



EXPLORING THE PRACTICE OF CORPORATE GOVERNANCE AS A STRATEGIC TOOL IN ENHANCING ORGANIZATIONAL PERFORMANCE IN THE GHANAIAN PUBLIC SECTOR

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ABSTRACT

The main thrust of this study was to investigate the practices of good corporate governance (CG) as a strategic tool in enhancing organizational performance within the Ghanaian public sector (GPS), with emphasis on the Ministry of Local Government and Rural Development (MoLGRD). Among other objectives, the study determined the key principles of good CG practices, investigated the essential determinants of organizational performance, and also investigated the critical challenges confronting corporate governance reforms within the public sector of Ghana. Critically appraising and examining the results obtained during the study with literature from past studies carried out by ethically compliant pundits across the globe clearly reaffirms that the strict adherence to sound and strategic CG intervention mechanisms will invariably not only boost MoLGRD's corporate image and other sister public sector organizations, but also their organizational effectiveness, CG regimes and efficiency.

Additionally, as per the essential determinants of organizational performance within the GPS, 6 pivotal parameters were evident: effective system thinking/computer software systems, strict adherence to management by objectives, lean technique application adherence, enhanced investment in people/human resource and effective leadership regimes. Having noted the critical challenges to CG reforms at MoLGRD, the study recommended it strictly adheres to the Principal Agency, Legalistic Perspective, Stewardship, Resource Dependency, Democratic Perspective, Stakeholder, Managerial Hegemony, Institutional, Holistic CG, Management as well as Quality Gurus theories among others to manage the issues mentioned earlier.

KEYWORDS: *Corporate Governance, Ghanaian Public sector, Organizational performance, effective system thinking, Management-By-Objectives.*

INTRODUCTION

The Ministry of Local Government and Rural Development (MoLGRD) epitomizes the Government of Ghana agency entrusted with the responsibility of promoting government policies and projects in Ghana (MoLGRD, 2011). It also promotes governance and balanced rural oriented developmental projects in Ghana (MoLGRD, 2011). The Ministry is headed by the Minister of state appointed by the President of Ghana. The public sector of most economies of the world plays an unprecedented role in society. The public expenditure of countless nations across the ranks and file of the globe forms a significant part of gross domestic product (GDP) (IFAC, 2013). Candidly speaking, public sector entities are phenomenal employers and distinctive capital market participants across the world. More so, it determines, usually through a political process, the outcomes it wants to achieve and the diversified forms of intervention mechanisms it aspires to inculcate into its scheme of things (IFAC, 2013). These include legislation or regulations enactment; goods and services delivery; income redistribution through strategic initiatives such as taxation regimes or social security payments just to

mention a few. Governments also have a role in advocating for fairness, transparency, equity, ethicality and the like. Effective governance in the public sector encourages better decision making and the efficient use of resources and strengthens accountability for the stewardship of those resources among others (IFAC, 2013).

Strictly speaking, myriads of contemporary organizations across the globe continuously seek for ways to improve on their day-to-day activities in order to augment profitability, productivity and optimum organizational performance. Organizational performance is defined as accumulated end results of all the organization's work processes and activities (Goodchild, 2015). The common measures for organizational performance are organizational productivity and organizational effectiveness (Goodchild, 2015). This explains why concepts and strategies such as business process re-engineering (BPR), total quality management (TQM), strategic management, corporate citizenship, corporate social responsibility (CSR), and business ethics and for that matter, corporate governance (CG) have become buzzwords in modern day business world (Mulili & Wong, 2010).

It is worth noting that the world around us has been changing so swiftly that corporate landscapes of public sector organizations in this part of the world equally have also changed drastically (Stigbrand & Nygren, 2013; UNGC, 2015). As a result of this, countries and public sector entities have been more or less forced to cut out wasteful and unproductive activities and concentrate resources in their areas of core-competence in order to achieve sustainability and growth (Rost, Inauen, Osterloh & Frey, 2010). On the other hand, worldwide, recession has affected corporate governance structure and practices while global public sector management has brought companies face to face with complex cross-cultural issues and competitions (Rost et al. 2010). In other to stay aloof as far as the survival of this unprecedented turmoil is concerned, most public sector organizations embarked on corporate governance (Kuria, 2015; Isaka, 2005; Nfuka & Rusu, 2011; Ludvigsen, 2010). The aim is to solve today's high-end corporate problems like "holy corruption" by improving its day-to-day processes so as to engender public sector's sustainability and enhanced strategic performance (Olusanya & Oluwasanya, 2014).

PROBLEM STATEMENT

Kyereboah-Coleman, Adjasi and Abor (2005) assert that there is no one single factor that contributes to institutional problems than the lack of effective governance, widespread corporate scandals and failures within the Ghanaian public sector. Strictly speaking, there appears to be general deficit of research into corporate governance practices in developing countries, especially countries on the African continent that pertains to the public sector domain (Okeahalam, 2004; Shleifer & Vishny, 1997). This lack of research can be attributed to the fact that, before the 1980s, the issue of corporate governance received minimal attention in the developing world. In fact, Yakasai (2001) observes that historically, there was little doubt about management's ability to run organisations and hence there was little emphasis on corporate governance or disclosure and transparency. More so, despite the well-developed literature on the impact of corporate governance on firm performance in the developed economies and lately developing countries such as Ghana (Kyereboah-Coleman et al., 2005), empirical literature on the corporate governance practices relating to the public sector remains very scanty.

Given that no scientific study has been carried out in the public sector domain that seeks to identify the key principles of good corporate governance practices as well as critical challenges confronting corporate governance reforms, specifically using the Local Government and Rural Development Ministry as the case study organization and also coupled with the fact that it is not one of the industry's highly regulated by the government of Ghana.

It is against this backdrop that a research of this nature ought to be embarked upon by the researcher in contention in order to ascertain the determine the key principles of good corporate governance practices, investigate the essential determinants of organizational performance, vis-à-vis critical challenges confronting corporate governance reforms within the public sector of Ghana, specifically, using the Local Government and Rural Development Ministry as the case study organization.

AIM AND OBJECTIVES

The aim of this study is to investigate the practices of corporate governance as a strategic tool in enhancing

organizational performance within the Ghanaian public sector through a survey. The specific objectives are:

1. To determine the key principles of good corporate governance practices in the public sector of Ghana.
2. To investigate the essential determinants of organizational performance within the public sector of Ghana.
3. To identify the critical challenges confronting corporate governance reforms in the public sector of Ghana.
4. To recommend strategic intervention mechanisms to manage the critical challenges confronting corporate governance reforms in the public sector of Ghana.

SCOPE AND LIMITATIONS OF THE STUDY

This study is investigating corporate governance practices in the Ghanaian private sector, specifically using Ministry of Local Government and Rural Development (MoLGRD) as the case study organization. Thus, restricting the case study to only the public sector may not provide a representative model for generalization with respect to the investigation of corporate governance practices within countless number of organizational settings in Ghana and the world at large. That notwithstanding, the approach makes clear and gives us enough dominance over the parameters (or changeables) vis-à-vis the data required to be examined in the study. There is the tendency of respondents' refusal to give out unrealistic information that could invariably mar the desired research outcomes. There is also the plausibility of quite a handful of respondents' inability to grant the requisite audience at all as a result of the manner in which the interview was structured. More so, language happens to be a phenomenal access bottleneck as it is extremely arduous unravelling some questions and statements into the local dialects perfectly because of the limited vocabulary at stake with respect to the Ghanaian perspective.

The researcher expects respondents' judgments, beliefs and value to form the nitty-gritty for discourse and measurements that pertains to the research. To all intents and purposes, an endeavour would be embarked upon by the researcher as far as controlling for the presentations of arguments subjectivity before conclusions are drawn. Information vis-à-vis evidences garnered shall be objectively scrutinized to avoid possible researcher biases that could invariably influence the validity and reliability of the findings.

