

Determinants of State Institutions Performance in Sierra Leone



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Abstract: *Public institutions performance has been the greatest concern for governments in different parts of the world. In Sierra Leone, the success of governments departments contribute towards the socio economic development of the country. Nevertheless, achieving exceptional performance in public institutions is encircled with enormous challenges that hinders the achievement of strategic objectives. Considering the quantum challenges surrounding public institutions performance, addressing those challenges requires consideration of numerous elements that could influence performance. However, this study focus on determinants of state institutions performance in Sierra Leone. The investigation started with an assessment of previous and existing performance benchmarks and then proceeded to its focus. This study was conducted in Freetown, using three public institutions as sample frame and obtained a sample size of 300 employees in a random manner, ranging from nonsupervisory to managerial level. We employed primary data collection method, using the Linkert scale system, which shows the following description: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree. The study analysed primary data with descriptive statistics and correlational methods aided by SPSS 21. Data obtained from respondents shows that human capital development, rewards, effective and efficient administrative structure and personnel engagement determines state institutions performance. Respondents noted that if state institutions have efficient administrative structure, they would facilitate human capital development and empowerment, ensure efficient management of financial resources and engage personnel for effective job performance. The aforementioned elements constitute determinants of exceptional performance. This study is therefore noteworthy to performance management specialists, human capital enhancement professionals and public institutions in Sierra Leone.*

Keywords: *Determinants, State Institutions, Performance, Sierra Leone*

I. INTRODUCTION

Performance has been the accelerating mechanism for numerous public and private institutions. This shows that such institutions growth and sustainability rest upon efficient performance management systems for achieving strategic objectives. Since private institutions depend on exceptional performance for competitive excellence, public institutions depend on outstanding performance to ensure immense contributions towards national development.

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Even though state institutions performance is difficult to determine, however, there are prevailing circumstances that warrant authorities' commitment to ensure that performance goals are achieved. Nevertheless, there have been concerns about state institutions contributions in African countries. In this regard, many writers have established facts that serve as deterrent towards the process. In West African Region, operations in one country do not completely differ from another. Therefore, looking at Sierra Leone, where the scope of this study focus on, will give a comprehensive description on elements that determine state institutions performance and further descriptively discuss facts published by different writers regarding the subject matter. In a bid to ascertain the effectiveness of performance mechanisms in state institutions, we carefully perused publications from academicians, public institutions specialists, human capital enhancement professionals and economists and results from these findings emphasised the significance of efficient performance system as significant element for nations development. In the thrust to establish the relevance of this study, we examined results of previous writers on the subject matter and obtained quantum information that triggered our desire to embark on this study. Ikramullah et al (2016) conducted a research on state institutions contributions but did not mention performance as determining factor towards the process. However, Lamba and Choudhary (2013) did a study on private enterprise performance and competitive excellence. In addition, facts derived from such investigation did not indicate determining factors of performance. Several other investigations conducted by Jacobs et al (2014), Lutwama et al (2013) & Hoole and Bonnema (2015) concerning the subject matter, failed to clearly establish issues that lead to exceptional institutional performance. Therefore, it is upon these backdrops we decided to construct our investigation using three public institutions as case study to critically examine determining elements of state institutions performance in Sierra Leone. Reasons for the specification is because, there are no current publications on the subject matter, either conducted individually or institutionally and there are also no documentary evidence to substantiate the availability of data regarding aforementioned. Performance management encompasses multidisciplinary components, which constitute complementary disciplines and comparable theories on strategic management, organisational behaviour, information systems, marketing, operations management; management accounting and human resource management that contribute to the field of performance management (Abbas and Yaqoob 2009, Abdul and Aamer 2011 & Abu-Doleh and Weir 2007). Because of its multidisciplinary nature, the theories that informs its interpretation are wide-ranging.



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In the first instance, there is wider interpretation, whose analogous theme describes a systematic approach to institutional management (Aguinis 2009 & Alexandra and Henry 2009). This is supported by the theory of organisational management (Appelbaum et al 2011), contingency theory (Axon 2010), systems theory (Balain and Sparrow 2009) and interconnected theories encircling the structural facets and goal setting theory (Gallup 2009), which support the aspect of employee exceptional and organisational performance. Investigations from different quarters have established the connectivity of goal setting at individual and institutional level. However, numerous highlights shows that, in organisational context, individual, team and organisational goals can be in conflicting situation. Nevertheless, goal conflict can serve as motivating element to address incompatible actions towards performance (Anthony 2017 & Anitha 2014). In this regard, aligning individual and group goals is significant for improving performance. Generally, numerous descriptions of organisational theory laid emphasis on the significance of task characteristics, distinctly, task programmability to the choice of strategy control. The dictates of social control shows alternative control mechanisms through performance evaluation (Deng and Yang 2015). In contrast to conventional intellectuals, numerous theories emphasised that there are many ways to organise organisational operations (Dragana 2016). The most important aspect of organisational operations is the suitability between structure, technology, size and environmental requirements. This connotation is described as contingency theory, which state that leadership style depends on various internal and external limitations (Edler et al 2012 & Eid 2015). Numerous research houses have presented pieces of literature that establish elements on how organisational performance is influenced by structures dynamics as well as personal factors. These results presented include the support they obtained from authorities and other factors outside their control (Adams and Jiang 2017). According to pieces of evidence, it was substantiated that institutional, as described by Adler et al (2016), performance is frequently determine by the system in which the work is done rather than by individual creativity, ability, and effort. Baumann and Bonner (2017) note forward-looking performance management process as mainly focus on increasing employees' capacity in organizations they are engage to deliver sustained high performance. In this note, reflecting on previous performance outcomes and improving short-term performance is not a strategic decision for maintaining exceptional institutional performance. As Brown et al (2019) asserted, an assessment on people's contribution towards state institutions performance is not easy, but evidence that constitute a connection between public institutions performance and structural management is increasing. According to Conyon et al (2019), it is vital to increase human resource efficiency to improve public institutions performance. While machines, processes, the technology of high order can be readily accessible to individuals, but high productivity can only be achieved if workers are highly skilled and adequately motivated. DeNisi and Murphy (2017) expressed that, perhaps the most dramatic outcome of state institutions exceptional performance revolves around the authority of a new management system in modern times.

