



**EFFECTS OF EMPLOYEE DEVELOPMENT
AND WELFARE ON PERFORMANCE: A CASE STUDY
OF ACCRA TECHNICAL UNIVERSITY, GHANAⁱ**

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Abstract:

Human resources are the most important resource of every organization. To get the best out of them, they need to be properly managed by providing them with the needed resources. Employee development and welfare are basically a higher form of motivation to prove their commitment. This study was designed to assess the effects of employee development and welfare on the performance of the staff of Accra Technical University, Ghana. A total of 100 respondents comprising 21 senior staff and 79 junior staff were used in the study and a questionnaire was used to gather data. Findings indicated that short courses, seminars, workshops, delegation, coaching, and participation are some of the employee development activities of Accra Technical University. Welfare packages include first aid equipment, sitting facility, medical facilities and leave travel concessions. Factors that generally affect employee development and welfare are limited opportunities, organizational culture, and the attitude of top management. Among the recommendations made was that management should have more organized and efficient development program opportunities for its employees to help retain them. Additionally, management should improve the welfare packages of employees.

Keywords: employee, development, welfare, performance

ⁱ EFFETS DU DÉVELOPPEMENT ET DU BIEN-ÊTRE DES EMPLOYÉS SUR LA PERFORMANCE: UNE ÉTUDE DE CAS DE L'UNIVERSITÉ TECHNIQUE D'ACCRA

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Résumé :

Les ressources humaines sont la ressource la plus importante de toute organisation. Pour en tirer le meilleur parti, il faut les gérer correctement en leur fournissant les ressources nécessaires. Le développement et le bien-être des employés constituent fondamentalement une forme plus élevée de motivation pour prouver leur engagement. Cette étude a été conçue pour évaluer les effets du développement et du bien-être des employés sur les performances du personnel de l'Université technique d'Accra. Au total, 100 répondants, dont 21 cadres supérieurs et 79 employés subalternes, ont été utilisés dans l'étude et un questionnaire a été utilisé pour recueillir des données. Les résultats ont indiqué que les cours de courte durée, les séminaires, les ateliers, la délégation, le coaching et la participation font partie des activités de développement des employés de l'Université technique d'Accra. Les forfaits sociaux comprennent du matériel de premiers secours, des installations pour s'asseoir, des installations médicales et des réductions de voyage en congé. Les facteurs qui affectent généralement le développement et le bien-être des employés étaient les opportunités limitées, la culture organisationnelle et l'attitude de la haute direction. Parmi les recommandations formulées figuraient que la direction devrait offrir à ses employés des programmes de développement plus organisés et plus efficaces afin de les aider à les retenir. De plus, la direction devrait améliorer les prestations sociales des employés.

Mots-clés: employé, développement, bien-être, performance

1. Introduction

Human resources are known to influence the success of organizations through their knowledge, expertise, and features (Thang & Drik, 2008). This then goes to buttress the assertion that employees are the most valuable elements in every organization and so their performance is really integral. It is therefore never out of place for organisations to pay serious attention to their welfare and development. It is established that there exists no substitute for human resource development and training since they enhance the effectiveness of human labor as well as efficiency. Organizational goals and objectives will never be attained when personnel with higher educational levels are selected and employed to perform without development (Sisson, 2000).

One of the major factors in high performance and productivity is paying attention to employees' welfare (Nosiri, Tabibi & Habibi, 2012). The trust and belief employees have in an institution increase when more attention is given to their well-being, comfort, and safety (Hosseini, Mahdad, & Golpar, 2013). With changing trends in technology and new ways of doing business in this competitive era, it is prudent to pay attention to the development of employees.

Evans, Pucik, and Barsoux (2002) added that organizations are affected by globalization, dynamics in innovation and technology, and socio-economic and political environments hence, employee development is one of the areas that should receive

attention to help provide a competitive advantage for increased organizational performance. From the views of Malaolu and Ogbuabor (2013), organizations in Africa should make employee development their priority since the educational system of most countries is not directly linked to the job market, thereby preventing several employees from getting the required skills, abilities, knowledge and competencies that fit job specifications.

Employee development is a non-stop progression of workers that enables them to grow and impact the aspirations and objectives of an organization (Barlett, 2001). Employee development means to develop the abilities of an individual employee and organization as a whole, hence employee development consists of individual or employee and overall growth of the organisation. When employees of an organization develop themselves, the organization flourishes, and employee performance increases (Elena P., 2000). Noe (2005) describes the development as a future-oriented, volunteer activity of an employee to enhance his/her abilities and skills in the long run.