SIGNIFICANCE OF THE STUDY

The study is intended to conscientize corporate governance advocates and affiliates including supervisors, managers and all stakeholders belonging to the public sectors to develop proper and formidable corporate governance strategies to curtail and if possible manage the bottlenecks associated with it. It will also ensure effective and good corporate governance practices is given the requisite attention which will invariably foster employee morale, motivation, goal congruence, equity, ethicality, profitability, intercultural competence, performance and productivity within the Ministry of Local Government and Rural Development as well as other public sector organizations in Ghana and beyond. The reason for the lapses in corporate governance deficits will be documented to provide future guidelines to public sector affiliates, employees as well as populace as and when the need arises.

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LITERATURE REVIEW

Concept and Meaning of Corporate Governance

The Organization for Economic Co-operation and Development (OECD) (1999) opines that corporate governance (CG) is the modus operandi that relates to how business entities are steered and checked. The concept of corporate governance structure stipulates the distribution of rights and responsibilities encompassing dissimilar participants within the organizational setting like the board of directors (BOD), managers (MG), shareholders (SH) and other stakeholders (KH) and normally brings to the fore, rules and procedures for corporate affairs decision. By doing this, it also provides the configurations through which myriads of organizational set-ups' objectives and the means of attaining those objectives are monitored and assessed accordingly over a stipulated time frame (OECD, 1999). With particular reference to the upgraded principles of CG posited by OECD (2004), it is defined as a framework to synchronize the interrelationship that pertains to SHs, MGs and other KHs. Strictly speaking, the practice of CG jurisdiction pays homage to the impacts of political, economic and social cultural factors that foster good CG or preclude unethical conduct (Li & Nair, 2009). Put simply, the CG frontier establishes the contextual platform in relation to the assessment of corporate entity's performances, decision making vis-à-vis its strategies employed for making credible choices and taking actions as and when due.

Candidly speaking, quite a sizable number of ethical pundits have postulated CG to have an advantageous consequence on the performance of businesses across the ranks and file of the globe (Bebchuk & Cohen, 2004; Bebchuk, Cohen & Ferrell, 2004; Kyereboah-Coleman & Biepkie, 2006a, b & c). Furthermore, Kyereboah et al. (2006a & b) went on to assert that poorly governed public firms are expected to experience low profit margins, encounter acute bankruptcy risks, minimum valuations and give out little to their SHs. Contrariwise, some schools of thought are of the candid opinion that weak CG does not only culminate into abysmal corporate entity's performance and perilous financing sequences, but are also a breeding ground to macroeconomic turmoil globally.

Empirical Perspective on Corporate Governance

From the wider perspective, CG encompasses the mechanisms, processes and relationships by which organizations are guided and managed (Shailer, 2004).

Governance mechanisms include monitoring the actions, policies, practices, and decisions of corporations, their agents, and affected stakeholders. CG practices are affected by attempts to align the interests of stakeholders (OECD, 2013; Tricker, 2009). Over the past few years, keen interest has been shown in the CG practices of contemporary organizations, particularly with respect to accountability upsurge following the high-profile collapses of a number of large corporations during 2001–2002, most of which involved accounting fraud; and then again after the recent financial crisis in 2008. Corporate scandals of countless magnitudes have maintained public and political interest as far as CG regulatory frameworks across the globe is concerned. Typical scenarios in the U.S. corporate scandalous acts include Enron and MCI Inc. which was previously referred to as WorldCom. These afore-mentioned corporate entities foundering (downfall) happens to be in tandem with the federal government of the US enactment of the Sarbanes-Oxley Act in 2002, which sought to boost the teeming populace confidence with respect to CG practices. More so, the corporate ruins that was experienced far away in Australia involving HIH and One Tel can be traced to the subsequent enactment of the CLERP 9 reforms. Similarly, the corporate foundering experienced by the likes of Parmalat also triggered and boosted regulatory interest as opined by Lee & Shailer (2008).

The Regulatory Framework of CG in Ghana

Ghana, being a former British colony, inherited the English common law system from their colonial masters, Britain. Ghanaian CG set-up happens to be in consonance with the Anglo American model. That is to say, the company law that has task with the responsibility of moderation the activities of corporate bodies is based on the afore-mentioned CG model. The Ghanaian regulatory framework as ascribe to CG consists of Ghana Companies Code 1963 (Act 179), the Securities Industry Law, 1993 (PNDCL 333) and the Securities Industry (Amendment) Act, 2000 (Act 590), vis-à-vis the Membership and Listing Regulations of the Ghana Stock Exchange (GSE, 1990). It is succoured by the Ghana National Accounting Standards (GNAS) in addition to the codes of professional conduct imposed by the Institute of Chartered Accountants (ICA) (Ghana) on its teeming members (Bopkin & Nyarko, 2009).

The corporate entity's etiquette system (code), 1963 (Act 179), which is popularly referred to as "kawa" or "tikanga" in New Zealand make provision for organization's framework in allusion to its membership, independence including BOD's ingenuity. More so, it makes provision under section 180(1) of the etiquette system that every corporate entity must have at least two BOD with the maximum to be fixed by the SHs during a general meeting held yearly with rest to the entity under the provisions of section 181. Furthermore, directors possess fiduciary role and the code provides sanctions under section 185 in the event of breaches (Bopkin & Nyarko, 2009)

Synonymously, the Securities Industry Law (SIL) enacted in 1993 by the erstwhile PNDC government (PNDCL, 333) gives the Securities and Exchange Commission (SEC) regulatory authority over institutional settings and personalities operating in the industry such as stock exchanges, investment advisers and securities dealers. The main rationale of the SEC, Ghana is to safeguard investors as well as the maintenance of the securities market's rectitude. The commission happens to be a prominent and daring moderator

that has stood resolute in connection with the suspension of participants who go contrary to the laid down rules and regulations. Also, GSE regulates listed entities registered under its umbrella that complies with Listing Regulations (LR) which was propounded in 1990. Listed corporate entities are obliged to adhere to CG specifications for superior quality and zero defect or defect reduction to the six sigma level practices by SEC, Ghana and the LRs (Sarbah & Wen, 2014). In addition to the above sources of regulation, there exist myriads of voluntary codes of good and zero defect CG such as the Ghana Corporate Manual, Institute of Directors (Ghana) Code of Ethics for Directors and the Ghana Business Code (Bopkin & Nyarko, 2009).

Concept and Definition of Organizational Performance

Organizational performance is defined as accumulated end results of all the organization's work processes and activities (Goodchild, 2015). The common measures for organizational performance are organizational productivity and organizational effectiveness. Organizational productivity is a measure of how efficiently employees do their work. Organizational effectiveness on the other hand is a measure of how appropriate organizational goals are and how well an organization is achieving those goals (Al-Mamary, Shamsuddin & Nor-Aziati, 2014; Robbins & Coulter, 2002).

Corporate Governance Models

The under-listed parameters accentuates on key notable models underpinning the practice of corporate governance across the globe that cannot be overemphasized:

The Traditional (Structural) Model

Structural or traditional model (S) or (TM), being one of the oldest was created in the 16th century, specifically during the corporate structuring era. It was subsequently transferred as time goes by passed down to charitable and NGOs, even public sector organizations. S or TM's template is heavily relied upon by countless number of law outfits globally to set up contemporary incorporation articles. It is branded as an obsolete model as far as contemporary realities comes to the fore. That notwithstanding, S or TM is considered relevant and cannot be underestimated contemporarily as regards the inculcation of good CG practices in most organizational settings. Acts of Legislatures (AL) is also synonymous to this perspective in giving precedence and extra impetus to the existence of a specific enterprise. The S or TM usually define the delegation of responsibilities from the Board to: (a) The CEO and Management, and/or (b) Board Committees (including Executive Committee) (Mc Namara, 2005).