This modern management system consist of people, processes, and technologies unified and optimized to achieve higher levels of performance and accountability. Giunetti (2015) believes that because of the intricacies of motivation, and circumstance, which shows no ready-made solution or solitary response to issues that inspires workers to utilise their knowledge, makes the different philosophies imperative to public institutions. He emphasized that numerous reasons influence employees attribute and performance. As Goler et al (2016) noted, senior management must guarantee that they create an enabling environment where employees are encourage to engage in activities, which inspire them to accomplish complex goals. Achieving strategic objectives requires exceptional performance to maintain positive outcomes. Hair (2014) believes that, it is the responsibility of management to decide on the reward for individual performance or contribution-related increments or individual/team cash bonuses and such decisions are made based on what he believes institutions can afford.

As pointed out by Hayek et al (2016), the efficiency of the processes of performance must be monitored constantly and in close to real time, so that weak points may be detected in the nature of an initial cautionary system and optimizing measures can be taken. Measurements are derived from measures that will help to improve state institutions performance. Herhausen et al (2018) believe that, managing performance entails collective progression that exists among different employees and between authorities, their subordinates, and the different teams they supervise. This situation is founded on management's opinion through agreement instead of command, which includes the necessity to combine high-performance expectations in such agreements. As presented by Ikramullah et al (2016), consolidation of executives and staffs working relationship is achieved through developing a mutual understanding between managers and employees about performance expectations, goals, and measured criteria.

In relation to aforementioned descriptions from different writers, it is but fitting to consider structure, processes and procedures as key determining factors towards public institutions performance. Several concerns have been expressed that state institutions structures do not reflect the nature they represent and that has been the cause of disagreement regarding their performance. With proper systems in place, enhancing deliverables is assured. In addition, there are issues of great concern that are neglected by public institutions in the implementations of their activities. These issues are; developing and empowering the human capital, acknowledging and rewarding satisfactory performance, instituting effective staff engagement and ensuring compliance with policies and procedures enshrined in public institutions manuals. The list is endless, however, the prescribed elements for the conduct of this study shows a significant path to follow if institutions are to perform exceptionally and contribute towards national development.



The foregoing has laid the foundation upon which subsequent elements will thrive. However, further deliberations will focus on the review of relevant pieces of literature, provide appropriate methods of data collection, assemble, analyse, describe and discuss results obtain from primary data collection so that objectives of this investigation will be achieved.

II. LITERATURE REVIEW

2.1 Human Capital Development and Empowerment

Human capital development plays a significant role towards ensuring outstanding performance in public institutions. In this regard, state institutions should consider its empowerment and immense contribution towards accelerating performance mechanisms. The continued existence of state institutions hinges on their capability to develop their workforce to stimulate creativity, establish novelties and invent new strategies that consistently enhance outstanding performance and increase viable benefit (Ikramullah et al 2016). Iqbal et al (2015) note that, capacity building demonstrate a pivotal role in the efficiency of an organisation; as Adams & Jiang (2017) affirmed is a pervasive method used to improve workers' performance and enhancing public institutions productivity. Adler et al (2016) noted that, nevertheless, competences and human capital activeness exhibited in task performance is proportionate to the stage at which public corporations compete with rival institutions; which Baumann & Bonner (2017) note that, for any state institution to accomplish its specified objectives in modern times, satisfactory and significant capacity building for personnel cannot be underscored. Brown et al (2019) describe human capacity building as a calculated fortitude to expedite knowledge of the work-associated competencies, abilities, skills and behaviours that are vital for effective performance capable of improving government institutions. According to Cappelli & Conyon (2018), the usefulness of human capital development and knowledge acquisition depends on categories of job related behaviours, competencies, capabilities, skills, and knowledge; which Cappelli & Tavis (2016) reinforced their significance for superior job performance which perpetually capable of influencing institutional progress.

