSS version 26. Data collected were analysed using descriptive and inferential such as the One-Way Analysis of Variance. Diagnostic tests such as dimensionality and reliability tests were performed to examine the scale dimensionality and reliability of the responses. The results were presented in Tables.

#### 3.4 Model

Figure 1 depicts the conceptual model for the study. The model considers eight (8) job performance dimensions as the dependent variables and the demographic variables as the independent variables.

### 4 EMPIRICAL RESULTS AND DISCUSSIONS

#### 4.1 Background Information on Respondents

Table 1 shows the demographic profiles of the respondents. The results as shown in Table 1 shows that females are the majority (58%) of the respondents; most (39%) of the respondents are within the age group of 30-39 years; a majority (62%) of the respondents holds a first degree/diploma certificates; most (51%) respondents are married; most (44%) of the respondents are in the senior member level; and on experience proxied by the length of service in current position, most (33%) respondents have worked between 3-5 years.

#### 4.2 Test of Reliability/Dimensionality

##### 4.2.1 Test of Reliability

Table 2 indicates the reliability test results for the responses to the items on the questionnaire. The results as shown indicate there is higher internal consistency because the value of the Cronbach alpha coefficient is about 0.77. Cronbach (1951) explained that this is an indication that the items on the questionnaire are adequate and reliable.

##### 4.2.2 Test for Dimensionality

Upon assessing the reliability of the set of items, the dimensionality test was performed to determine if the dimensions were uni-dimensional or multidimensional. The results as shown in Table 3 and Table 4 indicate multidimensionality of the scales since 2 components explain about 72% (Table 3) and 62% (Table 4) of the variance in the components using the initial Eigenvalues. In all, two (2) components were extracted.

##### 4.2.3 Normality Test

Kolmogorov-Smirnov and Shapiro-Wilk tests were used to assess the nature of normality of the responses provided by the respondents. The results are shown in Table 5. The results indicate the data used is not normally distributed, since the significance values of the test are less than 0.05.

#### 4.4 Analysis of Job Performance Domains

Results in Table 6 shows the values of the mean and the standard deviations for the scales of job performance. Eight (8) dimensions were identified. The results indicate respondents job performance level is high.

#### 4.5 Results of One-Way ANOVA

The results of the One-Way ANOVA on the association between demographic variables and dimensions of the job performance examined are presented in this section.

##### 4.5.1 Gender

The results of association between demographic (Gender) variables and job performance dimensions are presented in Table 7. The results indicate a significant difference between gender and the means of response to job performance variables such as a meeting of a deadline ( $F=4.448$ ;  $p=0.037$ ), attainment of set goals ( $F=6.527$ ;  $p=0.012$ ), and positive contribution to image building ( $F=6.779$ ;  $p=0.010$ ).

##### 4.5.2 Age

The results of association between demographic (Age) variables and job performance dimensions are presented in Table 8. The results show a significant difference between age and the means of response to job performance variables such as efficiency in job performance ( $F=2.330$ ;  $p=0.077$ ), improvement in knowledge level ( $F=2.413$ ;  $p=0.069$ ), cost reduction in job performance ( $F=3.022$ ;  $p=0.032$ ), and cost reduction in institution management ( $F=3.108$ ;  $p=0.029$ ).

##### 4.5.3 Educational Status

The results of the association between demographic (Educational status) variables and job performance dimensions are presented in Table 9. The results show a significant difference between educational status and the means of response to job performance dimensions such as effectiveness in job performance ( $F=3.715$ ;  $p=0.027$ ) only.

##### 4.5.4 Marital Status

The results of the association between demographic (Marital Status) variables and job performance dimensions are presented in Table 10. The results show a significant difference between marital status and the means of response

to job performance dimensions such as efficiency in job performance ( $F=2.875$ ;  $p=0.060$ ), effectiveness in job performance ( $F=7.037$ ;  $p=0.001$ ), and improvement in knowledge level ( $F=4.209$ ;  $p=0.017$ ).