Carver (Policy) Model

The model in contention, designated as "CPM" for the purposes of this study is credited to John Carver over the past two decades, who asserted it as a rigorous academic proposition to a practice domain that appears under-researched and unexploited. Strictly speaking, CPM accentuates on 2 basic issues: (a) BOD's attention with respect to the definition of an "organizational end" which encompasses what the entity seeks to attain or in certain scenarios, what ought to be embarked upon in order to exit the business circles; and (b) enactment of policies by which BOD and its management team must adhere to the "organization end" pursuit. The BOD's distinct rationale in this perspective is to create policy which will invariably steer operation management day-to-day activities vis-à-vis guiding the BOD

as far as its governance framework is concerned (Mc Namara, 2005).

Cortex (Outcomes) Model

Cortex or outcomes model, captioned as "COM" specifically for the study in contention was formulated by John Por, who hails from Toronto, Canada. Simply put, COM seeks to confront BOD to concentrate on constructs like (a) clients or customers (b) frontier with active marketing activities (c) legislative framework (c) superior quality practices of other sister organizational set-ups as well as employee knowledge which will inadvertently put an organization into a congenial pedestal to enable it define its standards, expectations vis-a-vis desired performance outcomes to which it craves for.

BOD's pivotal task in this perspective is to clear the air and trigger success measurement desired outcomes within a stipulated time period. In order to execute this strategy, BOD must first and foremost gain an insight into their organizational values with respect to community development (corporate social responsibility) (CSR). Thereafter, BOD then formulates an Accountability Framework (AF) that centres on the measurement outcomes, and identifies who is responsible for taking formidable action in each domain – Board, CEO or Staff. Undisputedly, having a transparent AF in place, the BOD now moves to ensure the capacity of resources exists in each group, and a mechanism for each group to report-back to the BOD on its progress. COM is indispensable in CG practices of most organizations worldwide in that it assesses BOD, CEO and all SHs performances and is relatively easily done against the clearly delineated outcomes and areas of accountability (Mc Namara, 2005).

Consensus (Process) Model

The model (CP) in contention is based on the premise all members constituting a board are the same and should be treated equally at all times. That is to say, each member of the board must be entitled to same vote, responsibility, and liability for decision-making as well as same accountability for the actions of the organization/board. That notwithstanding, CP acknowledges that board members have distinct skillset, knowledge and wisdom to tap into when the need arises thereby promoting homogeneity, heterogeneity, cultural diversity among others. CP therefore seeks to provide long lasting solutions such as (a) How decision-making is attained by the board (b) How issues will be ironed out, distinct experience encountered and thought provoking concept brought to the fore (c) How opinion disparities will be managed just to mention a few (Mc Namara, 2005).

Competency (Skills/Practices) Model

Essentially, the model under scrutiny is a development-oriented type and seeks to ensure that all board members have the appropriate knowledge, skills and attitudes deemed fit to propel and take the group to the next pedestal. It addresses board as a team – communications, trust, relationships etc. and seeks to continuously improve board's performance with the passage of time (Mc Namara, 2005).

Key Principles of Good Corporate Governance Practices

Perceptions encompassing principles that constitute CG differ from one economy to the other in that the business landscape and climate keeps changing each and every passing day in all economies across the globe. That notwithstanding, some in-depths principles that relates to good CG practices are illuminated by the Cadbury Report (1992), Sarbanes-Oxley

Act (2002) and The Business Roundtable (2002) among others.

With particular reference to Cadbury report (1992), good CG must capture 4 distinctive parameters which are categorically listed as below:

- BOD's establishment that possess clarified roles vis-à-vis whose assignment of steering or controlling happens to oppose those emanating from the firm's managers;
- Checks and balances' establishment associated with governance structures with a single personality devoid of unrestrained authority;
- Having an ordered and well-composed BOD team made up of top echelon (high profile) and non-top echelon directors and lastly;
- Making sure that transparency spans across all board members as far as the guiding and managing an organizational setting is concerned.

It is worth noting that the US Congress passed the Sarbanes-Oxley Act (SOX) after the falling apart at the seams of notable corporation heavyweights like Enron, WorldCom just to mention a few. Nevertheless, the SOX Act posits some remarkable CG contingencies including: (a) Setting up of an autonomous audit commission (b) Signing of a statement by an entity's executive and financial representative with an absolute internal control mechanisms to ensure that financial statements are devoid of material misstatements (d) External auditors' sovereignty and autonomy.

Strictly speaking, the SOX Act also demands that listed entities to have a maximum of autonomous directors. This is due to the fact it will be extremely difficult for BOD, representing SHs to be neutral and objective as far as management supervision is concerned. That is to say, a hypothetical scenario where most of the directors emanates from management (Colley et al., 2004).

The Business Roundtable (2002), which happens to be a consortium of American corporations CEOs, abridges the principles of good CG as follows:

- BOD possess an integral responsibility with respect to the selection and scrutinization of an efficient CEO and senior managerial personalities;
- Management of firm's must possess ingenuity in order to augment its effectiveness and ethicality which will invariably maximize SH's wealth in the long run;
- There is need for accurate and timely financial reporting;
- Transparency, fairness and equity must be applicable to all employees within organizations;
- CG committee consisting of autonomous directors in a firm is a must and should endeavor to be in a position to resolves bottlenecks like director's nomination, information availability to a board as well as the subsequent effectiveness of its evaluation;
- Autonomous directors should have an opportunity to meet outside the presence of a CEO and other management directors;
- Effective communication must exist between SHs and other KHs.

The under-listed 5 effective CG principles propounded by OECD (1999) cannot be underestimated as far as the study in contention is concerned:

- Protection of SHs' rights protection;
- Equal SHs treatment as well as redress efficacy;
- Rights of SHs' acknowledgement;
- Timeliness vis-à-vis disclosure accuracy with respect to all matters normally branded by an entity as being material in terms of governance issues, financial position as well as optimum organizational performance;
- Board's probity, accountability including management's monitoring effectiveness.

Organizational Performance Determinants in Organizations across the Globe

Quite a sizable plethora of determinants underpinning the performance of organizations do exist. Albeit, notable ones that are of immense relevance to this study are further discussed in the next subsection:

Strict Adherence to International Organization for Standardization (ISO) 9000

Standard ISO 9000 represents a set of procedural standards for quality management systems, popularly termed as "quality assurance". Such systems are based on a comprehensive set of documented procedures to which staff are expected to conform. ISO 9000 standards embody a conception of product and service quality in terms of consistent conformity to an explicit specification. It is up to organisations and/or their customers to set these specifications, which may be high or low (Paton, 2003; Goodchild, 2015).

Management by Objectives (MBO)

The term "MBO" was coined by Drucker (1955) who states that in order to be effective, management must be directed towards a goal which employees share. A key part of the theory is self-control that means wanting to achieve the best rather than just okay. McGregor (1960) contributed to MBO through his Theory Y: The central principle that derives from Theory Y is that of integration: the creation of conditions such that the members of the organisation can achieve their own goals best by directing their efforts towards the success of the organisation (Armstrong & Baron, 1988).

Investment in People (IIP)

Paton (2003), gives a short introduction to "Investment in People" (IIP), noting it was developed with leading private and public sector organisations in the UK, launched in 1991 and promoted by the British Government to improve economic performance. It is essentially about developing the capabilities and capacity of employees. Bourne, Franco-Santos, Pavlov, Lucianetti, Martinez and Mura (2008), report on the impact of IIP on performance and suggest a link between the adoption of IIP and business performance. They state that adopting IIP sets up a chain of impact ending in better financial performance. HR policies create trust and cooperation and increase the skills and behaviours needed for change.

Leadership

Arikibe (2011) studying public service performance in Nigeria suggested executive leadership had a moderate positive relationship with organizational performance moderated by environmental factors. Peterson, Smith, Martorana and Owens (2003) considered how the personality of leaders, often referred to as "charismatic leadership" may be related to organizational performance through top management teams. They find a positive relationship but suggest more research to explore the mediation role of top management team

members. Entwistle, Martin and Enticott (2005) note the importance of leadership in public service modernization and explore the potential conflict between political and managerial leadership.