Human capital capabilities in organisations are usually considerably more problematic for rival institutions to replicate than machinery or equipment that a corporation produces (Harunavamwe and Kanengoni 2013). According to Harvey (2013), the nature and wellbeing of an organisation's workforce can be classified as its principal asset in modelling out certainties in state institutions. Hay (2015) believes that an enlightened and knowledgeable workforce is considered indispensable to the preservation of an institution's sustainability. Heirati and O'Cass (2015) also supported that, human capital development serves as a powerful element that facilitates state institutions development, thus enhancing performance. Hicks et al (2014) note that, most capacity building activities necessitate substantial improvement expenditures for large scale and multinational companies, which is reinforced by inadequate distribution of monetary resources of numerous small

business. Holmes et al (2016) pointed out that, superior state institutions could gain additional advantage from human capital with distinct understanding on the application of learning practices. Nevertheless, Hoole and Bonnema (2015) supported that, major government institutions are likely to establish a distinct capacity building section or appoint human capital development specialist accountable for staff development than small-scale establishments.

Duarte (2015) noted the existence of a direct affiliation with workers growth and employee performance, which Edward and Anaba (2015) pointed out that, employees express job satisfaction when their capacities are further developed, as it leads to additional commitment, which triggers the increase of performance that propels organisational effectiveness. Eid (2015) describe human capital development as a personal and organisational responsibility that requires training and capacity building experts to involve employees in all cadres whether upper, central or lower categories. According to Eilert et al (2017), personnel progression hinge on organisational ethos, approach of top management, and restricted prospects for promotion; which Elnaga and Imran (2013) noted that, if public institutions culture supports human capital development, it would facilitate the increase of performance and encourage active personnel participation towards institutional development. Evenson (2014) describe top management attitude as other significant element that influences employee developmental activities; since institutional growth is subject to the genuineness and guarantee of effective hierarchical administration. Falola et al (2014) accentuate that, since coaching involves treating employees as partners in achieving both personal and organizational goals, coaching and mentoring exhibits a significant part towards human capital development. Fang et al (2018) however noted that, by providing coaching, personal and work-related problems can be solved, which leads to increase organizational performance that facilitate institutional growth. Fu and Deshpande (2014) note that training and development deals with increasing and updating the skills, knowledge, competencies, and experiences of institutions human capital through a succession strategy of staff improvement programmes. Gaur and Delios (2015) explained that, growth increases employees accomplishment where knowledge acquired in state institutions is rejuvenated, absorbed and prepared for more challenges. Getnet et al (2014) added that, development capacitates workers for different positions in government institutions and build their career path to move into new jobs in the future. As Gohari et al (2013) mentioned, development is mainly about planning and preparing for changes in the future in relation to unfamiliar jobs, requirements, and responsibilities. Gottlieb et al (2014) emphasised that, it is essential for managerial staffs to cope with the complexity of organizations technological systems. According to Gubbi and Elango (2016), it is challenging to train institutions human capital with essential skills and competencies in a modern competitive setting to increase output, institutional effectiveness and performance.



Guttentag (2015) believes that, human capital exhibits a significant part in the establishment and sustainability of viable institutional benefit. However, other resources used in government establishments cannot replace such values. Halidu (2015) note that, previous studies proved that training contributes to intangible outcomes such as higher long-standing self-esteem, which Hanan et al (2014) supported; enhances organizational commitment, improves professional competence and eventually influence human capital retention and improve institutional efficiency. According to Holmes et al (2016), formulating plans for strategic capacity building activity to enhance human capital development includes training needs assessment and design of materials; which Hoole and Bonnema (2015) noted that, it supports human resource professionals to develop training programmes, implement such programmes and evaluate their impact on departmental and operational metrics. Holmefur et al (2015) pointed out that, staff development experts are required to engage in constant skills development to innovate, practice and monitor several training programmes for employees' development. As noted by Dragana (2016), the preservation and packaging of corporate knowledge are especially relevant today, which Hsu et al (2015) underscored that, the majority of state institutions that provide services comprises of knowledgeable personnel. Huang et al (2014) describe knowledge management as a systematic institutional strategy, which involves classification, selection, and arrangement of information. Huang et al (2017) emphasised that, it is vital for public institutions to embark on improving human capital and institutional performance. As noted by Ilić (2014), managing knowledge involves two pathways, that is, facts are first captured, manipulated and stored, which leads to packaging and formatting information that suits the desires of employees. Iqbal (2013) notes that, institutions that share knowledge among its management and staff grows stronger and becomes more competitive. Issahaku et al (2014) affirmed that, in commercial settings, knowledge is a component of enterprises systematic intelligence. According to Isaack and Dinah (2016), results of a staff capacity-building programme undertaken, offers viable competitive benefit approach for institutions. Jacob et al (2017) pointed out that, such knowledge is an essential asset that has become more significant than property, workforce or capital in today's economy. Jacobs et al (2014) stated two distinct knowledge constituents as tacit and explicit, as Jehanzeb et al (2013) describe tacit knowledge as information stowed in human intelligence whilst explicit knowledge is confined in brochures and other storage facilities order than human intellect. Jiang et al (2014) believe that, both types of knowledge can be produced through interactions or innovations. They further emphasised that, such components can be the outcome of effective relationships or alliances. Jing and Zhang (2014) supported Pollard's expression that, such elements permeate the day-to-day running of institutions and support the achievement of public institutions strategic objectives. Jose and Mampilly (2014) emphasised that, implicit and explicit information empowers public institutions to act upon different circumstances and evolving challenges. As expressed by Jocelyne (2018), a cynical view of the role of