##### 4.5.5 Current Work Status

The results of the association between demographic (Current Work Status) variables and job performance dimensions are presented in Table 11. The results show no significant difference between the demographic variables Current Work Status and the job performance dimensions.

##### 4.5.6 Experience

The results of the association between demographic (Experience) variables and job performance dimensions are presented in Table 12. The results show no significant difference between demographic variables and job performance dimensions examined.

#### 4.6 Discussions of Findings

The findings of the research as emanating from the analysis indicate that job performance dimensions are affected by gender, age, educational status, and marital status. However, different demographic variables significantly affect different job performance dimensions. The study findings revealed high job performance among the respondents in the research which is in support of [24] study for Nigeria.

Demographic status such as current work status and experience did not affect job performance which is contrary to the findings of [19,20,24] that reported that work experience and job position significantly influence job performance in their study. However, [19,24] in the same study reported that educational status and age significantly influence job performance in their study.

The findings of significant difference between gender and job performance are not in line with that of [18,22] who reported insignificant differences between males and females in job performance. The finding of the significant effect of marital status on job performance is in agreement with that of [16] study that reported a positive influence of marital status on job performance. [25]

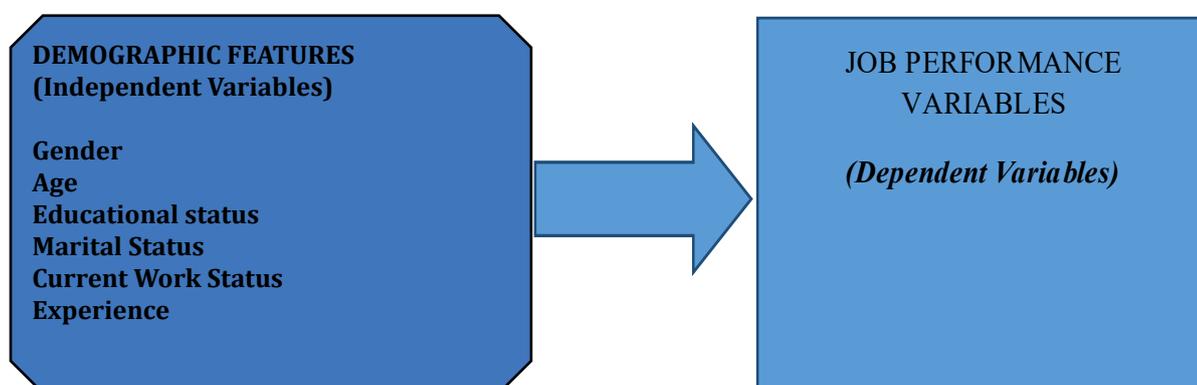


Figure 1: Relationship between Job Performance and Demographic variables

**Table 1 Distribution of Demographic Features of Respondents**

Variables	Frequency/Percentage (%)
Gender	
Male	59(42.1)
Female	81(57.9)
Total	140(100.0)
Age	
20-29	37(26.4)
30-39	55(39.3)
40-49	38(27.1)
50-59	10(7.1)
Total	140(100.0)
Educational status	
First Degree/HND/Diploma	87(62.1)
Masters	41(29.3)
PhD	12(8.6)
Total	140(100.0)
Marital status	
Single	62(44.3)
Married	71(50.7)
Divorced	7(5.0)
Total	140(100.0)
Current work status	
Junior staff	48(34.3)
Senior staff	61(43.6)
Senior member	30(21.4)
Missing response	1(0.7)
Total	140(100.0)
Experience	
2years and less	40(28.6)
3-5years	46(32.9)
6-8years	26(18.6)
9years and above	28(20.0)
Total	140(100.0)

**Table 2 Results of Reliability analysis for Job Performance dimensions**

Categories of Statements	Cronbach's alpha	No. of Items	Conclusion
Demographics and Job Performance dimensions	0.768	14	High reliability