The benefits derived from employee development are enormous. Mendes and Machado (2015) assert that advancing employees' skills is directly related to their improved performances. Bowra (2011) argues that successful organizations are inclined to gradually increase knowing that there are volumes of elements that are fundamental to the performance of the organization. Tharenou, Alan, and Celia (2007) also believe, that the main purpose of HR development is to improve the effectiveness of the business. They also relate employee performance to be highly linked to the organization's performance.

According to Humana Resource Philosophy, employees are an important business resource that must be managed carefully to maximize return on investment and achieve business objectives. Organizations have to provide various benefits to ensure employees' welfare is taken care of. In fact, in this age and era, it is almost impossible to operate an organization without offering a basic set of benefits for employees' welfare. Organizations should understand that a healthy and stress-free worker is a major asset to the organization and should therefore provide welfare services and programmes (Ankita, 2010).

Employee welfare is a comprehensive term that refers to various services, benefits, and facilities offered by the employer to employees to enrich the lives of employees and to keep them happy and contented or satisfied (Manju & Mishra, 2012). Patro (2017) states that staff welfare includes providing social club and sports facilities as appropriate, supervising staff and workers' canteens, running sick clubs and savings schemes; dealing with super-annuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits.

Employee welfare programs can be classified into two categories viz. statutory and no statutory welfare schemes (Cole, 2002). Statutory schemes are those schemes that are compulsory to provide by an organization in compliance with the laws governing employee health and safety. These include provisions on safety, health, and welfare. The

non-statutory schemes differ from organization to organization and from industry to industry.

Alman (2010) defines employee performance as the application of a system-thinking approach to the process and roles in an organization. However, Waheed, (2011) maintains that employee performance means employee output as a result of employee development.

According to Heathfield (2012), the right employee development at the right time provides big payoffs for the organization in increased productivity, knowledge, loyalty, and contribution. Also, there is a direct relationship between employee development and performance, because when employees are developed, they become more satisfied and committed thereby increasing their performance (Champathes, 2006). Since providing employee development programmes and welfare services positively impact employees' performance, organizations must focus on these to help achieve set goals.

2. Statement of the Problem

The development of manpower in Africa has several problems in finding matching manpower with the employment requirement. This is a result of corruption, low education level, political instability, bureaucracy, diseases, and low purchasing power (Kamoche, 2002).

Despite the widely applauded effect that employee development and welfare have on employee and organizational performance, not much is realized. Some grapevine and non-formal interactions with some employees of Accra Technical University (ATU) reveal that there is the existence of challenges with the implementation of employee development and welfare programs among staff.

Given the correlation between employee development and welfare on one hand and employee performance on the other hand, there is the need to have research to examine employee development and welfare programmes on performance at Accra Technical University.

2.1 Research Question

The research questions formulated include:

- What are the employee development and welfare packages available for employees of Accra Technical University?
- What are the effects of employee development and welfare programmes on employee performance?
- What challenges does the study organisation encounter in implementing employee development and welfare programmes?
- What are the recommendations likely to help improve employee development and welfare to enhance employee performance in the study organisation?

2.2 Objectives of the Study

The main objective of the study is to assess the effects of employee development and welfare programmes on employee performance at Accra Technical University. The specific objectives are to:

- Identify the various employee development and welfare packages available for employees at Accra Technical University.
- Examine the effects of employee development and welfare programmes on employee performance
- Discuss the challenges encountered by the study organisation in implementing employee development and welfare programmes
- Make recommendations to improve employee development and welfare programmes to enhance employee performance in the study organization.

2.3 Significance of the Study

The findings of the study will benefit the management of Accra Technical University as the institution will be aware of how employee development and welfare programmes impact the employees' performance. Management of human resources in tertiary institutions stands to greatly benefit as the study provides a framework or guide in dealing with human resource management. Also, the study is intended to aid the management of organisations to improve modern approaches to developing employees through training, and mentorship, among others while more attention will be given to welfare packages. This study on the other hand intends to highlight ways through which employee development and welfare could be beneficial in developing the careers of employees. The study finally seeks to be significant in establishing the effects of employee development and welfare on performance.

2.4 Limitations of the Study

Time constraints and limited resources were the major challenges with this research. As a result, not all views of employees were sampled. The challenge of nondisclosure made it difficult to assess certain information from some staff.

2.5 Scope of the Study

The study was based on employee development welfare and performance at the Accra Technical University in the Greater Accra region. It involved employees from supervisors, and heads of departments among others. Conclusions from the study would be specific to the institution in question and will not be used to make generalisations.

2.6 Organization of the Study

This study is made up of five sessions. session one covers the introduction which includes the background to the study, a statement of the problem, objectives of the study, research questions, significance of the study, scope, and the organization of the study. Session Two deals with the review of existing literature which covers the concepts, empirical studies,

and theories on the effects of employee development and welfare programmes on performance. Session Three presents the methodology adopted for the study. The issues covered include the research design, population and sample size, sample techniques, instrumentation, mode of data collection, and method of data analysis. Session Four focused on the analysis of data and discussion of findings and the last session provided a summary of the findings, conclusions, and recommendations of the study.