Systems Thinking

Boland and Fowler (2000) provide a systems perspective of performance management in public sector organisations. They suggest that a fundamental framework based on systems-theory should underpin management issues such as performance improvement, using the terminology and tools of “systems thinking (Boland & Fowler, 2000). They explore this using health, education and police. The control locations and resultant action model is represented by a matrix. This has two dimensions, the first as to whether the control is exercised internally or externally. The second concerns the controlling action taken. Negative implies poor performance and the organisation is at fault whilst positive assumes good performance (Goodchild, 2015).

Human Resources

Wright, Dunford and Snell (2001) suggest the HR function has consistently had to justify itself in many organisations, a thesis far from new. They consider the Resource Based View (RBV) and the strategic application of HR to deliver organizational performance, in consonance with aligning skills, motives and so forth with organizational systems, structures and processes that achieve capabilities at the organizational level. Chowhan (2013) looked specifically at training and found it to be positively associated with organizational performance. Rondeau and Wager (2001) reported growing evidence to suggest HR practices influencing firm performance may be synergistic and yet dependent on certain factors, such as workplace climate. Additionally, Gelade and Ivery (2003) also investigated the relationships between HR, work climate and organizational performance and found significant correlations.

Lean

The underlying assumption of lean is organisations are made up of processes and acting on these is a route to efficiency and performance. Furthermore, a distinction is often made between lean thinking at the strategic and operational levels, with the former concerned with principles and the latter tools and techniques (Hines, Holweg & Rich, 2004). A literature review on lean thinking in the public services concluded that there is little doubt of the applicability of Lean to the public sector. It is worth mentioning that myriads of the processes and services that pertain to the public sector can gain greater efficiency and optimum performance by considering and implementing aspects of Lean (Radnor, Walley, Stephens & Bucci, 2006).

Total Quality Management (TQM)

Quality management covers a variety of approaches including TQM, total quality control, value adding management, common interest programme, employee involvement program, and the like as opined by Fisher (1990). Shrivastava, Mohanty and Lakhe (2006) considered the linkages between TQM and organizational performance in Indian firms using PCA with varimax rotation extracting five components. Zakuan, Yusof, Laosirihongthong and Shaharoun (2010) proposed a relationship between TQM and organizational performance in a conceptual model. Organizational performance is measured using satisfaction (customer and employee) and business results (productivity, number of successful new products, cost performance and

profitability). This model is similar to others although the detail varies.

Business Process Reengineering (BPR)

BPR connotes the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed (Goodchild, 2015). Guha, Grover, Kettinger and Teng (1997) considered factors important in successful BPR and use a framework suggesting a strategic approach with top management leadership. They emphasize successful reengineering only happens by providing employees with quality work and actively engaging them in the change process. Altinkemer, Chaturvedi and Kondareddy (1998) considered the issues around BPR and organizational performance using content analysis of company annual reports. The results suggest that many companies were not implementing BPR alone but as one of the components of a set of change approaches that included less radical process improvement (Altinkemer, Chaturvedi & Kondareddy, 1998).

Computer Software Systems

Research by Begemann and Bititci (1999) found the use of information technology makes performance data more accessible, visible and easier to maintain. Marr and Neely (2003) consider the automation of the Balance Score Card (BSC) and how to select an appropriate IT software performance measurement package. They note automation is almost essential if a coherent system is to be implemented across the organisation and used by all employees to achieve, goal congruence and strategic focus (Marr & Neely, 2003).

Ethical Dimension

Winstanley and Stuart-Smith (1996) defined the ethical principles that should govern performance management including respect for the individual, mutual respect, procedural fairness and transparency. They do not suggest honesty and integrity as ethical principles but perhaps this is covered by ‘procedural fairness’. They conclude ethical issues in performance management can be addressed by bringing together group and individual concerns. Gregory (2003) supports Winstanley and Stuart-Smith, when it is suggested active stakeholder involvement in formulating a mission and determining management priorities can promote ethical performance management.

Challenges to CG Reforms across the Globe

There are socio-political, economic and cultural factors which create the abysmal CG atmosphere in Ghana some of which are categorically spelt out as below:

Institutionalized Corruption

The ignoble alliance between the political and business category has created a system where corruption is institutionalized and further entrenched through a network of family owned and controlled companies. 80% of the registered companies in Nigeria are small and medium scale enterprises (SMES) which are family owned and controlled (Oyejide & Soyibo, 2001; Ahunwan, 2002).

The corruption is so pervasive such that the CAC cannot effectively monitor SMEs. Even when the CAC wants to do so, the politicians and business owners who have been appointed to the CAC Board members often frustrate such laudable efforts. Thus the SEMs are inclined to doing business with the politicians in the “Ghanaian way”. In a bid to stop this institutional corruption, the civilian government had to set up two special anti-corruption agencies, the Independent

Corrupt Practices Corruption (ICPC) and the Economic and Financial Crime Commission (EFCC) but the effectiveness of these agencies in fighting corruption is being influenced by the ruling politicians (Olusanya & Oluwasanya, 2014).

Weak Regulatory Framework

The CG mechanism in Africa including Ghana will always remain fragile and debilitated as long as the politically-oriented personalities and owners of businesses are nearly affiliated and are symbiotically dependent on each other for bribes and patronage. The politicians need the corporate entities and business professionals to launder their ill-gotten wealth and to consolidate their hold on power whereas the business class needs the politician for government contracts and patronage. Furthermore, politically-oriented personalities need the corporate entities and business gurus with some threshold of professional background and acumen to launder their shady-acquired opulence and to concretize their hold on power. On the other hand, business class affiliates in turn needs the politician for government contracts, favouritism, immunity to certain nefarious activities that society frowns upon and the like (Bakare, 2007; Hanazaki & Liu, 2003; World Bank, 2000).

Widespread Poverty caused by High Unemployment

Candidly speaking, over 70% of Ghanaian population lives below the absolute poverty line of less than \$1.00 daily and the country's unemployment rate is approximately 50% of the population (World Bank, 2009). Thus, the incentives for doing business transparently, accountably and maintaining high ethical standards are non-existent. These and many other debilitating parameters go a long way to adversely affect the essential elements of good CG practices and reforms within the public sector of Ghana (ibid).

Collapse of Organizational Moral Values (Decadence)

While most Africans are seen to be very religious, with 90% of the population subscribing to one form of religion or the other, and that the tendency to appear transparent seemed not to be far-fetched (Yinusa & Adeoye, 2006; Sarbah & Wen, 2014). Interestingly, the converse is rather the scenario been experienced within the public sector domain in economies such as Ghana. Put simply, the lack of transparency and accountability especially amongst public sector leaders have made such institutions to become accomplices to the widespread corruption (Bello-Imam, 2004). The country is often described as a nation with no moral values or has lost its moral compass such that the public institutions are more interested in material things rather than the development of their teeming disgruntled and under-paid workers (Castellini & Agyemang, 2012).

Falling Ethical Standards

Countless number of public sector organizations across the globe which are supposed to inculcate the moral value of honesty, integrity and rectitude in young minds are bogged down by inefficient leadership, insufficient funding, low employee morale, motivation and rampant public governance malfeasances exhibited by public sector leaders who are supposed to act as role models for their subordinates (Hauck, Mandie-Filer & Bolger, 2005).

Corporate Governance Issues in Developing Countries

With respect to some of the critical CG issues bedeviling developing countries such as Ghana, Tsamenyi, Enningful-Adu and Onumah (2007) spelt out the under-listed parameters

namely: uncertainty of risk, unstable political environment, weak legislative frameworks, excessive and incessant interference from the incumbent government vis-à-vis protection deficit on the part of foreign investors just to mention a few. In lieu of this, the need for the top echelons in most public sector organizations to put necessary strategic intervention mechanisms in place so to manage CG lapses to a varying degree. Furthermore, Nenova (2009) postulated 4 main bottlenecks that continues to rear their ugly heads as far as good CG practices in the limitless organizational set-ups including public sector outfits across the globe is concerned, specifically: (a) dissemination of value i.e. to say, from uncontrolled SHs or KHs to dominate large SHs; (b) Abysmal and shady accounting disclosure tendencies; (c) feeble regulatory framework; and (d) audit deficiencies.