human capital specialists in managing knowledge is that; human capital development experts possesses skills and knowledge needed to be proactive in administering knowledge. As noted by Kacewicz et al (2013), given their knowledge on how to facilitate learning and change, there is a real opportunity for human capital enhancement professionals to move to a more centre stage to manage the intellectual capital. Kalkavan and Katrinli (2014) believe that human capital consultants can also add value by using their knowledge of best practice occurring outside the organisation to help managers address critical issues. As highlighted by Kamau and Nyaribo (2013), part of the value human capital experts can bring is challenging existing assumptions and beliefs about the way public institutions work is done. Kanu (2015) suggested that, in handling key responsibilities, human capital specialists could also add value to knowledge by developing a focus on capacity building and retention.

2.2 Reward and Retention of High-level Performers

Managing rewards serves as a strategic motivating element that helps to retain outstanding performers. In the competitive landscape, rewards and compensation play a pivotal role towards enhancing the achievement of strategic objectives. Therefore, public institutions should pay keen attention towards its allocation and efficient management. There are several concerns expressed by public institutions staffs that rewards in the private sector cannot be compared to public institutions and this has actually hindered the performance of public institutions human capital, which consequently affect organisational performance. According to Majumdar and Bhattacharjee (2014), rewards and their influence are becoming an issue of concern for all sectors of employees. Therefore effective compensation management should formulate principles that describe procedures, rules, and tactics that facilitate institutional performance. Malhotra and Gaur (2014) asserted that, the principal goal of rewards management is to reward public institutions human capital, justifiably and reliably in relation to their worth to government institutions. Maniam and Samuel (2015) describe the existence of rewards and its effective management as significant amongst the various institutional strategies used to enhance employees and state institutions performance. As noted by Kwadwo (2013), compensation administration does not only concerned with pay and employee benefits. Lamba and Choudhary (2013) supported that, rewards encompasses non-monetary incentives, which include recognising human capital contribution, capacitating, increasing competences and improving task accountability. Li et al (2013) however noted that, numerous academic publications have shown countless elements of disagreement on whether reward systems through the use of various kinds (extrinsic, intrinsic and social rewards) could increase employees' performance or not. According to Li et al (2014), state institutions can gain overall performance benefits from their compensated employees; which Longenecker et al (2013) believe that, proper placement or the use of reward systems with set institutional strategies facilitate public institutions effectiveness.



Lutwama et al (2013) mentioned that, it has not been established as to which type of rewards, in particular, has the most effective impact on people's reactions and performance. The effect of compensation on human capital performance is in most occasions expressively misconstrued and the harmonization of reward classifications reinforces the achievement of competitiveness (Madukoma et al 2014). Madhura and Deepika (2014) stated that, the best way to ensure the continued viability of government institutions amidst perplexing economic environs is to lay emphasis on reward management and institutional performance. According to Maha (2015), compensation structures consist of unified procedures and practices; combine to guarantee that rewards are managed efficiently to the advantage of an institution and its human capital. Maimuna and Rashad (2013) noted that, suitable, efficient and appropriate remuneration increases employees and managers motivation. Majumdar and Bhattacharjee (2014) asserted that, investigations concerning knowledge and the theory of performance reinforcement have substantiated that effective and appropriate feedback can be characterized as a motivation to increase employees' output and spirit of corporation. This in turn reinforces institutional performance and contributions to national development. According to Malhotra and Gaur (2014), executives ought to build a suitable value-based substance and use it as a significant component for short and long-term goal of management. According to Maniam and Samuel (2015), when public institutions employees receive suitable rewards for their ethical behaviours and a justifiable remuneration for outstanding performance exhibited, supervisors can relate employees to proper performance. Kwadwo (2013) believes that, an appropriate incentive scheme for public institutions human capital can result in increasing competence and output at the workplace; which probably reinforces such institutions to perform exceptionally. Lamba and Choudhary (2013) believes that for compensation to be an ideal motivation, the incentive ought to fulfil certain standards; have esteem, be sufficient enough to have effect, be reasonable and be timely. According to Li et al (2013), the financial aspect of rewards is classically a variable remuneration isolated from workers salary because of excellent performance or as encouragement and can be individual or group based. Li et al (2014) argues that by perceiving public institutions human capital commitment to delegated duties, makes it less demanding for such state institutions to support brilliant performance. Lutwama et al (2013) mentioned that, rewards in government establishments are constructed on benchmarks measures and as a result, employees welcome the likelihood of getting a reward for their performance. According to Madukoma et al (2014), increasing employees' responsibility normally has a tendency to also increase motivation, which makes them feel more valued and skilful. According to Longenecker et al (2013), reward and recognition can stimulate human capital to explore more effective ways to do their jobs; an alternative feeling utterly discourage their efforts and performance. Madhura and Deepika (2014) mentioned that, state institutions often make use of rewards to stimulate knowledgeable and experienced human capital and encourage them to increase their performance through motivation machinery. Maha (2015) noted that, reward is not only allocated to public institutions employees for their contributions towards performance but also impact on the

system of employment and retention of talents. Maimuna and Rashad (2013) suggested that it is necessary for public institutions to support their performance with compensation practice, which enhances the achievement of organizational goals and national development.