3. Literature Review

This chapter reviews related literature on the research topic. It covers the concept of employee development, employee development activities, the concept of employee welfare, employee welfare activities, the concept of employee performance, and the conceptual framework of the study.

3.1 The Concept of Employee Development

According to Ivancevich (2010), employee development is a process that attempts to provide employees with information, skills, and understanding of the organization and its goals.

Barlett (2001) believes development is a non-stop progression that affects the objectives and aspirations of the firm as it nurtures it in growth as individuals grow. He affirms that money invested in development is money well invested and that organisations use HR practices as important tactical tools for stimulating favourable behaviour of workforces and providing skills, knowledge, and abilities that should increase employees' performance. Cavanaugh and Cavanaugh (2008) see employee development as a system of providing opportunities for employees to reach their full potential through improving their skills, knowledge, and other attributes and to become a greater value for the organisation. This normally incorporates new hire orientation, training, career management, and management development.

Malaolu and Ogbuabor (2013) observe that labour-force development is very important for manpower efficiency and organization performance based on the idea that formal education does not offer adequate manpower skills to the employer. They further noted that few individuals can distinguish themselves based on formal education. This then brings to bear the belief that employee development forms an integral part of an organization.

Hence when employees are developed, it tends to have a direct effect on performance (Elena, 2000). Therefore, there is a direct relationship between employee development and employee performance. When employees become more developed, they tend to become more satisfied and committed to the job, thereby increasing their performance and making their organisations more effective (Champathes, 2006). Houger (2006) affirms that human resources are an intellectual property of the organization and it is a source of competitive advantage which can be enhanced more through development activities.

3.2 Employee Development Activities

The literature indicates that there are several employee development activities such as coaching, participation, job rotation, workshops, seminars, short courses, and delegation (Al-Jammal, 2015; Jarrar & Zaiziri, 2002; Robinson, 2006)

3.2.1 Coaching

Management development can consist of a very wide range of activities, techniques such as coaching and mentoring are increasingly being recognized as more effective in management development (Robinson, 2006). Grant (2001) defines coaching as a collaborative, solution-focused, result-orientated systematic process, used with normal, non-clinical populations, in which the coach facilitates the enhancement of the coachee's life experience and performance in various domains and fosters self-directed learning, personal growth, and goal attainment of the coachee. The main reasons organizations use coaching are to improve individual performance, deal with under-performance, and improve productivity. Stone (2007) notes that heightened productivity is one of several benefits attained through coaching interventions.

3.2.2 Participation

Jarrar and Zaiziri (2002) believe that participative decision-making results in employee empowerment and allows them to use their full abilities in there in the organization hence giving the organization a competitive advantage.

On the same note, Kearney and Hays (1994) affirm that participation of the workforce in the workplace is linked highly to improving organizational performance. This is because it leads to employee commitment, morale, satisfaction, and motivation.

Letting employees participate in organizations' policies or decision-making can lead the employees to enhance their performance. They will be able to make more smart decisions.

3.2.3 Delegation

Delegation is seen as one of the current trends in managers' practices and its function stands out as it supports an increased level of motivation in the workforce (Al-Jammal, 2015). When motivation is elevated, the performance of an employee increases. On the organizational level, it leads to an increase in productivity, innovation and invention, competitive advantage, and speed in finalizing tasks effectively. Yukl (2002) argues that numerous reasons can lead to manager delegating where the main reason is to develop the confidence and skills of their junior.

If managers delegate authority to the employees to perform the task, what they want can also lead to enhanced performance. Employees will do those activities which they can perform more easily. This will lead to achieving organizational goals and thus enhance organizational performance (effectiveness).

3.2.4 Job Rotation

Adeleye et al. (2014) refer to job rotation as the process whereby the trainee learns different types of jobs or functions at different times/periods in an organization. Thus, the trainee moves from one function to another as the planned timetable or schedule will dictate. According to Jorgensen, Davis, Kotowski, Aedla, and Dunning (2005), job rotation refers to the placing of an employee in different positions or situations within a specific period according to the employee's knowledge, skills, and capabilities. Twei and Saina (2015) advance that job rotation is when the trainee moves from one task lateral to another which allows the employee to acquire skills. Job rotation enables the employee to become a multi-skilled employee. In this case, the employee becomes a generalist after the process since he/she knows a little bit about each task which increases job satisfaction and productivity (Saravani & Abbasi, 2013).

3.2.5 Short Courses

The short course aims at empowerment, development, and qualifying employees through knowledge and skills, referrers to end-oriented, organized, logical, ongoing planned attempts to bring about the desired, change in the knowledge, skills, capability, and attitude of employees (Lion, 2001).