RESEARCH METHODOLOGY

Both qualitative and quantitative approaches were adopted for the study in contention. Qualitative approach was adopted in view of the fact that it emphasizes the interpretivism option which refers to the way that individuals interpret the social world and embodies the view of social reality as a constantly changing property of individual's creation, in tandem with the postulates of Bell and Bryman (2011), in addition to Neuman (2006) assertion. Conversely, quantitative approach was also employed because it conducts a deductive approach to the relationship between theory and research which focus on testing of theory as opined by Bryman and Bell (2011). It is worth mentioning that the effective utilization of the 2 afore-mentioned approaches was effectuated so that biases inherent in any of the methods could nullify or neutralize the biases of other methods. Descriptive research design was chosen as the framework of this study so as to either delineate the incidents of phenomena, or elucidate how factors are related in organizational frameworks, in consonance with the submissions of Saunders, Lewis and Thornhill (2007). Additionally, descriptive research design was chosen for the study to enable the researcher obtain a detailed information relating to the topic chosen by the researcher. The targeted population for this study comprises 44 staff of the Ministry of Local Government and Rural Development. The population however comprises of managers and officers with some peculiar attributes in unison. The entire sample size was 40 consisting of employees from the public sector organization under scrutiny. The determination of the sample size was based on Miller and Brewer's (2003) mathematical equation (see Appendix 1). The sampling technique for this endeavour based on its purpose, design, and practical implication of the research topic was purposive sampling. Simply put, purposive sampling was adopted for since it enables the researcher to take a decision on what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience as intimated by Creswell (2009).

The main survey contained a questionnaire that emphasized on the key principles of good CG practices, essential determinants of organizational performance, critical challenges to CG reforms in the public sector of Ghana, vis-à-vis some strategic intervention mechanisms that should be employed to manage the issues mentioned earlier at the Ministry of Local Government and Rural Development (MoLGRD) and structured using the 5-Point Likert Scale format. This part gave the respondents an opportunity to identify variables that they perceived to have contributed to

the key principles of good CG practices, essential determinants of organizational performance, as well as the critical challenges to CG reforms within the public sector of Ghana. Numerical values were assigned to the respondents rating 1 = Completely irrelevant, 2 = Rarely relevant, 3 = Averagely relevant, 4 = Relevant 5 = Highly relevant. This survey instrument was selected to enable the respondents to answer the survey easily, articulately and coherently.

Furthermore, a five-point Likert's scale was used to construct the relating to the research questions in order to allow respondents to discriminate responses. This was undertaken to ensure that the respondents had a variety of choices. The Likert scale was selected for because the scale has been successfully used in related studies (Haider & Rasid, 2002; Raje, Dhobe & Deshpande, 2002). In order to ensure a high rate of response, the instrument (questionnaire) was administered personally by the researcher. Primary data was collected in order to solicit responses directly from the field. The data collected: both primary and secondary (official document) constituted the basic information from which conclusions were drawn for making decision. To elicit as much information as possible from the participants, the questionnaire consisted of both open-ended and close-ended questions.

This study employed the Relative Importance Index (RII) method to determine the relative importance of the key principles of good CG practices, essential determinants of organizational performance, in addition to the critical challenges to CG reforms evident at the case study organization under scrutiny. The 5-Point Likert Scale ranging from 1 (very irrelevant) to 5 (completely relevant) was applied and transformed to Relative Importance Indices (RII) for each of the factors represented as below:

$$RII = \sum (P_i \times U_i) / (N \times n)$$

Where RII = Relative importance index;

P_i = Respondent rating of severity of the key principles of good corporate governance, essential determinants of organizational performance, vis-à-vis the critical challenges confronting corporate governance reforms with the public sector of Ghana.

U_i = Respondent's placing identical weighting or rating;

N = Sample size; n = the highest attainable score (The greater the RII score, the highly relevant the key principles of good corporate governance, essential determinants of organizational performance, vis-à-vis the critical challenges confronting corporate governance reforms with the public sector of Ghana. It is worth noting that RII values ranges between 0 and 1).

The estimated RII values was used to rate the key principles of good corporate governance, essential determinants of organizational performance, vis-à-vis the critical challenges confronting corporate governance reforms with the public sector of Ghana. The classification/rating was used for comparison purposes as regards the relative relevance of the parameters as intimated by the participants. The respective predictor of RII perceived by all participants was employed to evaluate the absolute ratings in order to give an overall picture of the key principles of good corporate governance, essential determinants of organizational performance, vis-à-vis the critical challenges confronting corporate governance reforms with the public sector of Ghana. To add to this, Microsoft Excel was effectively utilized in the data analysis.

Measures were taken to ensure that the data collecting instruments used were reliable and valid. The first measure was to use multiple data collection instruments to collect data for the study. The findings from these different data collection tools were triangulated or compared to see whether they provided similar findings. Potential respondents to the questionnaires were therefore given assurance that the data collected would be used for the stated purpose and in no way identified the provider of such data. Also, respondents were informed to be objective since the researcher was not looking for right or wrong answers.

RESULTS AND DISCUSSIONS

Socio-Demographic Characteristics of Respondents

This section of the chapter deals with the demographic characteristics of respondents at MoLGRD. It commences with the age distribution, marital status, service length, educational background, key principles of good CG practices, essential determinants of organizational performance, as well as the critical challenges to CG reforms within the Ghanaian public sector. The study first asked respondents to indicate their gender. The responses were then analyzed using frequency and percentage table as indicated below:

Table 4.1 Gender of Respondents

Gender	Frequency	Percentage (%)
Male	13.0	39.4
Female	20.0	60.6
Total	33.0	100.0

Source: Author's Field Survey Report, 2017

Table 4.1 above clearly shows that out of the 33.0 respondents 60.6% were males and 13.0 which represented 39.4% were working with the ministry under scrutiny, 20.0 representing females.

Table 4.2 Ages of Respondents

Age Ranges	Frequency	Percentage (%)
18-25	6.0	18.2
26-35	16.0	48.5
36-45	7.0	21.2
Above 45	4.0	12.1
Total	33.0	100.0

Source: Researcher's Field Data, 2017

In allusion to table 4.2 above, 18.2% of the respondents' were between the ages of 18-25 years with an accompanying frequency of 6.0, 48.5% were between the ages of 26-35 years and subsequently had a frequency of 16.0, 21.2% of

the respondents' with a frequency of 7.0 fell into the age bracket of between 36-45 years. However, those above the 45 years category recorded 12.1% with a frequency of 4.0.

Table 4.3 Marital Status of Respondents

Marital Status	Frequency	Percentage (%)
Single	10.0	30.3
Married	23.0	69.7
Total	33.0	100.0

Source: Researcher's Field Data, 2017

With reference to table 4.3 cited above, it can be deduced that the majority of the respondents are married couples with the highest percentage mark of 69.7%, and a frequency of

23.0. This was closely followed by the single category with an occurrence number of 10.0, via percentage score of 30.3%.

Table 4.4 Service Length of Respondents

Length of Service (Years)	Frequency	Percentage (%)
1-5	16.0	48.5
6-10	9.0	27.3
11-15	5.0	15.2
Exceeding 16	3.0	9.0
Total	33.0	100.0

Source: Researcher's Field Data, 2017

As ascribe to the above cited table 4.6, it can be deduced that those in the 1-5 service duration year range had the maximum number of occurrence and a percentage score of 16.0 and 48.5% respectively. It was closely accompanied by employees who took part in the survey and have in diversified ways been working with the entity spanning between 6 to 10 years had frequency of 9.0 and subsequently attracted a percentage mark of 27.3%. It is worth noting that

employees who have been working with the public sector entity in contention for more than a decade and a half, specifically, those that fell within the year range of between 11.0 and 15.0 recorded also frequency of 5.0 as well as a percentage score of 15.2%. That notwithstanding, respondents' who have exceeded 16 years (service duration) at the ministry under observation, inadvertently recorded the lowest frequency rate and percentage mark of 3.0 and 9.0% respectively.

