

FACTORS AFFECTING OPERATIONAL EXCELLENCE IN GHANAIAN BANKING SECTOR.

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Abstract

In the last few years, the financial industry in Ghana has undergone severe financial crises resulting in the withdrawal of banking licenses from some banks and non-banking financial institutions. This created a lack of depositors' confidence in the financial institutions resulting in panic withdrawals, thereby putting undue pressure on otherwise sound banks and financial houses creating a state of anxiety among bank staff and customers.

In every institution, discipline is very important and critical towards the achievement of the organizational excellence in performance. Due to the increasing importance of Operational Excellence, firms strive to achieve Operational Excellence to ensure continuous growth and sustenance. The purpose of this study was to investigate the effect of operational discipline on achieving operational excellence in the banks in Ghana.

The research questionnaires were developed to test the hypothesis with 700 questionnaires distributed by hand. A total of 478 were returned representing a 72% response rate. A multiple regression test was done to examine the research hypothesis. The research factors were tested individually, and some of them showed high positive impact on operational excellence.

The study grouped discipline into two main factors, namely individual operational discipline and organizational operational discipline. Aside from the direct relationship between the two factors on operational excellence, the study also looked at the moderating effect of interoperability on the direct relationships.

In the light of the findings of the research, which are consistent with previous literature, the research proposes some recommendations to be considered by both academics and practitioners in the field.