3.2.6 Seminars

Seminar is another way that most organizations train their staff and employees which lasts for one to three months. This is a simple and quick way to impart knowledge to a large group of employees (Dessler, 2005). It involves having an instructor or teacher who lectures a group of individuals in the same room and takes place in situations where there is the need for employees to learn more about a new product or service.

Seminar increases participants' knowledge of other's research findings and creates an intellectual atmosphere in the work or study place thus ensuring keeping participants up-to-date with the current issues in the field of discussion (Illinois, 2015). Consequently, communication, management, and presentation skills are improved through facilitating and attending seminars, and for those attendees of seminars, who are not fans of reading, it offers a great way of gaining information (Chowning, 2009; Polly, Fraizer, Hopper, Chaman, & Wells, 2012).

3.2.7 Workshop

According to the Government of New Zealand (2000), a workshop is a period of discussion and practical work on a particular topic/subject, when groups of people share their knowledge and experiences. The members of the workshop discuss and exchange views on a certain issue. The duration of the workshop may be from three to ten days depending upon the gravity of the problem. Fenwick (2012) describes workshop participation as a very broad relevant professional learning activity. Jansen et al. (2005) more specifically explain the benefits of workshop participation in terms of gathering

state-of-the-art knowledge that is highly relevant for the competitive position of the organization.

3.3 The Concept of Employee Welfare

Employee welfare is a comprehensive term that refers to the various services, benefits, and facilities offered by the employer to employees to enrich the lives of employees and keep them happy and contented (Mishra and Manju, 2007). The ILO at the Asian Regional Conference (2010) defines labor welfare as such services, facilities, and amenities that may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy and peaceful surroundings and to avail facilities which improve their health and high morale.

According to Priti (2009), the role of welfare activities is to promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in a genuine spirit of cooperation and the general well-being of the employee. Mwiti (2007) on the other hand points out that naturally welfare services may not directly relate to an employee's job but the presence or absence of the services is notable through employee performance, attitude, and high or low labour turnover. Organizations should understand that a healthy and stress-free worker is a major asset to the organization and should therefore provide welfare services and programmes (Ankita, 2010).

Armstrong (2004) believes that employee welfare programs rest mainly on the abstract ground of the social responsibility of organizations for those who work for them. Organizations need highly performing employees in order to meet their goals to deliver the products and services they specialize in and hence achieve competitive advantage. Also, Gayle and Brock (2004) state that organizations provide welfare facilities to their employees to keep their motivation levels high.

Historically, employee welfare services were meant to reduce absenteeism and time off due to illness. But today, they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the workplace (Manzini and Gwandure, 2011).

Beneficially, the provision of welfare schemes is to create an efficient, healthy, loyal, and satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living (Priti, 2009). Bell and Menguc (2002) stated that the welfare of employees is critical to their participation in the success of the organization.

3.4 Available Welfare Programs

Employee welfare programs can be classified into two categories namely, statutory and non-statutory welfare schemes (Cole, 2002). Statutory schemes are those schemes that are compulsory to provide by an organization in compliance with the laws governing employee health and safety. These include provisions on safety, health, and welfare. The non-statutory schemes differ from organization to organization and from industry to

industry. The very logic behind providing welfare schemes is to increase the healthy loyalty and the productivity of organization, create an efficient, satisfied labour force for the organization promote healthy organizational relations thereby maintaining industrial peace (Cole, 2002).

It should be noted that employers have to observe the rules relating to working conditions, hours of work, hygiene, safety, light, ventilation, sanitation, etc. Statutory welfare services are those that have to be provided irrespective of the size of the establishment, say, drinking water.

Also, those which have to be provided subject to the employment of a specified number of people, such as Crèche, first aid equipment, facilities for sitting, welfare officers, etc. while non-statutory or voluntary welfare includes all those activities employers undertake for their workers voluntarily. This includes services such as recreational services, housing facilities, medical facilities, leave travel concession, economic services, etc. (Ankita, 2010).

On the other hand, International Labour Organization (2010) classifies welfare services into two; intra-mural activities and extra-mural activities. Intra-mural activities are those provided within the organization, they include latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen, drinking water, arrangements for prevention of exhaustion, health services including occupational safety, uniform and protective clothing and shift allowances. Extra-mural activities which are undertaken outside the organization such as maternity benefits, social insurance measures like gratuity pension, rehabilitation, physical fitness and efficiency, family planning and child welfare, education facilities, housing facilities, recreational facilities including sports, cultural activities, transport to and from the place of work.