Table 4.5 Educational Background of Respondents

Highest Form of Qualification	Frequency	Percentage (%)
SSCE/WASSCE	0.0	0.0
HND	9.0	27.3
First Degree	13.0	39.4
Second Degree	5.0	15.2
Other Professional Qualification	6.0	18.1
Total	33.0	100.0

Source: Researcher's Field Data, 2017

Table 4.3 depicts that 27.3% of the respondents were HND holders and had a frequency of 9.0, 39.4% were first degree holders who had a frequency of 13.0, and 15.2% represented second degree holders with an accompanying occurrence number of 5.0 whereas 18.1% with frequency of 6.0, represented various professional qualification holders as at the time of data collection. More so, respondents with SSCE/WASSCE certification recorded a frequency and

percentage scoring of 0.0 and 0.0% respectively. Data collection on the socio-demographic characteristics of respondents signifies that MoLGRD maintains a relatively youthful workforce with myriads of diverse educational qualifications. A higher percentage of the workers have at least degree background. The study also revealed that females are the predominant gender within the public sector organization in contention and majority of the respondents.

Table 4.6 Respondents' View on Key Principles of Good CG Practices, RII and Rating

Key Principles of Good CG Practices	RII Scoring	Rating
Organization's fair and equitable dealings with its employees (FAIR)	0.853	1 st
External auditor's independence (EXAD)	0.783	2 nd
Establishment of checks and balances in governance structures (ESAG)	0.655	3 rd
Board's transparency in organizational control and direction (BTOD)	0.587	4 th
Protection of organization's ownership rights (PRWS)	0.357	5 th

Source: Researcher's Field Data, 2017

The table 4.6 above and figure 4.1 below indicates that respondents at the MoLGRD opted for "Organization's fair and equitable dealings with its employees (FAIR) as the most crucial determinant in relation to the key principles of CG practices in the public sector of Ghana. "FAIR" recorded an RII scoring of 0.853, and was rated 1st based on the 5-Point Likert scale's order of relevance. It was keenly

accompanied by "External auditor's independence (EXAD)", "Establishment of checks and balances in governance structures (ESAG)", "Board's Transparency in organizational control and direction (BTOD)" in addition to "Protection of organization ownership's rights (PRWS). These aforementioned 4 categories had RII values of 0.783, 0.655, 0.587, as well as 0.357 and were rated 2nd, 3rd, 4th and 5th respectively.

Bar Graph Depicting Key Principles of CG Practices, RII and Rating

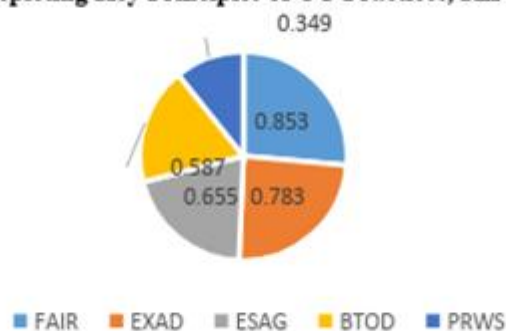


Figure 4.1 Key Principles of CG Practices

Source: Author's Field Data, 2017

Table 4.7 Respondent's View on Essential Organizational Performance Determinants, RII and Rating

Essential Organizational Performance Determinants	RII Scoring	Rating
Effective system thinking, computer software systems (ESTK)	0.890	1 st
Strict adherence to management by objectives (STHM)	0.756	2 nd
Lean technique application adherence (LTWQ)	0.671	3 rd
Enhanced investment in people, human resource (EIVR)	0.521	4 th
Effective leadership regimes (ELRG)	0.436	5 th
Other (TQM, BPR, ISO 9000 standards, ethical dimension, total adherence (TQMV))	0.315	6 th

Source: Researcher's Field Data, 2017

With respect to table 4.7 above, and figure 4.2 below, in consonance with the essential determinants of organizational performance within the public sector of Ghana, respondents at MoLGRD chose "Weak regulatory framework (ESTK)" as the 1st most critical that cannot be overemphasized. This category had an RII scoring of 0.890, based on the 5-Point Likert model's relevance order which was later transformed into the Relative Importance Index (RII). It was edgily

accompanied by "Strict adherence to management by objectives (STHM) (2nd)", "Lean technique application adherence (LTWQ) (3rd)", and "Enhanced investment in people, human resource (EIVR) (4th)" with respective corresponding RII scorings of 0.756, 0.671, and 0.521. Furthermore, both "ELRG" and "TQMV" parameters recorded RII values of 0.436, and 0.315 and were invariably ranked 5th and 6th respectively.

Bar Graph Depicting Essential Organizational Performance (OP) Determinants, RII & Ranking

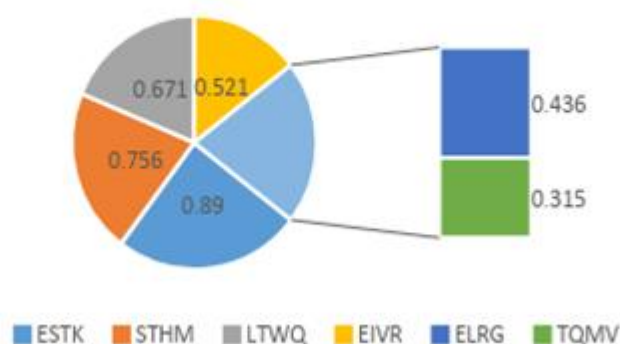


Figure 4.2 Essential OP Determinants

Source: Author's Field Data, 2017

Table 4.8 Respondent's View on Critical Challenges to CG Reforms, RII and Rating

Critical Challenges to CG Reforms	RII Scoring	Rating
Weak regulatory framework (WEAK)	0.939	1 st
Excessive interference from incumbent government (EXIG)	0.800	2 nd
Widespread poverty caused high unemployment (WIHU)	0.772	3 rd
Institutionalized corruption (ICOR)	0.569	4 th
Falling ethical standards (FEST)	0.351	5 th
Collapse of organizational moral values (COMV)	0.267	6 th

Source: Researcher's Field Data, 2017

With respect to table 4.8 above and figure 4.3 below, in consonance with the critical challenges to CG reforms within the public sector of Ghana, respondents at MoLGRD chose “Weak regulatory framework (WEAK)” as the 1st most critical challenge to CG reforms within the public domain of Ghana. This category had an RII scoring of 0.939, based on the 5-Point Likert model’s relevance order which was later transformed into the Relative Importance Index (RII). It was

edgely accompanied by “Excessive interference from incumbent government (EXIG) (2nd)”, “Widespread poverty caused by high unemployment (WIHU) (3rd)”, “Institutionalized corruption (ICOR) (4th)” with respective corresponding RII scorings of 0.800, 0.772, and 0.569. Furthermore, both “FEST” and “COMV” parameters recorded RII values of 0.351, and 0.267, and were invariably ranked 5th and 6th respectively.