2.3 Monitoring High Staff Engagement and Commitment

Effective engagement of public institutions human capital stimulate performance and facilitate institutional growth. However, many schools of thought have put forward arguments regarding human capital engagement and their contribution towards public institutions performance. The philosophy of human capital engagement has attracted a proportion of consideration recently. Anthony (2017) noted that, job satisfaction; enthusiasm and engagement are predominantly substituted in government institutions by commitment since it seems to be more descriptive with face validity. As Anitha (2014) commented, engagement has been transformed to a management mantra, which Aon (2015) believes that, engaged employees achieve improved task for their employers and promote their institution as a company of choice. Araújo and Lopes (2014), describe engagement as human capital participation and fulfilment of passion for task execution. Arjun and Priyadarshini (2018) noted that, a number of other well-known applied research and consultancy organizations have similarly defined engagement and emphasised the significance of staff discretion as distinguishing feature of an engaged employee. According to Amir and Amen (2013), commitment is attained with effective control of a strong positive culture that ensures the enactment of public institutional values, which Anthony (2017) affirmed that, strong management; support employees' work and well-being and carefully design systems and jobs to enable employees to contribute to the full use of their skills and performance of state institutions. Anitha (2014) noted that, effective employee voice and provision of appropriate resources, tools and information leads to effective institutional performance. According to Ni and Wang (2015), employees show more engagement towards an organisation when they are applauded and commended as outstanding performers. As emphasised by Nieuwoudt (2017), an employee could also be found to be experiencing three different levels of engagement. These includes engaged, not engaged or disengaged. Nina and Jason (2014) describe engaged staffs as labour force that work with passion towards organizations goals whereas disengaged employees exhibit unhappiness, which makes their unpleasant disposition affect their commitment and human relations. As noted by Nischithaa and Narasimha (2013), disengage employee is one who is seen to be participating but not with passion and energy towards an institution's common goal. Njanja et al (2013) noted that engagement is also found to have three different facets, which Nyandoro and Goremusandu (2016) describe as intellectual engagement that refers to dedication towards performing better at one's job.



Nwosu et al (2013) refer to the other as effective engagement or feeling positive after performing one's job and lastly, Obeidat et al (2014) identified social engagement, which is involved in discussions with others about enhancing work-related improvements. In this note, Oluremi (2013) believes that, the leadership of public institutions ought to establish a clear vision and include human capital in their drive to increase imminent engagement, which leads to institutional performance.

Countless investigations have been conducted by human capital management consultancy agencies and general management scholars to establish suppositions on the factors influencing engagement (Ongalo and Tari (2015). According to Pallavi (2013), studies disclose that fruitful institutions are deferential to human capital commitment and involvement to government institutions, irrespective of employees' job level. Paula (2015) mentioned that, research conducted in non-profit making institutions indicates the fair and equal treatment of employees' impact on engagement levels. Employees that have better intelligence of technical objectivity demonstrate superior probability to reciprocate their expertise at greater stages of institutional engagement and performance. Peace and Mohammed (2014) indicated that, they have not found any connection between human capital activities and policies and employee engagement in public institutions. However, pieces of evidence shows that, connection between human capital events and staff commitment is relatively indirect. According to Peni (2014), other findings do not reveal any specific or fixed model that shows the relevance and significance of the influence of key concerns since different employees lay different importance on issues influencing engagement. Pollitt (2013) stated that, these differences might arise because of discrepancies in individual and job descriptions, gender diversity, and cultural diversification etc.

2.4 Efficient Administrative Structure that Maintain Processes and Procedures in Compliance with Prescribed Performance Policies

Effective performance mechanism requires proper administrative processes and procedures that comply with public institutions performance policies. Considering the quantum activities that are implemented by different government departments, ensuring strict administrative procedures, accelerate public institutions performance and enhances the achievement of results. Citizens are expecting state institutions to perform exceptionally so that they will contribute to the socio economic development of the country. As a result, such development will encompass many sectors in a country. In investigations conducted by different schools of thoughts, there are emphasis that public institutions performance can only be enhanced if there are structured administrative systems, which follow prescribe procedures in consonance with rules and regulations. Heirati and O'Cass (2015) reported in their investigation that most of the challenges government institutions in Africa face are fuelled by inappropriate systems and procedures. They added that the success and sustainability of institutional performance lies in its ability and commitment towards ensuring proper systems that leads to exceptional performance. According to Getnet et al (2014), the inability

of state institutions to achieve result could be hiring people based on their relationship with government authorities and not based on merit or competencies. He added that since most ruling governments compensate their supporters, this makes different departments to be flooded with square pegs since emphasis on required skills and competencies are not considered for certain jobs. Because of the forgoing concerns expressed by Getnet et al (2014), hiring the wrong workforce definitely hinders public institutions performance and restrain them from producing satisfactory result. In a bid to ascertain the effectiveness of public institutions' performance, Malhotra and Gaur (2014) conducted an investigation regarding state institutions performance and their contributions towards nations development. Results produced from this study shows that the basic requirements for institutional performance are human capital development, equitable distribution of financial and nonfinancial resources and structured administrative procedures. He emphasised that even though material, human and financial resources are available for implementing government activities, however, the absence of suitable administrative system hinders public institutions performance.