3.5 The Concept of Employee Performance

According to Mathis and Jackson (2004), performance is what an employee does or does not. Alman (2010), also states that employee performance is the application of a system thinking approach to the process and roles in an organization. Again, Waheed, (2011) maintains that employee performance means employee output as a result of employee development. The performance of individual employees is a key determinant in the overall success of the organisation in which they work. It is important to recognize that there is a relationship that exists between employee performance and organisational performance. High-performance culture leads to high productivity and vice versa.

3.6 Factors that Affect Employee Performance

Individual employee performance is affected by many factors such as the skill, knowledge, and ability expended and the organizational support they receive. In addition, there should be a conducive working environment which should ensure the safety of the employee (Armstrong, 2001).

Spector and Beer (1994) acknowledged that work systems cannot only affect commitment, competence, cost-effectiveness, and congruence but also have long-term

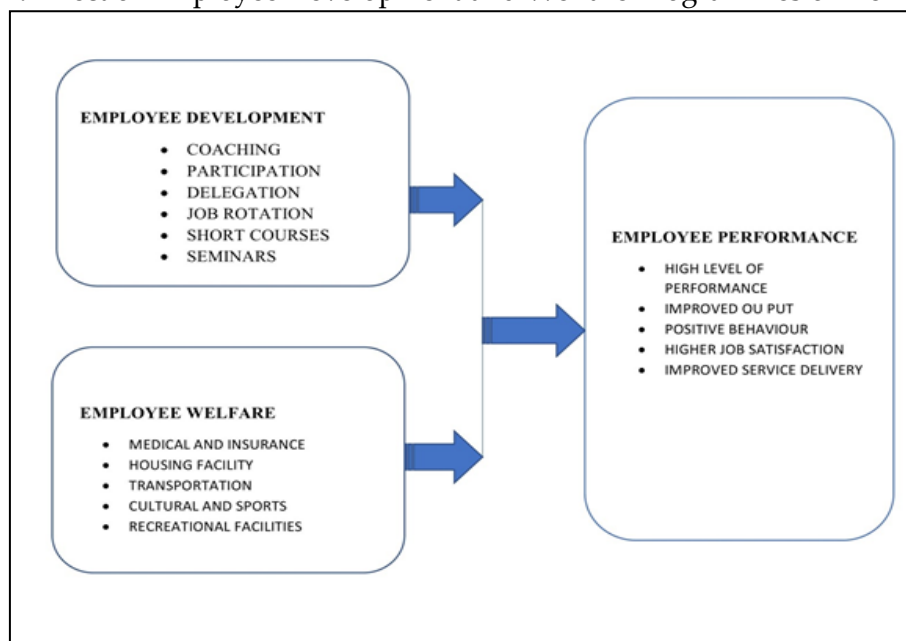
consequences for workers' well-being. According to Akinyele (2010), about 80% of productivity problems reside in the work environment of organizations. The work environment is the sum of the interrelationships that exist between the employees and the environment in which the employees work (Brenner, 2004). A work environment designed to suit employee satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. In order to achieve the objectives, the management of any enterprise must identify those factors both in the employment situation and in the psychology of the workers that best motivate them and see to the provision of such factors in order to boost productivity.

When employees are healthier and safer, they become more productive in order to achieve higher levels of productivity. The success or failure of every organization depends on employee performance. Health economists believe that improvements in the health of the employee will have substantial effects on the firm's economic viability; evidence supports the notion that health improvements stimulate economic development (O'Donnell, 2008). Individual employee performance depends on three important factors, which are their ability, efforts expended, and the organizational support they receive.

4. Conceptual Framework

According to Onen and Oso (2009), a conceptual framework is a diagrammatic presentation of a theory and that it's presented as a model when research variables and the relationship between them are translated into a visual picture to illustrate the interconnections between the independent, intervening, and dependent variables.

Figure 1: Effect of Employee Development and Welfare Programmes on Performance



The conceptual framework used for the study is shown in Figure 1 which depicts how employee development and welfare programmes impact performance.

When employees receive better coaching and are allowed to participate more, they tend to be more committed to their work and this leads to positive behaviour towards work. Also, employees with improved levels of welfare such as medical, transportation, housing, and other facilities, tend to have higher levels of performance and improved output.

4.1 Functional Theory of Labour Welfare

The study adopted the functional theory of labour welfare which is also known as the efficiency theory which suggest that welfare work can be used as a means of securing, preserving and developing the efficiency and productivity of labour (Manju and Mishra, 2007). The theory states that if an employer takes good care of his work force, they will tend to be more efficient by improving production and that programmes for housing, education, training, provision of a balanced diet, and family planning measures are important for labour welfare as they increase the efficiency of workers in underdeveloped countries.

Armstrong and Baron (2000) base the ethos of performance on the assumption that if the performance levels of individuals can be raised somehow, better organizational performance will follow. Mazin (2010) lists four different performance dimensions on which employees are measured: quality, quantity, dependability, and job knowledge.