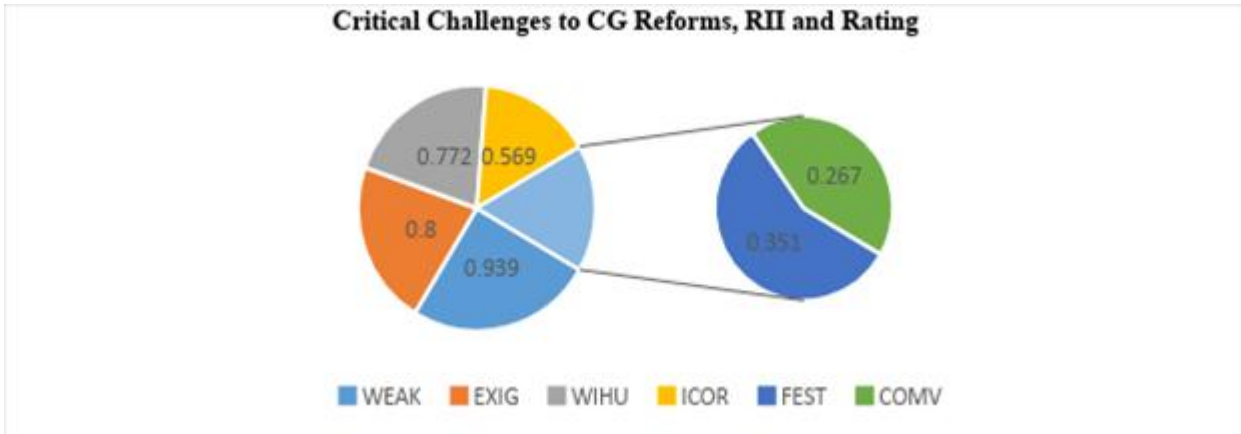


Figure 4.3 Critical Challenges to CG Reforms

Source: Author’s Field Data, 2017

Detailed Discussion of Results

The 33 respondents’ suggestions as depicted on the questionnaires consented the researcher to assign weighted values to each of the parameters identified as the key principles of good CG practices, essential determinants of organizational performance, as well as the critical challenges to CG reforms at MoLGRD, which, when judiciously dealt with, will inadvertently curtail the excesses confronting CG reforms to a significant extent.

In summary, with respect to the key principles of good CG practices at MoLGRD, 5 pivotal categories were intimated by the respondents. These are (1) Organization’s fair and equitable dealings with its employees (FAIR) (RII=0.853) (respondents’ finding reinforces what was opined by Roundtable (2002); (2) External auditor’s independence (EXAD) (RII=0.783) (result obtained coheres with the postulates of Sarbanes-Oxley Act (SOX) (2002); (3) Establishment of checks and balances in government structures (ESAG) (RII=0.655) (results obtained tallies with the publications captured by the Cadbury Report (1992); (4) Board’s transparency in organizational control and direction (BTOD) (RII=0.587) (respondents’ revelation agrees with what was publicized by Cadbury Report (1992); and lastly, (5) Protection of organization ownership’s rights (PRWS) (RII=0.357) (result obtained coheres with the publications of OECD (1999).

Moreover, as ascribed to the essential determinants of organizational performance with the public sector of Ghana, 6 pivotal predictors came to the fore, namely: (1) Effective system thinking, computer software systems (ESTK) (RII=0.890) (respondents’ discovery synchronizes the works of Bowland and Fowler (2000), Marr and Nealy (2003), in addition to the postulates of Goodchild (2015); (2) Strict adherence to management by objectives (STHM) (RII=0.756) (result realized tallies with the assertions of Mc Gregor (1960), as well as Armstrong and Baron (2006); (3) Lean technique application (LTWQ) (RII=0.671) (respondents’ fact findings conforms to the submissions of Hines, Holweg, and Rich

(2004); (4) Enhances investment in people, human resource (EIVR) (RII=0.521) (results obtained shares semblance with the postulates of Wright et al. (2001), Chowhan (2013), and Bourne et al. (2008); (5) Effective leadership regimes (ELRG) (RII=0.436) (respondents’ finding appears to be at congruence with assertions of Arikibe (2011), Peterson et al. (2003), in addition to Entwistle et al. (2005); as well as (6) Other (TQM, BPR, ISO 9000 standards, ethical dimension) total adherence (TQMV) (RII=0.315) (respondents’ discovery reinforces the assertions of Paton (2003), Goodchild (2015), Zakuan et al. (2010), Shrivastava et al. (2006), via Altinekemer et al. 2006).

Additionally, 6 critical challenges to CG reforms at MoLGRD were ranked based on the order of relevance on the Five Point Likert scale which was later transformed into the Relative Importance Index (RII). According to the ranking relating to the RII, 6 constructs as revealed by the respondents’ at MoLGRD are listed as: (1) Weak regulatory framework (RII=0.939) (results obtained agrees with the publications of World Bank (2000), Bakare (2007), in addition to Hazanki and Liu (2003); (2) Excessive interference from incumbent government (EXIG) (RII=0.800) (respondents’ revelation appears to be in conformity with the posit of Tsamenyi, Enningful-Adu and Onumah (2007); (3) Widespread poverty caused by high unemployment (WIHU) (RII=0.772) (results realized is synonymous to the publications of World Bank (2009); (4) Institutionalized corruption (ICOR) (RII=0.569) (respondents’ finding agrees with the submissions of Ahunwan (2002), Olusanya and Oluwasanya (2014), in addition to the postulates of Oyejide and Soyibo (2001); (5) Falling ethical standards (FEST) (RII=0.351) (results obtained tallies with the postulates of Hauck, Mandie-Filer and Bolger (2005); as well as (6) Collapse of organizational moral values (COMV) (RII=0.267) (respondents’ revelation is consistent with the submissions of Yinusa and Adeoye (2006), Sarbah and Wen (2014), Castellani and Agyemang (2012), not losing sight of the postulates of Bello-Imam (2004).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

With regards to winding up of the study, it can be inferred that all the 33 respondents intimated “Organization’s fair and equitable dealings with its employees” determinant as the most critical in relation to the key principle of good CG practices at MoLGRD, recording an RII scoring of 0.853, as revealed by the RII order of significance which was closely accompanied by “External auditor’s independence”, “Establishment of checks and balances in government structures”, “Board’s transparency in organizational control and direction” as well as “Protection of organization ownerships’ rights” with their respective RII scorings of 0.783; 0.655; 0.587, and 0.357 respectively. More so, as per the essential determinants of organizational performance within the Ghanaian public sector, MoLGRD respondents’ preferred options spanning from 1st to 6th most significant parameters were as follows: effective system thinking/computer software systems, strict adherence to management by objectives, lean technique application adherence, enhanced investment in people/human resources, effective leadership regimes, vis-à-vis other (TQM, BPR, ISO 9000 standards, ethical dimension) total adherence. Furthermore, with respect to critical challenges to CG reforms at MoLGRD, 6 key parameters identified are categorically spelt out as below: “Weak regulatory framework”, “Excessive interference from incumbent government”, “Widespread poverty caused by high unemployment”, “Institutionalized corruption”, “Falling ethical standards” including “Collapse of organizational moral values” with accompanying RII scorings of 0.939; 0.800; 0.772; 0.569; 0.351, as well as 0.267 respectively.

Critically appraising and examining the results obtained during the study with literature from past studies carried out by ethicality compliance pundits across the globe clearly reaffirms that the strict adherence to sound and strategic CG intervention mechanisms will invariably not only boost MoLGRD’s corporate image and other sister public sector organizations, but also their organizational effectiveness, CG regimes, efficiency, profitability as well as optimum competitive advantage in the foreseeable future.

Recommendations

With reference to the critical challenges to CG reforms at MoLGRD, the under-listed strategic initiatives are of immense relevance to its management. Strictly speaking, the management of MoLGRD must endeavor to inculcate these strategic intervention mechanisms into its scheme of things to curtail the excesses confronting CG practices in Ghana and beyond:

Precedence should be given to open and congenial culture (Geertz Hofstede’s Cultural Dimension Theory), Moral Philosophy Framework (cultural relativism, situational ethics, cultural theories), employee morale and motivation (empowerment), synergy, team spirit, transparency, goal congruence, fairness, superior quality, equity, ethicality just to mention a few by MoLGRD’s top echelons.

