

FACTORS AFFECTING THE PERFORMANCE OF PUBLIC SECTOR ORGANIZATIONS IN GHANA.

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Abstract

This study sought to find out the factors that affect the performance of public sector organizations in Ghana. The study specifically investigated how transformational leadership, employee motivation, performance management and organizational culture affect the performance of public sector organizations in Ghana. Furthermore, the study investigated the moderating role of political interference on these relationships.

A survey method was used for the study in order to find out the relationship between the study's constructs. A total of three hundred and seventy (370) employees of public sector organizations were used for the study. The method of selection of the respondents was the simple random sampling method. The study employed a multiple linear regression in analysing the study's conceptualised relationships.

The findings from the study showed that transformational leadership and performance management had a significant and positive effect on organizational performance. With regards to employee motivation and organizational culture, even though there was a positive relationship between them and organizational performance, their effects were not significant. However, with regards to the moderating role of organizational culture, it was revealed that out of four moderating hypotheses only two were supported. Thus, political interference negatively and significantly moderated the relationship between transformational leadership and organizational performance, whilst positively and significantly moderated the relationship between organizational culture and organizational performance. The other two interaction effects that is the interaction between employee motivation with political interference and performance management with political interference and their effects on organizational performance were not significant. The key implications based on the findings of the study highlights the need for leaders to be transformational and adopt effective performance management strategies in achieving performance while minimizing the level of interference from politicians as it has a negative implication for the benefits of transformational leadership.

Key words: transformational leadership, employee motivation, performance management, organizational culture, political interference, organizational performance.