5. Methodology

5.1 Introduction

This chapter on research methodology took a look at the research design, research target, sample size and sampling procedure, data collection instrument, data analysis, ethical considerations, and profile of Accra Technical University.

5.2 Research Design

A research design is the main plan used by the researcher that provides a solution to the four issues; what questions, relevance, data collection, and analysis of the findings (Yin, 2003). Creswell (2004) states that there are two general types of methodology called qualitative and quantitative research methods. The study used descriptive design and involved the use of both primary and secondary data. It provides an in-depth description of information concerning attitude, character, and norms of specific items, phenomena, and events. Furthermore, the quantitative design was used to gather data.

5.3 Research Target

Bartony (2001) noted that a target population is a group of subjects from which information can be extracted to collect of data through instruments like questionnaires. These individuals have the desired characteristics where the researcher will source the information needed for the research findings and conclusion (Creswell, 2004). The target population in this study involved the total number of employees of Accra Technical

University. The target population was 100 comprising management, academic staff (lecturers and instructors), and administrative staff (office employees, workshop assistants and technicians, drivers, security, and cleaners). The administrative staff (office employees) is further structured into management, senior members, senior staff, and junior staff.

5.4 Sample Size and Sampling Procedure

The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample.

Sample size determination is described as an act of choosing the number of observations or replicates to include in a statistical sample. A total of 100 respondents comprising 21 senior staff and 79 junior staff were used in the study and a questionnaire was used to gather data.

A simple random sampling technique was used to gather respondents from senior staff, senior lecturers, lecturers, junior lecturers, accountants, administrators, and secretaries.

A simple random sample is seen as the type where every member of the study has an equal opportunity to be selected for the study. Table 1 shows how the sample size was derived.

Table 1: Sample Size and its Procedure

Respondents	Total number	Number taken	Technique used	Tool used
Senior staff	120	5	Purposive sampling	Questionnaire
Lecturers	150	47	Random sampling	Questionnaire
Administration	202	48	Random sampling	Questionnaire
Total sample size	472	30		

5.5 Data Collection Instrument

In order to gather adequate information to achieve the objectives of this study, the data was obtained from primary sources by the use of questionnaires. The researchers used structured questionnaires with close-ended questions to collect the data. Respondents were provided with possible responses with the correct answers to choose from. In addition, the questionnaires were constructed in closed form and concisely with agree, strongly agree, disagree, and strongly disagree answers. The questionnaire was in four sections. Section A contained the personal data of the respondents while Sections B, C, and D focused on the research-specific objectives.

5.6 Data Analysis

The process began with the use of questionnaires. This was done to ensure uniformity, accuracy, and consistency of the questions raised. This was followed by tabulation, which involves arranging data in tables to fit a particular statistical test and analysis. The analysis emphasized the effects of employee development and welfare on performance bearing in mind the objectives of the study. The researchers thoroughly checked the data

collected for comprehensiveness, completeness, accuracy, and uniformity. Tables, frequency distributions, percentages, and graphs were used to present the quantitative data.

5.7 Ethical Considerations

Ghuri and Grønhaug (2005) define ethical consideration in research as the moral ideologies and beliefs that influence the way a researcher conducts research. It is the moral responsibility of researchers to clarify and find responses to their questions honestly and accurately. Yin (2014), admonishes that good research should be devoid of bias and deception. The researcher must ensure high professional competence and ensure the truthfulness and credibility of the research while acknowledging the limitations of the research.

Walliman (2011) also mentions confidentiality, anonymity, and courtesy as other ethical considerations for researchers. In this study, the researchers were mindful of the negative implications of the research if ethics were compromised. To conduct the research cordially, permission was sought from the appropriate quarters. Informed consent was used by the researcher hence all the respondents were informed that their participation should be voluntary. No respondent was forced to participate against their wish. Participants were assured of anonymity and confidentiality concerning their responses.

5.8 Profile of Accra Technical University

Accra Technical University, since its inception in 1957 as a technical institute is Ghana's premier technical university. It offers education in hands-on and competency-based training in diverse fields of engineering and industrial practice. The University is endowed with skilled experts as lecturers and instructors, competent to impart invaluable knowledge and lessons to students.

The university is made up of 5 faculties and 14 departments. The faculties include School of Engineering, School of Business, School of Applied Science, School of Applied Arts, and School of Built Environment. With a working force of 668 which constitutes lecturers and administrators, the university has a student population of 10,000 made of morning, evening, and weekend sessions. Apart from its Accra campus, Accra Technical University can also boast of a satellite campus known as Mpehuasem campus.