Furthermore, the strict adherence to the posits of some famous management pundits such as Abraham Maslow’s Need Hierarchy, Frederick Herzberg’s Hygiene/Motivational Theories, Douglas Mc Gregor’s X & Y, Elton Mayo, Max Weber, Vroom Expectancy Theory of Motivation, Mc Clelland Need Theory, Adam Stacy Equity Theory, Contingency and Expectancy Theories, Hersey and

Blanchard’s Situational Theory, Latham and Locke Goal Setting Theory among others to boost the alleviate the malfeasances associated with corporate governance practices at MoLGRD.

To add to this, W. E. Deming (non-faulty systems/out-of-crisis), Joseph. M. Juran (strategic quality planning), Armand. V. Feigenbaum (concept of total quality control and continuous quality improvements), Kaoru Ishikawa (quality circles, fishbone diagram as well as the emphasis on internal customers), Philip Crosby (cost of poor quality far outweighs cost of preventing poor quality), Genichi Taguchi (emphasis on consistency of performance, decrease variations, quality loss function (QLF), parameter design, etc.) will help immensely in curtailing the bottlenecks that continue to rear its ugly head as far as good CG practices at MoLGRD is concerned. Additionally, Total Quality Management (TQM), Integrative Social Contract Theory (ISCT), Ethical Rationalism (Plato Republic, John Locke), Virtue – Vice Theory, Absolutism, AAA model in addition to Tucker’s 5 Questions Approach, eschewing dogmatic approaches, embracing utilitarianism as well as rule and principle – based ethics cannot be underestimated.

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APPENDICES
APPENDIX I – TABLES

Table 1: Key Principles of Good CG Practices of Respondents' Scoring, Calculated RII & Rating

No	Key Principles of Good CG Practices	Number of Respondents' Scoring					RII	Rating
		1	2	3	4	5		
1	Establishment of checks and balances in governance structures	10	-	5	7	11	0.655	3 rd
2	Board's transparency in organizational control and direction	-	15	10	3	5	0.587	4 th
3	Organization's fair and equitable dealings with its employees	2	-	3	10	18	0.853	1 st
4	External auditor's independence	6	2	-	6	19	0.783	2 nd
5	Protection of organization ownership's rights	22	3	1	7	-	0.357	5 th

Table 2: Essential Organizational Performance Determinants of Respondents' Scoring, Calculated RII Rating

No	Essential Determinants of Organizational Performance	Number of Respondents' Scoring					RII Scoring	Rating
		1	2	3	4	5		
1	Strict adherence to management by objectives	7	1	-	9	16	0.756	2 nd
2	Enhanced investment in people/human resource (HR)	11	10	-	5	7	0.521	4 th
3	Effective leadership regimes	14	3	12	4	-	0.436	5 th
4	Efficient system thinking/computer software systems	1	-	2	10	20	0.890	1 st
5	Lean technique application adherence	8	2	4	8	11	0.671	3 rd
6	Other (TQM, BPR, ISO 9000 standards, ethical dimension) total reliance	20	9	3	-	1	0.315	6 th

Table 3: Critical Challenges to CG Reforms of Respondents' Scoring, Calculated RII Rating

No	Critical Challenges to CG Reforms	Number of Respondents' Scoring					RII Scoring	Rating
		1	2	3	4	5		
1	Excessive interference from incumbent government	5	-	3	7	18	0.800	2 nd
2	Institutionalized corruption	13	5	1	2	12	0.569	4 th
3	Falling ethical standards	19	10	-	1	3	0.351	5 th
4	Weak regulatory framework	-	1	2	8	23	0.939	1 st
5	Widespread poverty caused by high unemployment	1	1	10	10	11	0.772	3 rd
6	Collapse of organizational moral values	25	6	1	1	-	0.267	6 th

Sample Size Determination

The mathematical formula propounded by Miller and Brewer (2003) spelt out below was to determine the sample size for the study:

$$n = N / (1 + N (\alpha)(\alpha))$$

Where N = Sample frame (population), α = Margin of error, which in this perspective, happens to 5%. However, 95% Confidence Interval (CI) was opted for in this study because it dealt with human beings whose accuracy of information was subjected to biases as compared to the physical sciences that possess high degree of certainty in most scenarios. With particular reference to the above-mentioned formula, N = 44 and $\alpha = (0.05)^2$

$$\text{Hence, } n = \frac{44}{1 + 44 (0.05)(0.05)}$$

$n = 39.6$, which is approximately equal to **40.0**

**APPENDIX II – QUESTIONNAIRE
SECTION A**

Socio – Demographic Characteristics of Respondents

1. Sex: (a) Male () (b) Female ()
2. Education: Please kindly indicate the level of education you have attained?

Educational Qualification	
SSCE/WASSCE	
Diploma/HND	
First Degree	
Postgraduate	
Professional Qualification	
Others:	

3. Please state the role/departmental unit in which you work.

Departmental Unit	Role

4. Age: How old are you presently? (a) 18-25 years () (b) 26-35 years () (c) 36-45yrs () (d) Above 45 years ()
5. Duration: How long have you been working with this organization?
(a) 1-5 years () (b) 6-10 years () (c) 11-15 years () (d) Above 16 years ()
6. Marital Status: (a) Single () (b) Married ()

SECTION B

Question Relating to Corporate Governance Practices and Organizational Performance

7. Do you have a governance structure in this organization? (a) Yes () (b) No ()
(i) If “Yes”, please kindly explain further _____

(ii) If “No” please kindly assign reasons for it _____

8. How is the order of governance like? _____

9. May I please know how power is distributed in this organization and who are the members involved?

10. What is the basis for appointment and acquisition of powers and how is it distributed?

11. May I please know if the organization has corporate governance regulations?
(a) Yes () (b) No ()
(i) If “Yes”, please kindly specify _____
(ii) If “No” what other alternatives are employed by the organization?

12. What laws governs the ministry of local government and rural development?

13. Has it really been adhered to? (a) Yes () (b) No ()

14. What do you think are the key principles of good corporate governance practices in the public sector of Ghana? Please kindly specify by your degree of compliance with each statement by ticking the most accurate answer: (1) Completely irrelevant (2) Rarely relevant (3) Averagely relevant (4) Relevant (5) Highly relevant

No	Key Principles of Good Corporate Governance	1=Completely irrelevant	2=Rarely relevant	3=Averagely relevant	4=Relevant	5=Highly relevant
1	Establishment of checks and balances in governance structures					
2	Board's transparency in organizational control and direction					
3	Organization's fair and equitable dealings with its employees					
4	External auditor's independence					
5	Protection of organization ownership's right					

15. In your personal opinion, what are the essential determinants of organizational performance within the public sector of Ghana? Please kindly specify by your degree of compliance with each statement by ticking the most accurate answer: (1) Completely irrelevant (2) Rarely relevant (3) Averagely relevant (4) Relevant (5) Highly relevant

No	Essential Determinants of Organizational Performance	1=Completely irrelevant	2=Rarely relevant	3=Averagely relevant	4=Relevant	5=Highly relevant
1	Strict adherence to management by objectives					
2	Enhanced investment in people/human resource (HR)					
3	Effective leadership regimes					
4	Efficient system thinking/computer software systems					
5	Lean technique application adherence					
6	Other (TQM, BPR, ISO 9000 standards, ethical dimension) total reliance					

16. What do you think are the critical challenges to corporate governance reforms in the public sector of Ghana? Please kindly specify by your degree of compliance with each statement by ticking the most accurate answer: (1) Completely irrelevant (2) Rarely relevant (3) Averagely relevant (4) Relevant (5) Highly relevant

No	Critical Challenges to Corporate Governance Reforms	1=Completely irrelevant	2=Rarely relevant	3=Averagely relevant	4=Relevant	5=Highly relevant
1	Excessive interference from incumbent government					
2	Institutionalized corruption					
3	Falling ethical standards					
4	Weak regulatory framework					
5	Widespread poverty caused high unemployment					
6	Collapse of organizational moral values					

17. What remedies do you think should be proffered to manage the critical challenges confronting corporate governance reforms within the public sector of Ghana?

18. Any further comments