Sources: Author's field survey, May 2021

**Table 3 Test Results for Dimensionality for Job Performance Scales**

Initial Eigenvalues				Extraction Sums of Squared Loadings		
Components	Totals	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.112	51.398	51.398	4.112	51.398	51.398
2	1.680	21.000	72.398	1.680	21.000	72.398
3	0.742	9.277	81.675			
4	0.464	5.800	87.475			
5	0.341	4.263	91.738			
6	0.274	3.428	95.166			
7	0.214	2.669	97.835			
8	0.173	2.165	100.000			

Sources: Author's field survey, May 2021: Extraction Method: Principal Component

#### Analysis

**Table 4 Test Results for Dimensionality for Demographic Variables**

Initial Eigenvalues				Extraction Sums of Squared Loadings		
Components	Totals	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.722	45.361	45.361	2.722	45.361	45.361
2	1.011	16.857	62.218	1.011	16.857	62.218
3	0.796	13.268	75.486			
4	0.561	9.358	84.844			
5	0.531	8.854	93.699			
6	0.378	6.301	100.000			

Sources: Author's field survey, May 2021: Extraction Method: Principal Component Analysis

**Table 5 Normality Test Results**

Scales	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig	Statistic	df	Sig.
There is efficiency in the performance of your work	0.283	140	0.000	0.780	140	0.000***
There is effectiveness in the performance of your work	0.279	140	0.000	0.793	140	0.000***
There is improvement in your knowledge level in the institution	0.270	140	0.000	0.776	140	0.000***
There is cost reduction in the performance of your job	0.260	140	0.000	0.856	140	0.000***
There is cost reduction in the management of your institution	0.289	140	0.000	0.853	140	0.000***
You are able to meet deadline in the performance of your job	0.296	140	0.000	0.820	140	0.000***
You are able to attain your set goals in the performance of your job	0.280	140	0.000	0.831	140	0.000***
You contribute positively to the image building of your institution	0.268	140	0.000	0.841	140	0.000***

Sources: Author's field survey, May 2021

**Table 6 Results on the Dimensions of Job Performance**

Dimensions of Job Performance	N	Mean	Standard deviation
There is efficiency in the performance of your work	140	4.0929	0.9588
There is effectiveness in the performance of your work	140	4.0357	0.9994
There is improvement in your knowledge level in the institution	140	4.1429	0.9639
There is cost reduction in the performance of your job	140	3.8429	1.0338
There is cost reduction in the management of your institution	140	3.7714	1.0203
You are able to meet the deadline in the performance of your job	140	3.9929	0.8691
You are able to attain your set goals in the performance of your job	140	3.9286	0.9418
You contribute positively to the image building of your institution	140	3.9929	0.8439

Sources: Author's field survey, May 2021

**Table 7 ANOVA Test Results on Gender and Job Performance Scales**

Dimensions of Job Performance	F-Value	P-Value
There is efficiency in the performance of your work	0.384	0.537
There is effectiveness in the performance of your work	0.764	0.384
There is improvement in your knowledge level in the institution	0.929	0.337
There is cost reduction in the performance of your job	0.292	0.590
There is cost reduction in the management of your institution	0.062	0.804
You are able to meet a deadline in the performance of your job	4.448	0.037**
You are able to attain your set goals in the performance of your job	6.527	0.012**
You contribute positively to the image building of your institution	6.779	0.010***

Sources: Author's field survey, May 2021: Note: \*\*\* and \*\* denote significance at 1% and 5% levels

**Table 8 ANOVA Test Results on Age and Job Performance Scales**

Dimensions of Job Performance	F-Value	P-Value
There is efficiency in the performance of your work	2.330	0.077*
There is effectiveness in the performance of your work	1.720	0.166
There is improvement in your knowledge level in the institution	2.413	0.069*
There is cost reduction in the performance of your job	3.022	0.032**
There is cost reduction in the management of your institution	3.108	0.029**
You are able to meet deadline in the performance of your job	0.724	0.539
You are able to attain your set goals in the performance of your job	0.341	0.796
You contribute positively to the image building of your institution	0.112	0.953