Accra Technical University in conformity with the mandate of the Technical University Act, 2016 (922) is fueled by the zeal to achieve greater results and keep up with the global pace of technical development through creativity. Thus, over the years, it has adhered to a high sense of quality standards regardless of the vicissitudes of academic trends.

The pillar of the global economy technology, has compelled the institution to adopt thoughtful approaches and tactics to train and transform students to become university products with enviable abilities. This distinguished effort spurred by the mission to provide excellent tuition, practical training/ learning, and research combined

to produce leaders and create solutions, has made ATU the preferred choice for many students.

6. Data Presentation and Analysis

This section focuses on the analysis and reports on the results of the study. Data analysis involves assigning meaning to the data that is collected (Gliner & Morgan, 2009). It involved working with data, organizing it, breaking it into manageable units, synthesizing it, searching for patterns, discovering what is important and what is to be learned, and, deciding what the researcher will report (Connaway & Powell, 2010).

The main issues covered are the demographics of the respondents and data presentation in terms of tables, to address the objectives of the study which include:

- Identify the various employee development and welfare packages available for employees at Accra Technical University.
- Examine the effects of employee development and welfare programmes on employee performance.
- Discuss the challenges encountered by the study organisation in implementing employee development and welfare programmes.
- Make recommendations to improve employee development and welfare programmes to enhance employee performance in the study organization.

6.1 Characteristics of Respondents

The characteristics of respondents included demographics which looked at the various categories into which the respondents are classified. This included gender, age, job position, education levels, and years of service. The following analysis shows the responses received from 100 employees within Accra Technical University.

6.2 Findings of Study

A total number of hundred (100) employees were selected to provide answers to the structured questionnaire.

Table 1: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	75	75%
Female	25	25%
Total	100	100%

Source: Field survey, 2020.

The table above depicts the gender of respondents who were served with questionnaires in this survey. Out of 100 respondents, 75 (75%) were males while 25 (25%) of the respondents were females. This analysis is an indication of a slightly high male composition of the members of staff of Accra Technical University.

Table 2: Age of Respondents

Age Range	Frequency	Percentage (%)
18-24	5	5%
25-30	21	21%
31-35	26	26%
36-40	28	28%
Above 40	20	20%
Total	100	100%

Source: Field survey, 2020.

From the table above, out of 100 correspondents, 5% are between the ages of 18-24, 21% are between the ages of 25-30, and 26 (26%) are between the ages of 31-35. Also, ages 36-40 covered 28 (28%) respondents, and above 40 covered 20 (20%) respondents.

Table 3: Types of Departments

Types of Departments	Frequency	Percentage (%)
Registry	25	25%
Finance	20	20%
Academic dept.	47	47%
Human resource	8	8%
Total	100	100

Source: Field survey, 2020.

Response received from the employees regarding the various departments they belong to is the one indicated. 47% indicated that they belonged to the academic department, 25% said they belonged to the registry, 20% said they belonged to the finance department and 8% said they belonged to the human resource department. This implies that a higher percentage of the employee population worked in the academic department.

Table 4: Educational Background of Respondents

Educational Background	Frequency	Percentage (%)
SSCE/WASSCE	0	0
DBS	0	0
HND	10	10%
A'LEVEL	0	0
Degree	51	51%
Masters	39	39%
Total	100	100%

Source: Field survey, 2020.

The survey indicates a maximum of 51% of respondents have their highest level of education at the degree level while 39% are at the master's level and 10% are at the HND level. This observation implies that the staff of Accra Technical University are advancing their educational level to the graduate level.

Table 5: Duration of Service with Accra Technical University

Length of Service	Frequency	Percent (%)
Less than 3 years	6	6%
3 – 5 years	50	50%
More than 5 years	44	44%
Total	100	100%

Source: Field survey, 2020.

Response received from respondents indicates that 50% have worked with the university between 3 – 5 years, 44% have worked for years or more with the university and 6% have served for less than 3 years.

Table 6: Knowledge of Employee Development and Welfare Policy with Accra Technical University

Response	Frequency	Percentage (%)
Yes	69	69%
No	25	25%
Not sure	6	6%
Total	100	100%

Source: Field survey, 2020.

Response from respondents indicates that a slim majority of 69% are aware of development and welfare policies with the university while 25% are not aware and 6% are not sure whether there is the existence of such policies.

Table 7: Employee Development Programs Undertaken at Accra Technical University

Development	Frequency	Percentage (%)
Seminar	25	25%
Workshop	28	28%
Short courses	15	15%
Job rotation	12	12%
Coaching	10	10%
Delegation	10	10%
Total	100	100%

Source: Field survey, 2020.

From respondents on the various employee development programs participated on campus, 28% of respondents agreed with workshops, 25% with seminars, 15% went with short courses, 12% went with job rotation, 10% went with the delegation and the other 10% went with coaching.