Most governments in Africa have been unsuccessful because of weak administrative systems. They obtain numerous loans from the International Monetary Fund, World Bank and other international monetary agencies in order to strengthen their operations. However, these funds are exclusively for the development of different elements such as electricity, infrastructure, education, health and environmental issues etc. Since administrative systems and procedures of such governments are unstructured, it leads to misappropriation of funds, which consequently restrain the improvement of aforementioned elements. In West African countries, where operations in one country does not completely differ from another, challenges in one country relatively manifest in another. With the increasing fortitude in comparative and competitive advantage among nations, appropriate systems enhances public institutional performance, which leads to socio economic development of nations. The preceding chapter has descriptive expressed opinions of different writers and schools of thoughts regarding the subject matter. Nevertheless, review of relevant pieces of literature has enable us to identify gaps that this study determines to address. In addition, contributions of the different authors regarding analysis of facts presented by performance experts has also modelled opportunities for numerous research directions. Subsequent chapter will design appropriate methods that will address problems identified in this study.

III. METHODOLOGY

Research design organises research project and outlines procedures required for the collection, measurement, and analysis of information. This Study used descriptive quantitative survey and correlational methods of research, which encompasses gathering, classification and presentation of data.



This method is deemed appropriate for the examination of determinants of state institutions performance. This research was conducted in Freetown, focusing on examining operations of three strategic public institutions that have been existing for decades and whose operations have contributed to the growth of many government operations. This investigation employed probability-sampling procedure because it is deemed more suitable for this endeavour. This shows that, there is a possibility to respond to research questions accurately to achieve the objectives required to strategically estimate the features of the population from the sample drawn. Statisticians have established that, the bigger the size of a sample selected, the better and more thorough its distribution to the normal distribution in a robust manner. The sample size selected is governed by the level of assurance that the characteristics of data collected, represents the total population (Gomes-Mejia et al 2012, Giangreco et al 2012 & Gupta and Upadhyay 2012). This study used a sample size of 300 sample units obtained from the sample frame, and the units range from nonsupervisory to management cadres. Selecting appropriate sampling techniques depends on one's research questions and objectives (Vomberg et al 2015). The size of sample needed and structure of sampling frame and sampling technique influences researchers' decisions. However, simple random sampling provides a selection that is evenly dispersed throughout the population being studied (Vinesh 2014). However, this study used a simple random sampling for

objective selection of a sample size, which enabled the process to select sample units range from managerial to non-managerial employees. Since this study is descriptive in nature, a survey questionnaire was used to collect first-hand information. Certain kinds of information such as the opinions and assertiveness of employees are best reached by administering survey forms to individuals. Such data collected from the real place of incidence of occasions are classified as primary data (Vimala et al 2015). This research distributed 450 questionnaires across the three institutions; however, 300 filled questionnaires were retrieved which classified respondents as 170 male with 56.5% and 130 female participants which shows 33.5%. Sample selected in this study served as satisfactory representative sample for selected case studies. Significant components assessed to established determinants of state institutions performance were derived from different undertakings. In responding to questions in the questionnaires, the five point Linkert scale was used with the following responses 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree. Data athered from sample units drawn as representative sample was analysed using descriptive statistics and correlation. Analysis and description, established quantum of relevant information regarding determinants of public institutions performance. Correlation of elements showed significance at 0.1 level (2tailed) between human capital development and reward and retention, and engagement and administrative structures.

IV.RESULTS AND DISCUSSION

Table 1: Descriptive Statistics on the distribution of respondents concerning human capital development, rewards and retention

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
OOFPMs	300	1	1	2	1.60	.491	.241	-1.844	.281
HLPRR	300	1	1	2	1.67	.472	.223	-1.505	.281
TSSDO	300	1	1	2	1.67	.472	.223	-1.505	.281
PPDQC	300	1	1	2	1.57	.496	.246	-1.940	.281
RBAPPF	300	1	1	2	1.60	.491	.241	-1.844	.281
TIEML	300	1	1	2	1.60	.491	.241	-1.844	.281
TIEKSC	300	1	1	2	1.60	.491	.241	-1.844	.281
EDLOP	300	1	1	2	1.67	.472	.223	-1.505	.281
TIEPL	300	1	1	2	1.60	.491	.241	-1.844	.281
TPIEE	300	1	1	2	1.57	.496	.246	-1.940	.281
Valid N (listwise)	300								