Sources: Author's field survey, May 2021: Note: \*\* and \* denote significance at 5% and 10% levels

**Table 9 ANOVA Test Results on Educational Status and Job Performance Scales**

Dimensions of Job Performance	F-Value	P-Value
There is efficiency in the performance of your work	0.702	0.498
There is effectiveness in the performance of your work	3.715	0.027**
There is improvement in your knowledge level in the institution	0.275	0.760
There is cost reduction in the performance of your job	0.956	0.387
There is cost reduction in the management of your institution	0.546	0.581
You are able to meet a deadline in the performance of your job	1.061	0.349
You are able to attain your set goals in the performance of your job	0.181	0.835
You contribute positively to the image building of your institution	1.497	0.227

Sources: Author's field survey, May 2021: Note: \*\* denotes significance at 5% level

**Table 10 ANOVA Test Results on Marital Status and Job Performance Scales**

Dimensions of Job Performance	F-Value	P-Value
There is efficiency in the performance of your work	2.875	0.060*
There is effectiveness in the performance of your work	7.037	0.001**
There is improvement in your knowledge level in the institution	4.209	0.017**
There is cost reduction in the performance of your job	0.390	0.678
There is cost reduction in the management of your institution	1.552	0.216
You are able to meet a deadline in the performance of your job	0.381	0.684
You are able to attain your set goals in the performance of your job	0.247	0.782
You contribute positively to the image building of your institution	1.812	0.167

Sources: Author's field survey, May 2021: Note: \*\*\*, \*\* and \* denote significance at 1%, 5%, and 10% levels

**Table 11 ANOVA Test Results on Current Work Status and Job Performance Scales**

Dimensions of Job Performance	F-Value	P-Value
There is efficiency in the performance of your work	0.969	0.409
There is effectiveness in the performance of your work	0.646	0.587
There is improvement in your knowledge level in the institution	0.805	0.493
There is cost reduction in the performance of your job	0.594	0.620
There is cost reduction in the management of your institution	0.594	0.620
You are able to meet a deadline in the performance of your job	0.027	0.994
You are able to attain your set goals in the performance of your job	0.424	0.736
You contribute positively to the image building of your institution	0.036	0.991

Sources: Author's field survey, May 2021

**Table 12 ANOVA Test Results on Experience and Job Performance Scales**

Dimensions of Job Performance	F-Value	P-Value
There is efficiency in the performance of your work	1.688	0.173
There is effectiveness in the performance of your work	1.485	0.221
There is improvement in your knowledge level in the institution	1.050	0.373
There is cost reduction in the performance of your job	0.806	0.492
There is cost reduction in the management of your institution	0.839	0.475
You are able to meet a deadline in the performance of your job	1.478	0.223
You are able to attain your set goals in the performance of your job	0.501	0.682
You contribute positively to the image building of your institution	0.680	0.566

Sources: Author's field survey, May 2021

## 5.0 CONCLUSIONS

The purpose of the study has been achieved. There is a high level of the job performance of the respondents in the study. Six main demographic variables have been identified as affecting job performance in the study. They are gender, age, educational status, marital status, current work status, and experience. The research findings reveal that there is high job performance among the respondents in the study.

The findings further indicate that aside from experience and current work position, all the other demographic variables significantly influence job performance. The findings of the research suggest that considerations for improving the job performance of public and private sector employees should include variables such as gender, age, educational status, marital status.

Management of organisations should incorporate these findings in their strategies to improve the job performance of employees in their organisations. The assumption that experienced and senior employees contribute significantly to job performance could not be confirmed in this study. The caveat here is that much attention should not be given to only experienced employees when assigning roles since there is no significant difference between job performance and work experience.

Future empirical studies should focus on assessing the causal association between demographic variables and job performance to find out if the current findings will be replicated. Other variables such as the effect of culture and faith on job performance are worth investigating in further studies. In addition, the fact that experience (years of service) and current work status did not contribute to performance should be investigated.

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