Table 8: Employee Welfare Programs Available at Accra Technical University

Welfare	Frequency	Percentage (%)
Leave travel concessions	22	22%
Health insurance	10	10%
Housing	0	0%
Recreation / economic service	0%	0
Others specify	68	68%
Total	100	100%

Source: Field survey, 2020.

Respondents on welfare programs and facilities revealed that 22% agreed with leave travel, 10% agreed with health insurance, with housing and recreation 0% and 68% revealed that there is the existence of funeral welfare.

Table 9: Impact of Development and Welfare on Performance

Response	Frequency	Percentage (%)
Excellent	60	60%
Better than before	12	12%
Very good	28	28%
No	0	0%
Total	100	100%

Source: Field survey, 2020.

The majority 60% of respondents asked about the impact of employee development and welfare on their performance affirmed that it is excellent while 28% believed it was very good and 12% stated that their performance got better.

Table 10: Contribution of Development and Welfare to Higher Performance ATU

Response	Frequency	Percentage (%)
Agree	100	100%
Disagree	0	0%
Not sure	0	0%
Total	100	100%

Source: Field survey, 2020.

When respondents were asked if employee development and welfare contribute to higher performance at Accra Technical University, all respondents (100%) agreed.

Table 11: Rating the Level of Employee Development and Welfare

Response	Frequency	Percentage (%)
Excellent	0	0%
Very good	36	36%
Good	47	47%
Average	17	17%
Below average	0	0%
Total	100	100

Source: Field survey, 2020.

In rating, the level of development and welfare at Accra Technical University, 36% believe it is very good, 47% say it's good and 17% stated it is average.

Table 12: Respondents' Level of Satisfaction with Development and Welfare Policies with ATU

Response	Frequency	Percentage (%)
Very Satisfactory	0	0%
Satisfactory	78	78%
Not Sure	11	11%
Non-satisfactory	11	11%
Total	100	100

Source: Field survey, 2020.

78% of respondents are satisfied with the development policies at Accra Technical University, 11% are not sure of the satisfaction and 11% are not satisfied.

Table 13: Effects of Employee Development Welfare on Enhanced Performance

Response	Frequency	Percentage (100%)
Improved output	20	20%
Improved commitment	15	15%
Job satisfaction	15	15%
Motivation	20	20%
Punctuality	10	10%
Organizational effectiveness	20	20%
Total	100	100%

Source: Field survey, 2020.

Respondents were asked to choose from a pool of answers on the effects of employee development and welfare on performance 20% chose improved output, motivation, and organizational effectiveness, 15% chose improved commitment and job satisfaction and 10% chose punctuality.

7. Summary, Conclusion and Recommendations

This chapter presents a summary and conclusion of the study. It also contains recommendations that could serve as a guide to management to help improve employee development and welfare to enhance performance.

7.1 Summary of Findings

The study adopted the survey approach by administering questionnaires to 100 respondents to assess the effect of employee development and welfare on performance. The research had the objectives to identify welfare and development programs with ATU, examine their effects on employee performance, and also their challenges.

The study revealed the following findings:

- The research had 75% of its respondents being males and 25% females with 80% falling within the age range 18-40 years and 20% above 40 years.

- 94% are aware of employee development and welfare programs on campus while 6% are not.
- 100% agreed that there are various employee development and welfare programs on campus. With employee development, 25% went for seminars, 28% workshops, 15% short courses, 12% job rotation, 10% delegation, and 10% coaching. Welfare policies on the other hand had the following, 22% for leave concessions, 10% for health insurance, funeral welfare 58%, and 10% for various statutory provisions.
- 100% agreed that employee development and welfare lead to higher performance.

7.2 Conclusion

Based on the findings, the following conclusions were made;

- Accra Technical University has short courses, seminars, workshops, delegation, coaching, and participation as employee development programs for its workers.
- Taking care of funeral arrangements for staff is the only form of welfare the institution provides for its workers. The reason is that the workers are part of TUTAG which takes care of all its welfare needs.
- Employee development and welfare programmes lead to improved output, improved commitment, job satisfaction, punctuality, motivation, and organizational effectiveness.
- Limited opportunities, organizational culture, and the attitude of top management are some of the implementation challenges with employee development and welfare.
- Ways of improving and providing effective employee development and welfare includes, the involvement of employees in performance management, considering welfare programs that could favour employees providing flexible development options, build trust in the organizational leadership.

7.4 Recommendations

Based on the findings of the study, the following recommendations were made

- The HR Department should educate the employees on the policies on employee development and welfare programmes.
- Management should improve the welfare packages of employees to serve as motivation for improved performance.

Conflict of Interest Statement

There is no conflict of interest among the authors in terms of financial interests, affiliations, or personal interests toward the review and subsequent publication of this paper.

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