Table 1 discusses staff age, gender and designations of various categories of employees in the three public institutions. In addition, table one descriptively explain respondents views about human capital development and the relevance of rewarding employees satisfactorily and retaining outstanding performers. In opinions expressed by respondents through questionnaires, they noted that institutional performance could only be effective if such institution embraces the concept of human capital development and empowerment. Highlights from respondents emphatically stated that capacity building enhances exceptional performance since employees are orientated with new skills and competencies required to perform their jobs successfully. Regarding institutional performance and contributions towards a country's socio

economic development, respondents mentioned that a well-capacitated human capital strengthens public institutions performance. They emphasised that training and personnel development should be seen as an endless journey in government institutions and such institutions must ensure that they develop strategic training programmes that addresses long-term deficiencies. Respondents stated that improving employees' skills and competencies serves as a driving force towards enhancing institutional performance.



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Data obtained from primary sources indicated that institutions that embark on extensive staff capacity building programme always lead in the competitive landscape. Respondents expressed that, although building human capital entails many considerations such as the provision of financial resources for hiring experts, however, such considerations should be of paramount importance to public institutions as that contribute towards performance enhancement. Respondents mentioned that with the required human capital skills and competencies, public institutions would be reinforced by a competent workforce that supports institutional performance. Respondents emphasised that training should not be a one off thing; it should be continuous since new concepts about organisational operations are introduced every now and then. Human capital development and empowerment should be done in a holistic manner so that skills enhancement will be facilitated throughout the organisation. Nevertheless, respondents indicated the relevance of rewards towards human capital and institutional performance. Analysis form data obtained from survey shows that financial or non-financial reward

serves as motivating element towards exceptional performance. Even though there are numerous debates regarding the principal motivating element, several research result have proven that financial reward is the principal motivator towards employee performance. Respondents mentioned that in the competitive domain, reward plays a pivotal role towards creating sparks of excitement on employees, which leads to exceptional institutional performance. Respondent emphatically stated that developing human capital is meaningless if such action is not followed by effective compensation that create pleasant attitude towards work. As this study focus on identifying influential factors for institutional performance, respondents have established that the two components (human capital development and rewards) could definitely serves as determinants of public institutional performance. This means that the absence of such elements may possibly hinder institutional performance. Respondents added that effective human capital capacity building and allocation of appropriate rewards would facilitate retention of high-class performers.

Table 2: Descriptive Statistics on the distribution of respondents regarding administrative structures and human capital engagement

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
TOPOCD	300	1	1	2	1.57	.496	.246	-1.940	.281
ACSD	300	1	1	2	1.60	.491	.241	-1.844	.281
OPTEJP	300	1	1	2	1.53	.500	.250	-1.995	.281
EIP	300	1	1	2	1.60	.491	.241	-1.844	.281
EEEEEM	300	1	1	2	1.67	.472	.223	-1.505	.281
ESELOP	300	1	1	2	1.67	.472	.223	-1.505	.281
OORBP	300	1	1	2	1.57	.496	.246	-1.940	.281
ERGWP	300	1	1	2	1.53	.500	.250	-1.995	.281
ERCSSIP	300	1	1	2	1.47	.500	.250	-1.995	.281
FREIEML	300	1	1	2	1.53	.500	.250	-1.995	.281
FMPM	300	1	1	2	1.67	.472	.223	-1.505	.281
CIEP	300	1	1	2	1.56	.497	.247	-1.947	.281
Valid N (listwise)	300								

The second table descriptively explain constituents of public institutions administrative structures, procedures and human capital engagement. Discovering influential factors of performance entails a lot of consideration, which requires conscious thought in order to ascertain the significance of elements that constitute exceptional performance. The survey unravel numerous strategic issues that warrants public institutions commitment towards enhancing outstanding performance. Respondents mentioned that any institution that neglect procedures would definitely fail in its implementation. They added that achieving institutional objectives requires a structured system of operation so that employees will not be in pursuits of diverse goals. In the responses obtained from the survey, it is established that existing public institutions in the country especially those used as case studies have been battling with following prescribed procedures and that has hindered their progress from achieving outstanding results. Respondents noted that prescribed procedures are there in theory; however, following such procedures is seen as a challenge and such negligence have been contributing factors towards the

failure of many government activities. Recommendations outlined by respondents indicated that since improper administrative structures stifles the progress of an institution, public institutions authorities should ensure that procedures documented should be strictly followed because that will help to address numerous concerns created by inconsistencies. Public institutions are issued with performance contracts in order to maintain a system of commitment and achievement of results. Even though these contracts are issued, many executives cannot prove commitment towards the terms and conditions of such contracts and that serve as a recipe for poor performance. Respondents emphatically stated that the reason for such failure is because institutions lack proper systems that ensures effective monitoring mechanisms. Nevertheless, respondents availed information concerning human capital engagement, which facilitate outstanding performance.



Responses indicated that engaging institutions workforce contribute towards exceptional performance, however, negligence towards such action stifles the growth and sustainability of public institutions. Engaging public institutions human capital through mentoring, motivates them to unleash their creative acumen, which enhances institutional performance. Respondents noted that engaged employees demonstrate commitment and proven competencies, which help them to achieve objectives of their assigned duties. In addition, disengaged workforce pay

less attention to the performance of their duties and such action leads to failure. With the numerous contributions made by respondents regarding human capital engagement, emphasis concerning effective engagement, which leads to commitment is emphasised. As this study carefully examined determinants of state institutions performance, it is necessary to consider administrative structures, which co-opts procedures, processes, and human capital engagement as additional elements that serves as influential factors of state institutions performance.

Table 3: Correlations between human capital development and rewards and also between administrative structure and engagement

		1	2	3	4
PRIL	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	300			
EMEN	Pearson Correlation	1.000**	1		
	Sig. (2-tailed)	.000			
	N	300	300		
SOPER	Pearson Correlation	.866**	.866**	1	
	Sig. (2-tailed)	.000	.000		
	N	300	300	300	
PIE	Pearson Correlation	.866**	.866**	1.000**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	300	300	300	300

** . Correlation is significant at the 0.01 level (2-tailed).

Descriptive discussion of objectives orchestrated further analysis on the different elements used as influential factors of public institutions performance. However, it is noted that human capital development, rewards, administrative structures and engagement have strong relationship that constitute the effectiveness and efficiency of public institutions performance. Since public institutions cannot operate without people, efficient human capital serves as key contributing factor towards achieving strategic objectives. An efficient workforce and a reasonable compensation enhances institutional effectiveness and reinforces such institution to perform exceptionally. A diligent workforce without satisfactory rewards stifle the growth and sustainability of public institutions. However, if public institutions undertake a robust action to develop human capital and design a better compensation package, the result will be a positive outcome of activities, which will support institutional performance. The foregoing clearly shows that combining human capital empowerment and effective compensation leads to exceptional institutional performance. In essence, this shows that there is positive correlation between the two elements. In addition, where there is unsatisfactory compensation system, performance will be stifled by the unpleasant attitudes of employees. In this regard, achieving institutional objectives will be a challenge. Considering the role efficient administrative structure plays in a public institution, there is coordinating link between effective structures and personnel engagement. This means that a well-organise administrative system facilitate effective employee engagement, which leads to exceptional public institutions performance. An efficient administrative structure ensures compliance with institutions policies, which facilitate the recruitment of competent workforce and the effective management of institutions

finances, which causes staff commitment that leads to the achievement of strategic institutional objectives. Having carefully assessed the relevance of the different elements used in this study as factors that enhances performance; it is an assurance that if these elements are effectively utilised, public institutions performance will be exceptional. The foregoing shows that, there is positive correlation between efficient administrative structure and effective employee engagement. Nevertheless, an efficient administrative system ensures commitment and achievement of institutional objectives.

V. CONCLUSION

Establishing influential elements in all spheres of institutional engagement requires thorough analysis of existing components that may possibly be considered as key contributors towards the process. This study undertook an investigation on determinants of public institutions performance in Sierra Leone, with specific focus on three strategic government institutions. The research was conducted in Freetown with an assessment of previous performance benchmarks; and further examined possible components that could facilitate exceptional institutional performance. This study used a sample frame that comprises of three public institutions and employed a primary data collection method to ascertain presumptions of the authors. However, 300 employees were selected from three institutions as representative sample size.



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In addition, a simple random sampling was done to obtain diverse contributions of employees ranging from nonsupervisory to managerial cadre. In the development of questionnaire, we used the Linkert scale system, which classify responses as follows: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree. Primary data obtained from survey was analysed using descriptive statistics and correlational methods with SPSS 21. Results achieved from primary data analysed, outlined and emphasised the significance of human capital development, rewards and retention, staff engagement and commitment, and effective and efficient administrative structure as factors influencing public institutions performance. According to the different opinions registered by respondents, they noted that human capital development and empowerment facilitate exceptional performance, which strengthens public institutions to contribute to the socio economic development of the country. Several concerns expressed by respondents shows that public institutions growth rest upon its human capital strength (skills and competencies) possessed by the workforce. In addition, respondents emphatically stated that enhancing human capital skills and competencies is important, however, assigning satisfactory rewards towards the different classifications of jobs, stimulate public institutions workforce to demonstrate their creative acumen for effective job performance. Further responses registered by respondents indicated that institutions with effective and efficient administrative system facilitate employee engagement, which causes public institutions employees to demonstrate their innovative ideas towards achieving organisational objectives. Highlights from survey information mentioned that an institution without proper administrative structure would face enormous challenges in its implementation of activities. Respondents mentioned that since public institutions in Sierra Leone document administrative processes and procedures, significance of the documented theory could only be meaningful if put into practice. Having carefully examined contributions of respondents, it has been made clear that human capital, reward, efficient administrative structure and engagement serves as determinants of public institutions performance. Since this investigation was limited to three public institutions in Freetown with a minimum sample size and with a primary data collection method, future research direction could focus on increasing the sample frame, size or perhaps deal with specific elements discussed as influential factors of state institutions performance. This study is noteworthy to government institutions in Sierra Leone, countries in the West Africa region, performance management specialists and general management practitioners.

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